BULOG
Bersama Mewujudkan Kedaulatan Pangan

Reorientasi Fokus Bisnis Untuk Kinerja Unggul

Business Focus Reorientation for Excellent Performance

2021

Laporan Tahunan
Annual Report

Sanggahan dan Batasan Tanggung Jawab

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Referensi penyusunan Laporan Tahunan Perusahaan Umum BULOG (Perum BULOG) tahun 2021 menggunakan parameter kriteria Annual Report Award (ARA), serta acuan lainnya adalah Surat Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara (BUMN).

Laporan tahunan ini memuat pernyataan kondisi keuangan, hasil operasi, kebijakan, proyeksi, rencana, strategi, serta tujuan Perum BULOG. Pernyataan-pernyataan prospektif dalam laporan tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang serta lingkungan di mana Perum BULOG menjalankan kegiatan usaha. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual yang secara material berbeda dari yang dilaporkan.

Laporan tahunan ini memuat kata “Perusahaan” yang didefinisikan sebagai Perum BULOG. Adakalanya kata “Kami” juga digunakan atas dasar kemudahan untuk menyebut Perum BULOG secara umum. Laporan ini disajikan dalam dua Bahasa yaitu Bahasa Indonesia dan Bahasa Inggris, yang dapat dilihat dan diunduh di situs web resmi Perusahaan yaitu www.bulog.co.id.

The reference for writing Perum BULOG 2021 Annual Report is the Annual Report Award (ARA) criteria parameters, as well as the Letter of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 dated 6 June 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises (SOE).

This annual report contains statements of financial condition, results of operations, policies, projections, plans, strategies, and objectives of Perum BULOG. The prospective statements in this annual report are made based on various assumptions regarding current and future conditions as well as the environment in which Perum BULOG conducts business activities. These statements have the prospect of risk, uncertainty, and may result in actual developments that are materially different from those reported.

This annual report uses the word “Company” which refers to Perum BULOG. Occasionally the word "we" is also used on the basis of convenience to refer to Perum BULOG in general. This report is presented in two languages, namely Indonesian and English, which can be viewed and downloaded on the Company's official website www.bulog.co.id.

Tema Sampul dan Kesinambungan Tema

Cover Theme and Theme Continuity

2021

Reorientasi Fokus Bisnis untuk Kinerja Unggul

Business Focus Reorientation for Excellent Performance

Di tengah tantangan pandemi COVID-19 yang masih terus berlangsung, Perum BULOG berupaya melakukan reorientasi fokus bisnis dari fokus bisnis pada segmen PSO kepada segmen komersial, yang dilakukan melalui *high capital investment* pada infrastruktur penyimpanan, pengolahan, ERP dan digitalisasi sistem *warehousing*. Hal ini dilakukan dalam rangka mewujudkan kontrol dan sinergi pada seluruh rantai nilai serta memperkuat fungsi perencanaan dan *market intelligence* yang dimiliki Perum BULOG.

In the midst of the ongoing challenges of the COVID-19 pandemic, Perum BULOG is shifting its business focus from the PSO segment to the commercial segment, which is carried out through high capital investment in storage infrastructure, processing, ERP and digitalization of warehousing systems. This ensures control and synergy are achieved throughout the whole value chain, and planning and market intelligence functions are strengthened.

2020

Memperkuat Ketahanan Pangan di Masa Penuh Tantangan

Strengthening Food Security in Challenging Times

Tahun 2020 menjadi tahun penuh tantangan bagi perekonomian global dan nasional. Kebijakan pembatasan mobilitas masyarakat sebagai bagian dari pengendalian pandemi COVID-19 berdampak pada perekonomian secara keseluruhan, yang tentunya berimbas pada berbagai dimensi kehidupan masyarakat. Di tengah kondisi tersebut, Perum BULOG tentu berupaya untuk memenuhi aspirasi Pemerintah Indonesia untuk tetap berupaya mengedepankan berbagai sektor primer, terutama pemenuhan kebutuhan pangan bagi seluruh masyarakat Indonesia. Hal ini terlihat dari jumlah penyaluran yang mengalami peningkatan yang cukup signifikan, khususnya pada kegiatan Ketersediaan Pasokan dan Stabilisasi Harga (KPSH) atau yang biasa dikenal dengan operasi pasar. Hal ini sesuai penugasan Pemerintah Indonesia kepada Perum BULOG dalam mengelola Cadangan Beras Pemerintah (CBP) untuk dijaga ketersediaannya.

The year 2020 has been a year full of challenges for the global and national economy. Government policy to restrict people's mobility as part of measures to control the Corona Virus Disease 2019 (COVID-19) pandemic has an impact on the overall pace of the economy, which of course has an impact on various dimensions of people's lives. In the midst of these conditions, Perum BULOG strives to fulfill the Indonesian Government's aspirations to continue to prioritize various primary sectors, especially meeting the food needs of all Indonesian people. This can be seen from the number of distributions which has increased quite significantly, especially in the Availability of Supply and Price Stabilization (KPSH) activities or commonly known as market operations. This is in accordance with the assignment by the Government of Indonesia to Perum BULOG in managing the Government's Rice Reserves (CBP) to maintain its availability.

2019

Komitmen kinerja prima demi investasi dan inovasi produk yang "Creating Value"

The Commitment of Excellent performance for investment and product innovation that "Creating Value"

Kata kunci untuk tetap mencapai keunggulan daya saing yang berkelanjutan adalah kemampuan insan BULOG dalam menyediakan nilai yang sesuai atau bahkan melebihi ekspektasi "*Shareholder*" dan "*Stakeholder*". Karenanya Manajemen dan seluruh insan BULOG berkomitmen dan berinisiatif untuk memastikan bawa Perum BULOG selalu berada di jalur prima untuk menghadirkan kinerja operasional dan keuangan yang sehat dan kokoh yang mendukung terciptanya "*Creating Value*" melalui serangkaian aktivitas investasi dan inovasi untuk melahirkan beragam produk inovatif sesuai dengan tuntutan jaman.

The key word for achieving sustainable competitive advantage is the ability of BULOG personnel in providing value that matches or even exceeds the expectations of "Shareholders" and "Stakeholders". Therefore, the Management and all BULOG personnel are committed and have the initiative to ensure that BULOG is always on the prime track to deliver sound and solid operational and financial performance that supports the creation of "Creating Value" through a series of investment and innovation activities to produce a variety of innovative products according to the demands of the times.

2018

Semangat Perubahan Ciptakan Peluang

The Spirit of Change to Create Opportunities

Manajemen dan seluruh insan BULOG menyadari bahwa kita saat ini berada di era penuh perubahan dan persaingan. Perubahan lingkungan bisnis terjadi karena dahsyatnya perkembangan teknologi informasi dan komunikasi. Untuk menghadapi era ini, diperlukan semangat dan inisiatif sebagai bekal beradaptasi dan berinovasi. Dengan dasar tersebut, seluruh insan BULOG dituntut untuk menciptakan berbagai peluang usaha sebagai dasar bagi kinerja operasional dan keuangan yang sehat, kuat, tumbuh secara berkelanjutan. Adaptasi dan inovasi melalui penciptaan berbagai peluang bisnis diharapkan menjadi *spirit* bagi kemajuan BULOG ke depan.

Management and all BULOG personnel realize that we are currently in an era of changes and competition. Changes in the business environment occur because of the tremendous development of information technology and communication. To face this era, we need enthusiasm and initiative to prepare and adapt. On this basis, all company personnel are required to create various business opportunities as a basis for operational and financial performance that is healthy, strong, growing sustainably. Adaptation and innovation through the creation of various business opportunities are expected to be the spirit for the progress of BULOG in the future.

2017

Tepercaya dalam Mengamankan Pangan Bangsa

Trusted in Securing Indonesian Nation's Food

Indonesia dengan wilayahnya yang sangat luas dan jumlah penduduk yang besar membutuhkan ketersediaan pangan dengan jumlah yang sangat besar pula. Untuk mengamankan pasokan dan ketersediaan pangan yang beragam jenisnya, mutlak perlu hadirnya lembaga yang kokoh dan kuat, serta mampu menjangkau wilayah di seluruh tanah air. Perum BULOG telah teruji dan tepercaya dalam mengamankan pangan bangsa. Hal ini didukung oleh ketersediaan infrastruktur Perum BULOG. Untuk memperkuat daya dukung usaha, Perum BULOG juga bergiat mengembangkan Rumah Pangan Kita (RPK). Komitmen ini membuahkan kinerja positif, yang tercermin dari kinerja keuangan yang membukukan pencapaian memuaskan.

Trusted in Securing Indonesian Nation's Food with its vast territory and an enormous population, requires enormous food availability. To secure the supply and availability of food of various kinds, it is absolutely necessary to have a strong institution, and able to reach areas throughout the country. Perum BULOG has been tested and trusted in securing the nation's food. This is supported by the availability of infrastructure of Perum BULOG. To strengthen the business, the Company is also actively developing the Rumah Pangan Kita (RPK). The Company's commitment resulted in positive performance, which reflected in satisfactory financial performance.

Sekilas Perum BULOG: Jejak Langkah

Perum BULOG In Brief: Milestones

Dengan mandat menjaga stabilitas harga bahan pangan pokok sesuai Peraturan Pemerintah No. 13 Tahun 2016 tentang Perusahaan Umum (Perum) BULOG dan Peraturan Presiden No. 48 Tahun 2016 tentang Penugasan Kepada Perusahaan Umum (Perum) BULOG dalam Rangka Ketahanan Pangan Nasional, Perum BULOG berupaya mewujudkan aspirasi Pemerintah Indonesia dalam memperkuat ketahanan pangan bagi masyarakat Indonesia.

1967

BULOG pertama kali dibentuk dengan nama Lembaga Pemerintah Non Departemen (LPND) BULOG.

BULOG was established under the name of the Non-Departmental Government Institution (LPND) BULOG.

1969

Tugas BULOG diubah dari mengamankan penyediaan pangan dalam rangka menegakkan eksistensi Pemerintahan baru, menjadi melakukan stabilisasi harga beras nasional.

BULOG's task was changed from securing food supply in order to enforce the existence of the new government, to stabilizing national rice prices.

1987

Tugas BULOG mengalami perubahan kembali, dikhususkan untuk mendukung pembangunan komoditas pangan nasional yang multi komoditas.

BULOG's task was changed again, specifically to support the development of multi-commodity national food commodities.

1998

Pemerintah mengembalikan tugas BULOG. Lingkup komoditas yang ditangani BULOG kembali dipersempit seiring dengan kesepakatan yang diambil oleh Pemerintah dengan pihak IMF yang tertuang dalam Letter of Intent (LoI). Tugas pokok BULOG dibatasi hanya untuk menangani komoditas beras. Sedangkan komoditas pangan pokok lainnya dilepaskan ke mekanisme pasar.

The government returned the task of BULOG. The scope of commodities handled by BULOG has been narrowed again in line with the agreement taken by the Government with the IMF which is contained in the Letter of Intent (LoI). The main task of BULOG is limited to handling rice commodities. Meanwhile, other staple food commodities follow the market mechanism.

2000

Cikal bakal terbentuknya badan usaha BULOG. Tugas pokok BULOG adalah melaksanakan tugas Pemerintah di bidang manajemen logistik melalui pengelolaan persediaan, distribusi dan pengendalian harga beras (mempertahankan Harga Pembelian Pemerintah – HPP), serta usaha jasa logistik sesuai dengan peraturan perundang-undangan yang berlaku.

The forerunner to the formation BULOG as a business entity. The main task of BULOG was to carry out the Government's tasks in logistics management through inventory management, distribution and price control of rice (maintaining the Government Purchase Price – HPP), as well as logistics service business in accordance with applicable laws and regulations.

2016

- Terbitnya Peraturan Pemerintah No. 13 Tahun 2016 tanggal 17 Mei 2016 tentang Perusahaan Umum (PERUM) BULOG. Pemerintah Indonesia melanjutkan penugasan kepada PERUM BULOG untuk melaksanakan tugas dan tanggung jawab dalam rangka ketahanan pangan nasional berupa:
  - Pengamanan harga pangan pokok beras di tingkat produsen dan konsumen;
  - Pengelolaan cadangan pangan pokok beras Pemerintah;
  - Penyediaan dan pendistribusian pangan pokok beras kepada golongan masyarakat tertentu; dan
  - Pelaksanaan impor beras sesuai dengan ketentuan peraturan perundang- undangan
- Terbitnya Peraturan Presiden No. 48 Tahun 2016 tanggal 31 Mei 2016 tentang Penugasan Kepada Perum BULOG dalam Rangka Ketahanan Pangan Nasional. Perpres ini menegaskan penugasan Perum BULOG untuk menjaga ketersediaan pangan dan stabilisasi harga pangan pada tingkat konsumen dan produsen.
- Pendirian entitas anak, PT Gendhis Multi Manis.
- The issuance of Government Regulation no. 13 of 2016 dated 17 May 2016 concerning Public Company (PERUM) BULOG. The Indonesian government continued the assignment to PERUM BULOG to carry out its duties and responsibilities in the context of national food security in the form of:
  - Safeguarding the price of staple food for rice at the producer and consumer levels;
  - Management of the Government's rice staple food reserves;
  - Provision and distribution of staple food rice to certain community groups; and
  - Implementation of rice imports in accordance with the provisions of laws and regulations
- The issuance of Presidential Regulation No. 48 of 2016 dated May 31, 2016 concerning Assignments to Perum BULOG in the Context of National Food Security. This Presidential Regulation confirms the assignment of Perum BULOG to maintain food availability and stabilize food prices at the consumer and producer level.
- Establishment of a subsidiary, PT Gendhis Multi Manis.

With the mandate to maintain price stability of staple foods in accordance with Government Regulation no. 13 of 2016 concerning Public Company (Perum) BULOG and Presidential Regulation No. 48 of 2016 concerning Assignments to Public Company (Perum) BULOG in the Context of National Food Security, Perum BULOG seeks to realize the aspirations of the Government of Indonesia in strengthening food security for the Indonesian people.

1993

Tugas BULOG diperluas mencakup koordinasi pembangunan pangan dan meningkatkan mutu gizi pangan nasional. Kepala BULOG dirangkap oleh Menteri Negara Urusan Pangan.

BULOG's task was expanded to include coordinating food development and improving the quality of national food nutrition. The Head of BULOG is concurrently the Minister of Food Affairs.

1995

Tanggung jawab BULOG lebih difokuskan pada peningkatan stabilisasi dan pengelolaan persediaan bahan pokok dan pangan nasional.

BULOG's responsibility was more focused on improving the stabilization and management of the national staple and food supply.

1997

Tugas BULOG dipersempit, di mana komoditas yang dikelola BULOG dikurangi dan tinggal beras dan gula.

BULOG's task was narrowed down, the commodities managed by BULOG were reduced to rice and sugar.

2001-2002

Sebagai LPND, BULOG berada di bawah dan bertanggung jawab langsung kepada Presiden Republik Indonesia. Masa ini juga menjadi masa transisi, di mana nomenklatur BULOG disesuaikan ke arah badan usaha.

As an LPND, BULOG was under and directly responsible to the President of the Republic of Indonesia. This period was also a transition period, in which BULOG's nomenclature was adjusted towards business entities.

2003

20 Januari 2003, LPND BULOG berubah statusnya menjadi Perusahaan Umum (Perum) BULOG.

January 20, 2003, LPND BULOG changed its status to Public Company (Perum) BULOG.

2013

Pendirian entitas anak, PT Jasa Prima Logistik BULOG.

Establishment of a subsidiary, PT Jasa Prima Logistik BULOG.

2017

Pendirian entitas asosiasi PT Mitra BUMDes Nusantara.

Establishment of a subsidiary, PT Mitra BUMDes Nusantara.

2020

Penguatan rantai pasok sektor hulu dan hilir untuk menjangkau bisnis dan pangsa pasar pangan di bidang komersial.

Strengthening the supply chain of the upstream and downstream sectors to reach business and food market share in the commercial sector.

2021

Pengembangan *umbrella brand* Befood untuk komoditi komersial produk beras dan non beras seperti tepung, bihun dan daging ayam.

Developing Befood umbrella brand for commercial and non-rice commodity products such as flour, vermicelli and chicken meat.

Pencapaian 2021

2021 Achievement

48,94%

kenaikan jumlah pengadaan produk untuk segmen PSO dari 687.042 ton di tahun 2020 menjadi 1.023.292 ton di tahun 2021.

increase in the number of product procurement for the PSO segment from 687,042 tons in 2020 to 1,023,292 tons in 2021.

2,48%

peningkatan jumlah penyaluran stok Cadangan Beras Pemerintah (CBP) dari 1.038.815 ton di tahun 2020 menjadi 1.064.583 ton di tahun 2021.

increase in the amount of distribution of Government Rice Reserves (CBP) stocks from 1,038,815 tons in 2020 to 1,064,583 tons in 2021.

807.919 ton

ketahanan stok beras Perum BULOG hingga akhir tahun 2021.

rice stock of Perum BULOG until the end of 2021.

131,28%

pertumbuhan Laba Bersih dari rugi bersih Rp821,01 miliar di tahun 2020 menjadi laba bersih Rp256,80 miliar di tahun 2021.
Net Profit growth from a net loss of Rp 821.01 billion in 2020 to a net profit of Rp 256.80 billion in 2021.

6,43%

kenaikan jumlah Aset dari Rp21,64 triliun di tahun 2020 menjadi Rp23,04 triliun di tahun 2021.
increase in total assets from Rp 21.64 trillion in 2020 to Rp 23.04 trillion in 2021.

4,01%

peningkatan jumlah Ekuitas dari Rp8,24 triliun di tahun 2020 menjadi Rp8,57 triliun di tahun 2021.
increase in total Equity from Rp 8.24 trillion in 2020 to Rp 8.57 trillion in 2021.

Daftar Isi

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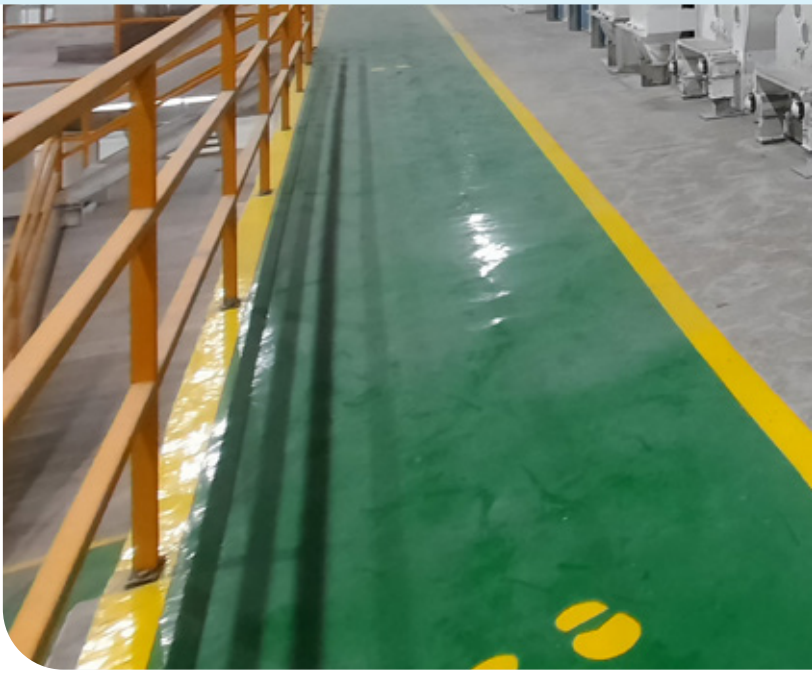

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BERAS
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BULOG
Bersama Mewujudkan Kedaulatan Pangan

01

Ikhtisar Kinerja

Performance Highlights

IKHTISAR DATA KEUANGAN PENTING

Highlights of Important Financial Data

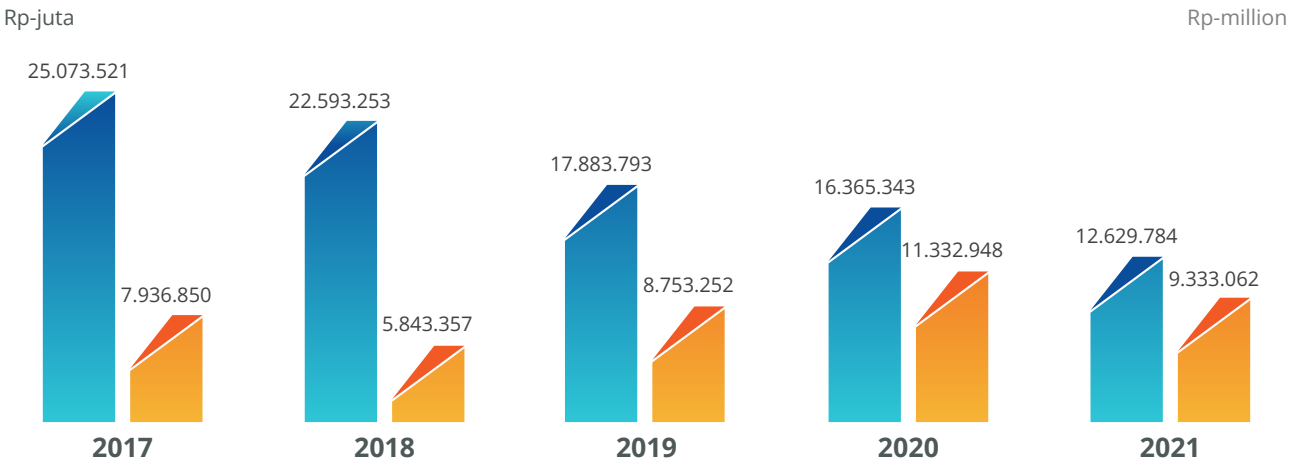
Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian
Consolidated Profit (Loss) and Other Comprehensive Income

(Dalam Jutaan Rupiah) (in Million Rupiah)	2021	2020	2019	2018	2017	YoY 2020-2021 (%)	CAGR 2017-2021 (%)
Pendapatan Revenue							
Public Service Obligation (PSO)	12.629.784	16.365.343	17.883.793	22.593.253	25.073.521	(22,83)	(15,75)
Komersial Commercial	9.333.062	11.332.948	8.753.252	5.843.357	7.936.850	(17,65)	4,13
Jumlah Pendapatan Total Revenue	21.962.846	27.698.291	26.637.045	28.436.610	33.010.371	(20,71)	(9,69)
Beban Pokok Pendapatan Cost of Goods Sold	18.534.226	23.903.613	23.319.697	24.363.809	27.830.814	(22,46)	(9,66)
Laba Bruto Gross Profit	3.428.620	3.794.677	3.317.348	4.072.801	5.179.557	(9,65)	(9,80)
Beban Usaha Operating Expenses	2.768.978	2.976.651	3.035.540	2.978.902	3.497.903	(6,98)	(5,67)
Laba Usaha Operating Profit	659.642	818.026	281.808	1.093.899	1.681.655	(19,36)	(20,86)
Pendapatan (Beban) Lain-lain Other Income	28.009	(1.291.547)	(1.989.003)	764.689	674.436	(102,17)	(54,86)
Beban lain-lain Other Expenses	(474.651)	(303.188)	(435.731)	(3.110.570)	(2.231.995)	56,55	(32,09)
Laba (Rugi) Sebelum Pajak Profit (Loss) Before Tax	213.001	(776.710)	(2.142.926)	(1.251.982)	124.095	(127,42)	14,46
Manfaat (Beban) Pajak Penghasilan – neto Income Tax Benefit (Expenses) - net	43.804	(44.306)	372.931	290.196	706.885	(198,87)	(50,11)
Laba (Rugi) Neto - Setelah Pajak	256.804	(821.015)	(1.769.994)	(961.786)	830.980	(131,28)	(25,44)
Penghasilan Komprehensif Lain - Setelah Pajak Net Profit (Loss) - After Tax	73.973	72.055	22.860	252.572	(171.346)	2,66	N/A
Total Laba (Rugi) Komprehensif Other Comprehensive Income - After Tax	330.778	(748.961)	(1.747.135)	(835.500)	659.634	(144,16)	(15,85)
Total Laba (Rugi) Neto yang Dapat Diatribusikan Kepada: Total Net Profit (Loss) Attributable To:							
Pemilik Entitas Induk Owner of Parent Entity	274.392	(822.852)	(1.756.640)	(923.229)	876.967	(133,35)	(25,21)
Kepentingan Non Pengendali Non-controlling Interest	(17.588)	1.837	(13.354)	(38.557)	(45.986)	(1.057,39)	(21,36)
Total Laba (Rugi) Komprehensif yang Dapat Diatribusikan Kepada: Total Comprehensive Profit (Loss) Attributable To:							
Pemilik Entitas Induk Owner of Parent Entity	348.203	(750.684)	(1.733.912)	(797.391)	705.787	(146,38)	(16,19)
Kepentingan Non Pengendali Non-controlling Interest	(17.425)	1.723	(13.222)	(38.109)	(46.153)	(1.111,29)	(21,61)

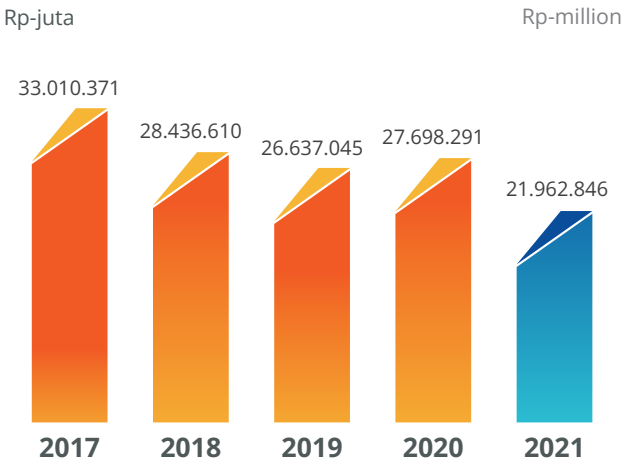
*) Disajikan kembali / restated.

Keterangan / Note : Perum BULOG merupakan Perusahaan Umum (Perum). Seluruh modal Perusahaan dimiliki negara berupa kekayaan negara yang dipisahkan dan tidak terbagi atas saham. Dengan demikian, Perum BULOG tidak menyajikan informasi tentang laba per saham. / Perum BULOG is a Public Company (Perum). The entire capital of the Company is owned by the state in the form of state segregated assets and not divided into shares. Thus, Perum BULOG does not provide information on earnings per share.

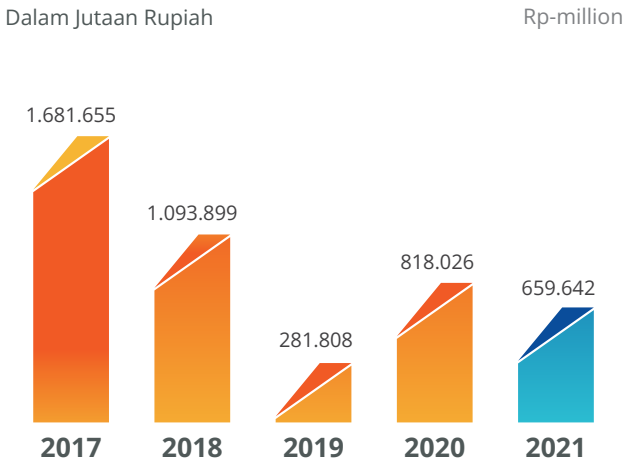
Penjualan Berdasarkan Segmen
Sales by Segment



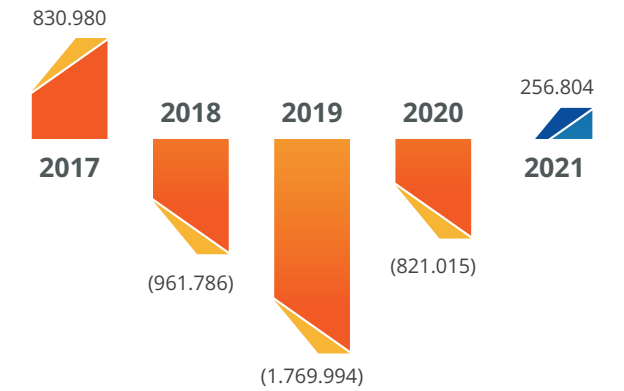
Penjualan
Sales



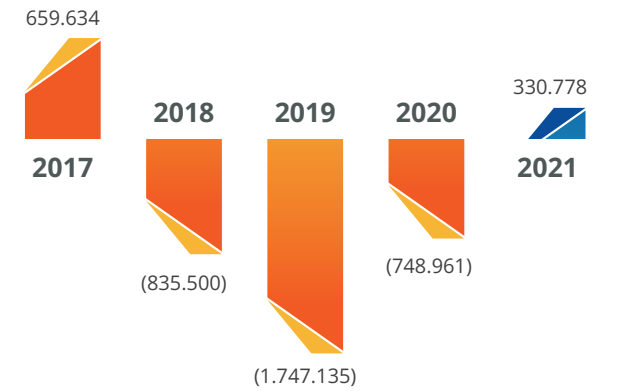
Laba Usaha
Operating Profit



Laba (Rugi) Neto - Setelah Pajak
Net Profit (Loss) - After Tax



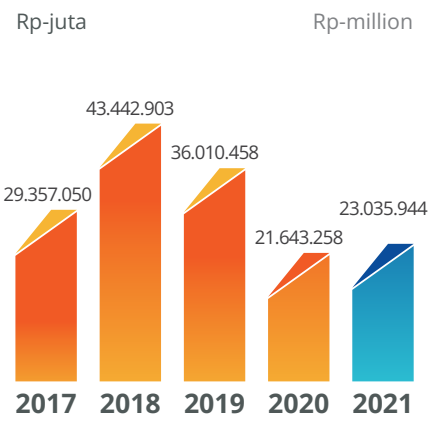
Total Laba (Rugi) Komprehensif
Total Comprehensive Profit (Loss)



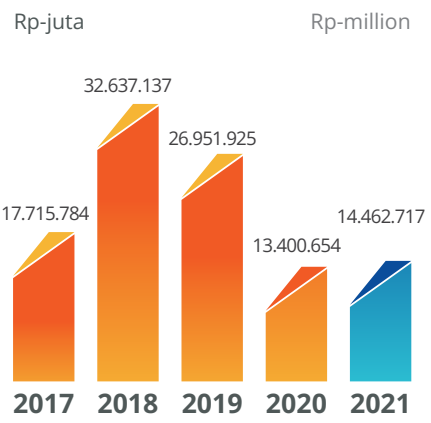
Posisi Keuangan Konsolidasian
Consolidated Financial Position

(Dalam Jutaan Rupiah) (in Million Rupiah)	2021	2020	2019	2018	2017	YoY 2020-2021 (%)	CAGR 2017-2021 (%)
Aset Assets							
Persediaan – neto Inventory - net	7.099.236	9.693.601	17.550.108	24.712.989	12.620.780	(26,76)	(13,40)
Aset Tetap Fixed Assets	3.981.796	3.799.103	3.628.970	3.636.167	3.356.150	4,81	4,37
Investasi pada Entitas Asosiasi Investment in Associated Entities	25.816	28.029	29.903	30.551	30.053	(7,89)	(3,73)
Jumlah Aset Lancar Total Current Assets	16.217.343	15.104.050	28.918.894	35.226.557	23.624.494	7,37	(8,98)
Jumlah Aset Tidak Lancar Total Non-Current Assets	6.818.601	6.539.207	7.091.564	8.216.346	5.732.556	4,27	4,43
Jumlah Aset Total Assets	23.035.944	21.643.258	36.010.458	43.442.903	29.357.050	6,43	(5,88)
Liabilitas dan Ekuitas Liability and Equity							
Liabilitas Jangka Pendek Current liabilities	13.650.113	12.485.721	25.956.829	31.685.112	16.628.948	9,33	(4,82)
Liabilitas Jangka Panjang Non-Current liabilities	812.604	914.933	995.096	952.025	1.086.836	(11,18)	(7,01)
Jumlah Liabilitas Total Liabilities	14.462.717	13.400.654	26.951.925	32.637.137	17.715.784	7,93	(4,95)
Jumlah Ekuitas Total Equity	8.573.227	8.242.604	9.058.533	10.805.766	11.641.266	4,01	(7,36)
Jumlah Liabilitas dan Ekuitas Total Liability and Equity	23.035.944	21.643.258	36.010.458	43.442.903	29.357.050	6,43	(5,88)

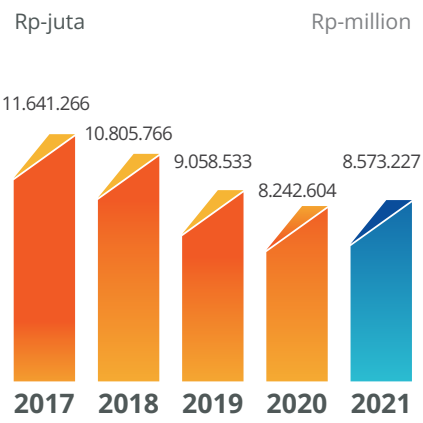
Aset
Assets



Liabilitas
Liabilities



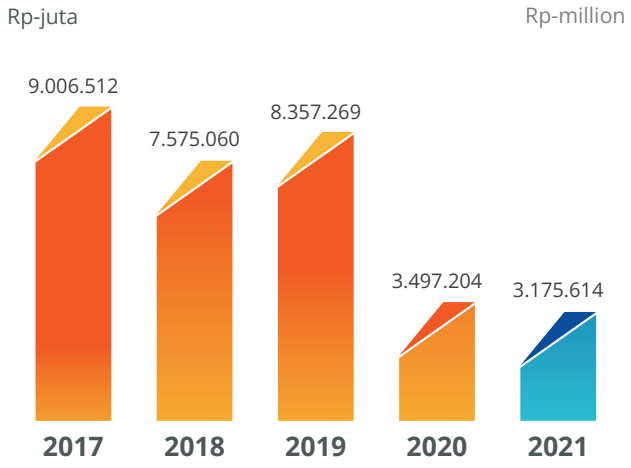
Ekuitas
Equity



Arus Kas Konsolidasian
Consolidated Cash Flow

(Dalam Jutaan Rupiah) (in Million Rupiah)	2021	2020	2019	2018	2017	YoY 2020-2021 (%)	CAGR 2017-2021 (%)
Arus Kas dari Aktivitas Operasi Cash Flows from Operating Activities	(1.049.172)	9.015.967	5.612.142	(17.061.879)	10.365	(111,64)	N/A
Arus Kas dari Aktivitas Investasi Cash Flows from Investing Activities	(363.522)	(372.982)	(157.774)	(451.281)	(279.103)	(2,54)	6,83
Arus Kas dari Aktivitas Pendanaan Cash Flows from Financing Activities	1.087.048	(13.509.932)	(4.657.413)	16.054.441	(7.766.413)	(108,05)	N/A
Kenaikan (Penurunan) Neto Kas dan Setara Kas Net Increase (Decrease) in Cash and Cash Equivalents	(325.645)	(4.866.947)	796.955	(1.458.719)	2.319.906	(93,31)	N/A
Pengaruh Perubahan Kurs Mata Uang Asing Terhadap Kas dan Setara Kas Effect of Foreign Exchange on Cash and Cash Equivalents	4.055	6.882	(14.747)	27.267	2.799	(41,08)	9,71
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents at Beginning of the Year	3.497.204	8.357.269	7.575.060	9.006.512	6.683.807	(58,15)	(14,95)
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents at End of the Year	3.175.614	3.497.204	8.357.269	7.575.060	9.006.512	(9,20)	(22,94)

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

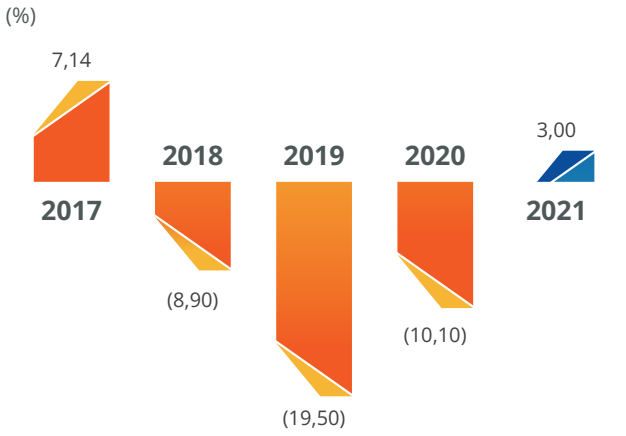


Rasio-rasio Keuangan
Financial Ratios

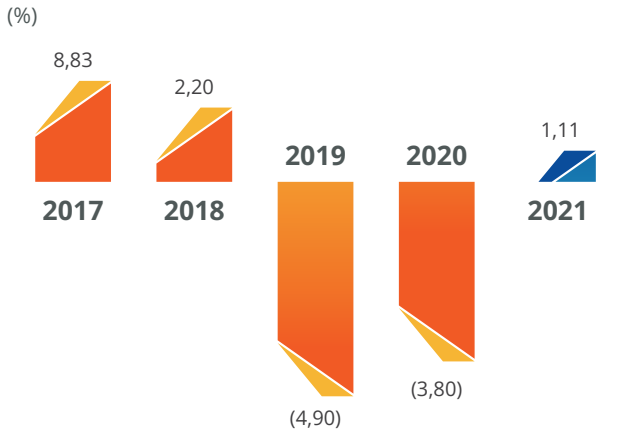
	2021	2020	2019	2018	2017	Kenaikan (Penurunan) 2020-2021 Increase (Decrease) 2020-2021 (poin) (point)
Operasi Operation						
Days Receivable (hari) Days Receivable (days)	12	15,88	33,13	25,25	12,34	(3,88)
Days Inventory (hari) Days Inventory (days)	140	148,33	275,40	371,20	165,70	(8,33)
Profitabilitas dan Rentabilitas Profitability and Rentability						
Imbal Hasil Ekuitas, atau Return On Equity (ROE) (%) Return On Equity (ROE) (%)	3,00	(10,00)	(19,50)	(8,90)	7,14	13,00
Imbal Hasil Aset, atau Return On Asset (ROA) (%) Return On Asset (ROA) (%)	1,11	(3,80)	(4,90)	2,20	2,83	4,91
Laba (Rugi) Komprehensif Terhadap Aset (%) Comprehensive Profit (Loss) to Assets (%)	1,44	(3,70)	(4,85)	(1,92)	2,25	5,14
Laba Usaha Terhadap Pendapatan (%) Operating Profit to Revenue (%)	3,00	2,68	1,06	3,85	4,72	0,32
Likuiditas Liquidity						
Rasio Kas (%) Cash Ratio (%)	23,26	27,94	32,20	23,91	54,16	(4,68)
Rasio Cepat (%) Quick Ratio (%)	66,80	43,23	43,80	33,18	66,17	23,57
Rasio Lancar (%) Current Ratio (%)	118,81	120,69	111,41	111,18	142,07	(1,88)
Solvabilitas Solvency						
Liabilitas Terhadap Aset (%) Liabilities to Assets (%)	59,26	57,96	72,08	72,94	56,64	1,30
Liabilitas terhadap Modal (%) Liabilities to Capital (%)	159,22	152,74	286,55	293,22	142,84	6,48
Liabilitas terhadap Aset Tetap (%) Liabilities to Fixed Assets (%)	343,99	329,41	715,27	871,39	496,36	14,58
Pertumbuhan Growth						
Pendapatan (%) Revenue (%)	(20,71)	3,98	(6,33)	(13,86)	(5,04)	(24,69)
Beban Pokok Pendapatan (%) Cost of Goods Sold (%)	(22,46)	2,50	(4,29)	(12,46)	(5,88)	(24,96)
Laba (Rugi) Neto - Setelah Pajak (%) Net Profit (Loss) - After Tax (%)	(131,28)	(53,61)	84,03	(215,74)	30,57	(77,67)

	2021	2020	2019	2018	2017	Kenaikan (Penurunan) 2020-2021 Increase (Decrease) 2020-2021 (poin) (point)
Laba (Rugi) Komprehensif (%) Comprehensive Profit (Loss) (%)	(144,16)	(57,13)	109,11	(226,66)	2,38	(87,03)
Aset (%) Assets (%)	6,43	(39,90)	(17,11)	47,98	(15,12)	46,33
Liabilitas (%) Liabilities (%)	7,93	(50,28)	(17,42)	84,23	(24,95)	58,21
Ekuitas (%) Equity (%)	4,01	(9,01)	(16,17)	(7,18)	6,00	13,02

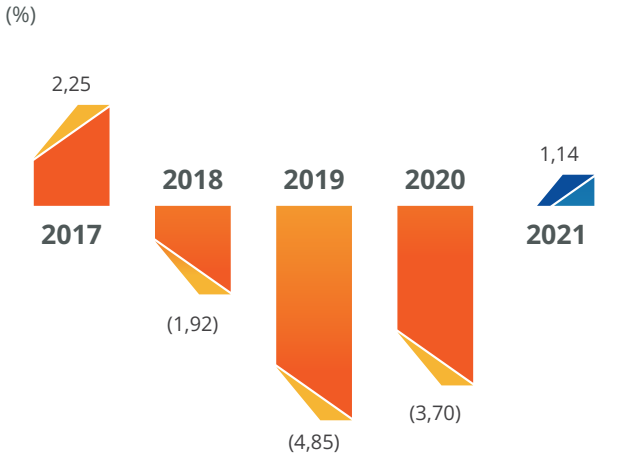
Imbal Hasil Ekuitas (ROE)
Return On Equity (ROE)



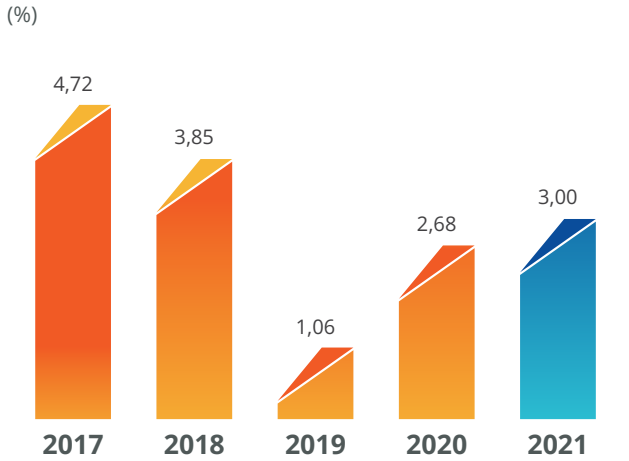
Imbal Hasil Aset (ROA)
Return On Asset (ROA)



Laba (Rugi) Komprehensif Terhadap Aset
Comprehensive Profit (Loss) to Assets



Laba (Rugi) Usaha Terhadap Pendapatan
Operating Profit (Loss) to Revenue



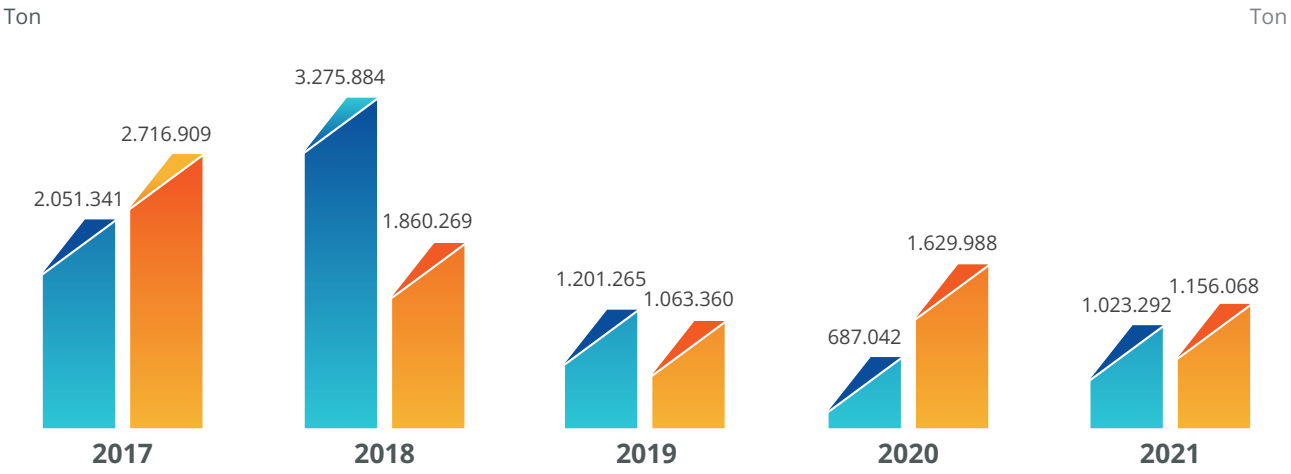
IKHTISAR OPERASI DAN ORGANISASI

Highlights of Operations and Organization

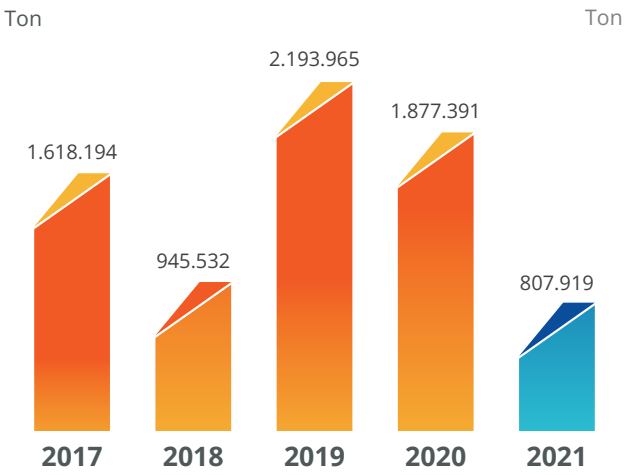
Ikhtisar Operasi
Operational Highlights

	2021	2020	2019	2018	2017	YoY 2020-2021 (%)	CAGR 2017-2021 (%)
Segmen PSO/Pelayanan Publik PSO Segment							
Pengadaan Procurement							
Gabah (setara beras) (Ton) Grain (rice equivalent) (Ton)	158.165	112.558	98.655	83.745	62.870	40,52	25,94
Beras DN (Ton) Domestic Rice (Ton)	865.127	574.484	1.102.610	1.404.839	1.988.471	50,59	(18,87)
Beras LN (Ton) Overseas Rice (Ton)	-	-	-	1.787.300	-	-	-
Jumlah Pengadaan (Ton) Total Procurement (Ton)	1.023.292	687.042	1.201.265	3.275.884	2.051.341	48,94	(15,96)
Penyaluran Distribution							
Rastra (Ton)	2.080	450.000	351.848	1.207.269	2.542.405	(99,54)	(83,09)
Golongan Anggaran (Ton) Budget Group (Ton)	89.405	141.173	89.132	101.359	102.684	(36,67)	(3,40)
CBP (Ton)	1.064.583	1.038.815	622.380	551.641	71.819	2,48	96,22
Lain-lain (Ton) Other (Ton)	-	-	-	-	-	-	-
Jumlah Penyaluran (Ton) Total Distribution (Ton)	1.156.068	1.629.988	1.063.360	1.860.269	2.716.909	(29,08)	(19,23)
Ketahanan Stok (Ton) Stock Security (Ton)	807.919	1.877.391	2.193.965	945.532	1.618.194	(56,97)	(15,94)
Segmen Komersial Commercial Segment							
Penjualan Segmen Komersial Commercial Segment Sales							
Perdagangan Komoditas (Rp-miliar) Commodity Trading (Rp-billion)	8.377	10.493	8.248	9.866	7.725	(20,17)	2,05
Unit Bisnis (Rp-miliar) Business Unit (Rp-billion)	145	153	324	151	138	(5,23)	1,24
Jasa/Anak Perusahaan (Rp-miliar) Services/Subsidiaries (Rp-billion)	1.460	1.834	1.677	1.905	1.998	(20,39)	(7,54)
Jumlah Penjualan Segmen Komersial (Rp-miliar) Total Commercial Segment Sales (Rp-billion)	9.982	12.480	10.249	11.922	9.861	(20,02)	0,31

Pengadaan dan Penyaluran Pelayanan Publik
Procurement and Distribution of PSO



Ketahanan Stok
Stock Security



Ikhtisar Organisasi
Organizational Highlights

KPI dan Tingkat Kesehatan Perusahaan*) KPI and Company Health Level*)	2021	2020 (Manajerial) (Managerial)	2020	2019 (Manajerial) (Managerial)	2019	2018 (Manajerial) (Managerial)	2018	2017
Skor KPI KPI Score	81,01	86,08	69,66	80,10	69,92	80,26	81,08	81,08
Tingkat Kesehatan Perusahaan**) Company Health Level**)	72,04	73,56 "A"	64,88 "BBB"	70,27 "A"	56,79 "BBB"	71,32 "A"	55,07 "BBB"	78,94 "A"

Tata Kelola Perusahaan yang Baik Good Corporate Governance	2021	2020	2019	2018	2017
Skor Assessment Penerapan GCG***) GCG Implementation Assessment Score***)	89,85 "Sangat Baik" Excellent	89,72 "Sangat Baik" Excellent	89,92 "Sangat Baik" Excellent	89,77 "Sangat Baik" Excellent	88,97 "Sangat Baik" Excellent

Kontribusi atas Aspek Sosial Kemasyarakatan Contribution to Social Development Aspect	2021	2020	2019	2018	2017	YoY 2020-2021 (%)
Penyaluran Dana Tanggung Jawab Sosial dan Lingkungan (Rp-Juta)****) Corporate Social Responsibility & Environment Funds Disbursement (Rp-Million)****)	4.823,12	5.087,99	12.936,39	1.468,04	-	(5,21)

*) Secara manajerial, komponen penyumbang rugi di luar kendali manajemen, selayaknya tidak dimasukkan di dalam perhitungan KPI dan Tingkat Kesehatan Perusahaan, angka ini juga dijelaskan pada Laporan Hasil Kinerja yang diterbitkan oleh Auditor Eksternal. / From a managerial point of view, components that contribute to losses beyond management's control should not be included in the calculation of the KPI and the Company Health Level, this figure is also explained in the Performance Results Report issued by the External Auditor.

**) Penilaian Tingkat Kesehatan Perusahaan berdasarkan Keputusan Menteri BUMN No. KEP-100/MBU/2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara. / Assessment of the Company Health Level based on the Minister of SOEs Decree No. KEP-100/MBU/2002 concerning Assessment of the Health Level of State-Owned Enterprises.

***) Assessment penerapan GCG menggunakan metode berdasarkan Salinan Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada BUMN. / Assessment of the implementation of GCG using a method based on a copy of the Secretary of the Ministry of SOEs Decree No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance in SOE.

****) Pelaksanaan Program TJSL berdasarkan Surat Menteri BUMN No. S-348/MBU/DSI/11/2020 tanggal 18 November 2020 tentang Penyusunan Program TJSL BUMN Tahun 2021. / Implementation of CSR Program based on Minister of SOEs Decree No. S-348/MBU/DSI/11/2020 dated 18 November 2020 regarding the preparation of the 2021 CSR Program of SOE.

Ikhtisar Saham atau Modal

Stock or Capital Highlights

Informasi tentang Saham

Perum BULOG merupakan Badan Usaha Milik Negara (BUMN) berbentuk badan hukum Perusahaan Umum (Perum). Seluruh modal Perum BULOG dimiliki Negara Republik Indonesia berupa kekayaan negara yang dipisahkan dan tidak terbagi atas saham sesuai dengan Undang-undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara, Peraturan Pemerintah Republik Indonesia No. 13 Tahun 1998 tentang Perusahaan Umum (Perum), dan Peraturan Pemerintah Republik Indonesia No. 13 Tahun 2016 tentang Perusahaan Umum (Perum) BULOG.

Information on Stock

Perum BULOG is a State-Owned Enterprise (SOE) in the form of a Public Company (Perum). The entire capital of Perum BULOG is owned by the Republic of Indonesia in the form of state segregated assets and not divided into shares in accordance with Law no. 19 of 2003 concerning State-Owned Enterprises, Government Regulation of the Republic of Indonesia No. 13 of 1998 concerning Public Companies (Perum), and Government Regulation of the Republic of Indonesia No. 13 of 2016 concerning Public Company (Perum) BULOG.

Informasi tentang Penggunaan Laba dan Pembagian Dividen Kepada Pemilik Modal

Mengacu kepada Peraturan Pemerintah No. 13 Tahun 2016 tentang Perusahaan Umum (Perum) BULOG, Menteri selaku kuasa Pemilik Modal dapat menetapkan sebagian atau seluruh laba bersih Perum BULOG digunakan untuk pembagian dividen dan/atau pembagian lain, atau penempatan laba bersih dalam dana cadangan yang dapat diperuntukan bagi perluasan usaha Perum BULOG.

Tidak terdapat pembagian dividen Perusahaan kepada Pemilik Modal. Berdasarkan Surat Keputusan Menteri BUMN No. S-415/MBU/06/2022 tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perum BULOG Tahun Buku 2021, Menteri BUMN selaku kuasa Pemilik Modal Menetapkan penggunaan laba bersih konsolidasian yang dapat diatribusikan kepada pemilik entitas induk tahun buku 2021 sebesar Rp274.391.903.527 digunakan sebagai cadangan saldo laba termasuk untuk menutup akumulasi kerugian sebesar (Rp3.827.210.043.315).

Information on the Use of Profits and Distribution of Dividends to Capital Owner

Referring to Government Regulation No. 13 of 2016 concerning BULOG Public Company (Perum), the Minister as the representative of the Capital Owner may determine that part or all of Perum BULOG's net profit is used for dividend distribution and/or other distributions, or the placement of net profit in a reserve fund that can be designated for Perum BULOG business expansion.

There was no distribution of the Company's dividends to the Capital Owner. Based on the Minister of SOEs Decree No. S-415/MBU/06/2022 concerning the Approval of the Annual Report and Ratification of the Financial Statements of Perum BULOG Fiscal Year 2021, the Minister of State-Owned Enterprises as the Proxy of Capital Owner determined that the consolidated net profit attributable to the owner of the parent entity in 2021 amounting to Rp274,391,903,527 to be used as reserve for retained earnings including to cover for accumulated losses of (Rp3,827,210,043,315).

Informasi Tentang Penerbitan Obligasi, Sukuk atau Obligasi Konversi, serta Pendanaan Lainnya

Information on the Issuance of Bonds, Sukuk or Convertible Bonds, and other Funding

Hingga akhir tahun 2021, Perum BULOG tidak menerbitkan obligasi, sukuk, obligasi konversi, maupun efek lainnya, serta bentuk pendanaan lainnya. Dengan demikian, tidak terdapat informasi terkait obligasi/sukuk/obligasi konversi yang beredar, maupun pendanaan lainnya.

Until the end of 2021, Perum BULOG did not issue bonds, sukuk, convertible bonds, or other securities, as well as other forms of funding. Thus, there is no information regarding outstanding bonds/sukuk/convertible bonds, or other funding.

Kilas Peristiwa 2021

2021 Event Highlights

Maret March	Jakarta, 05 Maret 2021. Dihadiri Chief of Public Policy and Government Relations Gojek, Shinto Nugroho, dan Direktur Bisnis Perum BULOG, Febby Novita. Perum BULOG bekerjasama dengan Gojek melalui aplikasi GoMart memperluas akses pasar dan juga memberikan kemudahan dan kecepatan serta kenyamanan bagi konsumen memperoleh panganan berkualitas secara online sebagai alternatif pilihan belanja efektif di era pandemi COVID-19. Jakarta, 5 March 2021. Attended by Gojek's Chief of Public Policy and Government Relations, Shinto Nugroho, and Perum BULOG's Business Director, Febby Novita. Perum BULOG in collaboration with Gojek through the GoMart application expanded market access and provided convenience and speed for consumers to obtain quality food online as an alternative option to effective shopping in the midst of the COVID-19 pandemic.
April April	Jakarta, 19 April 2021. Dihadiri Direktur Bisnis Perum BULOG, Febby Novita. Perum BULOG menggelar Operasi Pasar daging beku di Jakarta guna memastikan ketersediaan pasokan pangan khususnya daging beku dan sekaligus menjamin tidak adanya gejolak harga daging pada saat Ramadhan dan menjelang Idul Fitri. Jakarta, 19 April 2021. Attended by Perum BULOG Business Director, Febby Novita. Perum BULOG held Market Operation for frozen meat in Jakarta to ensure the availability of food supplies, especially frozen meat, and at the same time ensure there were no fluctuation in meat prices during Ramadan and ahead of Eid al-Fitr.
Mei May	Kantor Pusat Perum BULOG, 25 Mei 2021. Dihadiri Direktur Bisnis Perum BULOG, Febby Novita, dan CEO TaniHub Group, Pamitra Wineka. Penandatanganan nota kesepahaman (Memorandum of Understanding/MOU) antara Direktur Bisnis Perum BULOG dengan CEO TaniHub Group dalam pengembangan ekosistem ketahanan pangan nasional Head Office of Perum BULOG, 25 May 2021. Attended by Perum BULOG Business Director, Febby Novita, and CEO of TaniHub Group, Pamitra Wineka. The signing of a memorandum of understanding (MOU) between Perum BULOG and TaniHub Group to develop a national food security ecosystem
Juli July	Komplek Pergudangan BULOG Kelapa Gading Jakarta, 18 Juli 2021. Dihadiri oleh Direktur Utama Perum BULOG, Budi Waseso. Perum BULOG mulai Minggu menyalurkan tambahan Bantuan Beras PPKM, menyusul penyerahan data dari Kementerian Sosial, penyaluran bantuan ini dilakukan serentak di seluruh gudang-gudang BULOG di Indonesia. BULOG's Warehouse Complex, Kelapa Gading Jakarta, 18 July 2021. Attended by President Director of Perum BULOG, Budi Waseso. Perum BULOG began distributing additional PPKM Rice Aid, following the submission of data from the Ministry of Social Affairs, the distribution of this aid was carried out simultaneously in all BULOG warehouses in Indonesia.

Agustus August	Jakarta, 05 Agustus 2021. Dihadiri Direktur Utama Perum BULOG, Budi Waseso, dan Direktur MHDC Group, drg. Maemunah Ali Sp.KG. Perum BULOG bekerja sama dengan Mulia Health and Dental Care (MHDC) Group menggelar Sentra Vaksinasi Covid-19 Gratis bagi masyarakat umum di Gedung Oryza Kantor Pusat BULOG. Jakarta, 5 August 2021. Attended by President Director of BULOG, Budi Waseso, and Director of MHDC Group, drg. Maemunah Ali Sp.KG. Perum BULOG in collaboration with Mulia Health and Dental Care (MHDC) Group held a Free Covid-19 Vaccination Center for the public at the Oryza Building, BULOG Head Office.
September September	Perum BULOG meraih Penghargaan "Best TJSL 2021 with Outstanding Community Environmental Greening Program" dalam acara Indonesia Best TJSL Awards 2021 yang diadakan secara online oleh Warta Ekonomi Research dan Consulting pada Kamis, 23 September 2021 di Jakarta. Dihadiri oleh Direktur Utama Perum BULOG, Budi Waseso. Perum BULOG won the "Best TJSL 2021 with Outstanding Community Environmental Greening Program" award at the Indonesia Best TJSL Awards 2021 which was held online by Warta Ekonomi Research and Consulting on Thursday, 23 September 2021 in Jakarta. Attended by President Director of Perum BULOG, Budi Waseso.
Desember December	15 Desember 2021. Perum BULOG mendapatkan penugasan untuk penyediaan pasokan jagung dan penyaluran jagung bersubsidi pada peternak sasaran melalui Koperasi Peternak Sasaran yang ditunjuk sesuai harga jual jagung kepada peternak yang sudah ditetapkan oleh Presiden melalui wilayah sentra produksi jagung di Indonesia yaitu Provinsi Lampung, Jawa Tengah, Jawa Barat dan Jawa Timur. 15 December 2021. Perum BULOG was assigned to provide corn supplies and distribute subsidized corn to targeted farmers through Koperasi Peternak Sasaran according to the selling price of corn to farmers set by the President through 4 (four) corn production centers in Indonesia, namely in Lampung, Central Java, West Java and East Java Province.

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Bersama Mewujudkan Kedaulatan Pangan

02

Laporan Manajemen

Management Report

Laporan Dewan Pengawas

Board of Commissioners Report

Andi Zainal Abidin Dulung

Plh. Ketua Dewan Pengawas
Act. President Commissioner

Seluruh negara dan kawasan mencatatkan pertumbuhan perekonomian yang positif, berbanding terbalik dengan kondisi di tahun 2020. Hal ini menunjukkan pemulihan yang berangsur-angsur terjadi.

All countries and regions recorded positive economic growth, in contrast to conditions in 2020. This demonstrates a gradual recovery.

Pemilik Modal dan seluruh Pemangku Kepentingan yang terhormat,

Sebagai Badan Usaha Milik Negara (BUMN) berbentuk Perusahaan Umum (Perum) yang menjadi bagian dari penguatan ketahanan pangan di Indonesia oleh Pemerintah Indonesia, Perum BULOG memiliki peran yang besar dalam hal ketersediaan bahan pangan pokok bagi masyarakat Indonesia dengan harga yang terjaga pada level yang diharapkan oleh Pemerintah Indonesia selaku regulator. Untuk itu, izinkan Dewan Pengawas menyampaikan laporan ringkas fungsi pengawasan dalam laporan tahunan Perum BULOG di tengah tahun 2021 yang masih diliputi tantangan berkepanjangan ini.

Mengelola Tantangan Pandemi COVID-19 yang Berkepanjangan

Tahun 2021 diawali dengan optimisme pasca situasi dan kondisi di tahun 2020 akibat pandemi Corona Virus Disease 2019 (COVID-19), terutama karena masifnya program vaksin massal yang diharapkan dapat mendorong mobilitas masyarakat kembali normal. Namun, kemunculan varian baru Delta di pertengahan tahun 2021 kembali meningkatkan tensi ketidakpastian, yang menyebabkan koreksi perekonomian di berbagai negara.

Dear Capital Owner and All Stakeholders,

As a State-Owned Enterprise (SOE) in the form of a Public Company (Perum) which is tasked to strengthen the food security by the Government of Indonesia, Perum BULOG has a major role in the availability of staple food for the Indonesian people at prices that are maintained at the expected level by the Government of Indonesia as the regulator. In light of this, kindly allow us the Board of Commissioners to submit a brief report on the supervisory function in 2021 which was still subjected to a prolonged challenge.

Managing the Challenges of the Prolonged COVID-19 Pandemic

The year 2021 begins with optimism after the COVID-19 pandemic-related circumstances in 2020, especially in light of the massive vaccination effort that is expected to enable people's mobility to return to normal. However, the emergence of the new Delta variant in mid-2021 once again caused uncertainty, which led to economic corrections in several countries.

Dalam laporan *World Economic Outlook Update* edisi Oktober 2021 yang dirilis oleh International Monetary Fund (IMF), perekonomian dunia terkoreksi dari sebelumnya diproyeksikan tumbuh 6,0% pada triwulan II 2021 menjadi 5,9% pada triwulan III 2021; Tiongkok terkoreksi dari sebelumnya diproyeksikan tumbuh 8,1% pada triwulan II 2021 menjadi 8,0% pada triwulan III 2021, negara ASEAN-5 dari 4,3% pada triwulan II 2021 menjadi 2,9% pada triwulan III 2021. Sedangkan Amerika Serikat dan kawasan Eropa justru mengalami kenaikan.

In the October 2021 edition of the World Economic Outlook Update released by the International Monetary Fund (IMF), the world economy has corrected from previously projected growth of 6.0% in the second quarter of 2021 to 5.9% in the third quarter of 2021; China has corrected from previously projected growth of 8.1% in the second quarter of 2021 to 8.0% in the third quarter of 2021, ASEAN-5 countries from 4.3% in the second quarter of 2021 to 2.9% in the third quarter of 2021. While the United States and the European region experienced an increase.

Meskipun pada semester II 2021 berbagai negara mengalami koreksi pertumbuhan ekonomi ke bawah, pencapaian tersebut masih jauh di atas pertumbuhan ekonomi di tahun 2020. Mengutip laporan *World Economic Outlook Update* edisi Januari 2022, pertumbuhan perekonomian dunia di tahun 2021 secara keseluruhan mencapai 5,9%, jauh di atas tahun 2020 sebesar defisit 3,1%. Seluruh negara dan kawasan mencatatkan pertumbuhan perekonomian yang positif, berbanding terbalik dengan kondisi di tahun 2020. Hal ini menunjukkan pemulihan yang berangsur-angsur terjadi.

Although in the second semester of 2021 several countries experienced downward corrections in economic growth, the achievement was still far above economic growth in 2020. Quoting the January 2022 edition of the World Economic Outlook Update report, world economic growth in 2021 as a whole reached 5.9%, far above the 2020 deficit of 3.1%. All countries and regions recorded positive economic growth, in contrast to conditions in 2020. This demonstrates a gradual recovery.

Dari laporan yang dirilis oleh Badan Pusat Statistik (BPS), di tengah situasi yang masih diliputi ketidakpastian, perekonomian Indonesia di sepanjang tahun 2021 berhasil tumbuh 3,69%, jauh membaik dari tahun 2020 di mana Indonesia mencatat pertumbuhan ekonomi defisit 2,07%. Dari sisi pengeluaran atau konsumsi, Ekspor dan Impor mampu tumbuh cukup mengagumkan hingga 29,83% dan 29,60% di sepanjang tahun 2021. Di sisi lain, Konsumsi Rumah Tangga sebagai penopang utama yang berkontribusi hingga 52,91% dari struktur PDB nasional berdasarkan pengeluaran hanya tumbuh 3,55%.

From a report released by the Central Statistics Agency (BPS), amidst a situation that is still filled with uncertainty, the Indonesian economy throughout 2021 managed to grow 3.69%, much improved from 2020 where Indonesia recorded a deficit economic growth of 2.07%. From the expenditure or consumption side, exports and imports were able to grow quite impressively up to 29.83% and 29.60% throughout 2021. On the other hand, household consumption as the main pillar which contributes up to 52.91% of the national GDP structure based on spending grew only 3.55%.

Minimnya pertumbuhan Konsumsi Rumah Tangga tak lepas dari kebijakan pembatasan kegiatan sosial yang masih dilakukan di tahun 2021, meskipun pertumbuhan minim ini jauh lebih baik dari kondisi di tahun 2020 di mana Konsumsi Rumah Tangga mencatat defisit 3,61%. Kondisi ini menggambarkan pola konsumsi masyarakat yang mulai berhati-hati dalam menghadapi situasi dan kondisi yang masih dibayang-bayangi ketidakpastian. Hal ini juga tercermin dari sektor perbankan.

The minimal growth in household consumption is closely related to the policy of social restriction in 2021, although this minimal growth is still far better than conditions in 2020 where household consumption recorded a deficit of 3.61%. This circumstance illustrates the consuming habits of people who are beginning to exercise caution while coping with uncertainty. The banking sector shows the same circumstance.

Pertumbuhan yang minim dari Konsumsi Rumah Tangga berimbas pada stabilnya inflasi. Mengutip data BPS, inflasi Indeks Harga Konsumen (IHK) di tahun 2021 tetap rendah dan berada di bawah kisaran sasaran 3,0±1%. Inflasi IHK tahun 2021 tercatat sebesar 1,87%, sedikit di atas inflasi IHK tahun 2020 sebesar 1,68%. Stabilnya inflasi ini dipengaruhi oleh permintaan domestik yang belum menguat sebagai dampak pandemi COVID-19, pasokan yang memadai, dan sinergi regulator baik di tingkat pusat maupun daerah dalam menjaga kestabilan harga.

The minimal growth in household consumption resulted in stable inflation. Quoting BPS data, Consumer Price Index (CPI) inflation in 2021 remain low and below the target range of 3.0 ± 1%. CPI inflation in 2021 was recorded at 1.87%, slightly above 2020 CPI inflation of 1.68%. This stable inflation is influenced by domestic demand which has not strengthened as a result of the COVID-19 pandemic, adequate supply, and regulatory synergy at both the central and regional levels in maintaining price stability.

Masih menurut BPS, dari sisi Lapangan Usaha, sektor Jasa Kesehatan mencatat pertumbuhan Produk Domestik Bruto (PDB) tertinggi sebesar 12,16%, diikuti oleh Transportasi & Pergudangan

Still according to BPS, in terms of Business Field, the Health Services sector recorded the highest Gross Domestic Product (GDP) growth of 12.16%, followed by Transportation &

dan Pengadaan Listrik & Gas yang masing-masing mencatat pertumbuhan 7,93% dan 7,81% secara *Year-on-Year* (YoY); hanya sektor Jasa Keuangan yang mencatat defisit 2,59% (YoY), sedangkan sektor lapangan usaha lainnya mencatat pertumbuhan yang bervariatif. Dari sisi komposisi, sektor Industri dan Perdagangan berkontribusi terbesar terhadap PDB nasional, dengan kontribusi masing-masing sebesar 18,80% dan 12,71%, serta pertumbuhan masing-masing sebesar 4,92% dan 5,56% (YoY).

Pelaksanaan Fungsi Pengawasan Terhadap Implementasi Strategi Perusahaan dan Pemberian Nasihat Kepada Direksi oleh Dewan Pengawas

Pengawasan oleh Dewan Pengawas atas kebijakan strategis Perum BULOG yang dilaksanakan Direksi dilakukan melalui pemantauan atas pelaksanaan Rencana Kerja dan Anggaran Perusahaan (RKAP) yang disahkan oleh Menteri BUMN selaku kuasa pemilik modal, Pemerintah Indonesia. Dokumen RKAP merupakan telaah mendasar atas target kebijakan dan anggaran berbagai aspek dalam pengelolaan Perum BULOG, baik aspek operasional maupun kinerja keuangan yang dicanangkan; termasuk penerapan Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG), serta Tanggung Jawab Sosial Perusahaan atau *Corporate Social Responsibility* (CSR).

Pengawasan yang dilakukan oleh Dewan Pengawas melalui mekanisme sebagai berikut:

1. Melalui Rapat Dewan Pengawas
   Pelaksanaan Rapat Dewan Pengawas dilakukan secara internal Dewan Pengawas, atau dengan mengundang Direktur Sektor atau Kepala Divisi yang terkait dengan agenda Rapat, serta Rapat Dewan Pengawas bersama Direksi secara rutin.
2. Peran aktif Komite-komite di bawah Dewan Pengawas dalam membantu dan mendukung kelancaran tugas Dewan Pengawas antara lain melalui pelaksanaan rapat-rapat Komite serta evaluasi, kajian atau penelaahan terhadap hal-hal yang menjadi tugas Dewan Pengawas.
3. Pemberian arahan dan pendapat Dewan Pengawas secara tertulis kepada Direksi sebagai tanggapan terhadap laporan pelaksanaan tugas Direksi, permohonan persetujuan atau rekomendasi yang disampaikan oleh Direksi serta terhadap informasi mengenai permasalahan-permasalahan yang bersifat strategis dan signifikan.
4. Pelaksanaan kunjungan kerja Dewan Pengawas ke kantor wilayah, kantor cabang dan gudang Perum BULOG serta pemberian arahan dan pendapat Dewan Pengawas kepada Direksi berdasarkan hasil kunjungan Kerja Dewan Pengawas dimaksud.

Sepanjang tahun 2021 telah dilaksanakan Rapat Internal Dewan Pengawas, atau dengan mengundang Direktur atau Kepala Divisi terkait sebanyak 12 kali. Sedangkan Rapat Gabungan Dewan

Warehousing and Electricity & Gas Procurement which recorded growth of 7.93% and 7.81% year-on-year (YoY), respectively; only the financial services sector recorded a deficit of 2.59% (YoY), while the other business sectors recorded varied growth. In terms of composition, the Industry and Trade sector contributed the most to national GDP, with contributions of 18.80% and 12.71% respectively, and growth of 4.92% and 5.56% (YoY) respectively.

Implementation of the Supervisory Function on the Corporate Strategy Implementation and Providing Advice to the Board of Directors by the Board of Commissioners

The supervision by the Board of Commissioners toward Perum BULOG's strategic policies implemented by the Board of Directors is carried out through monitoring the implementation of the Company's Work Plan and Budget (RKAP) which is legalized by the Minister of SOEs as the representation of the capital owner, the Government of Indonesia. The RKAP document carries a fundamental review of the policy and budget targets of various aspects in the management of Perum BULOG, both operational aspects and financial performance, including the implementation of Good Corporate Governance (GCG), as well as Corporate Social Responsibility (CSR).

The supervision is carried out by the Board of Commissioners through the following mechanisms:

1. Through the Board of Commissioners Meetings
   The Board of Commissioners Meetings are held internally by the Board of Commissioners, or by inviting the related sector Director or Division Head, as well as regular meetings of the Board of Commissioners with the Board of Directors.
2. Through the active role of the Committees under the Board of Commissioners in assisting and supporting the smooth implementation of the Board of Commissioners duties, among others, is through the implementation of Committee meetings as well as evaluation, review or review of matters that are the duties of the Board of Commissioners.
3. Providing written direction and opinion from the Board of Commissioners to the Board of Directors in response to reports on the implementation of the Board of Directors' duties, requests for approval or recommendations submitted by the Board of Directors as well as to information regarding strategic and significant issues.
4. Conducting work visits of the Board of Commissioners to Regional Offices, Branch Offices and Warehouses of Perum BULOG, as well as providing direction and opinion of the Board of Commissioners to the Board of Directors based on the results of the visit.

Throughout 2021, 12 Internal Meetings of the Board of Commissioners have been held, including those inviting the relevant Directors or Division Heads. The Joint Meetings of the

Pengawas dengan Direksi telah dilaksanakan sebanyak 12 kali. Seluruh rapat telah dilaksanakan dengan efektif, dengan tingkat kehadiran Dewan Pengawas dan Direksi yang tinggi.

Board of Commissioners and the Board of Directors have been held 12 times. All meetings have been carried out effectively with high levels of attendance by the Board of Commissioners and the Board of Directors.

Seperti yang telah dijelaskan sebelumnya, salah satu fokus utama pengawasan oleh Dewan Pengawas adalah RKAP, di mana dalam dokumen tersebut manajemen telah menetapkan strategi-strategi kunci yang dituangkan dalam RKAP. Evaluasi terhadap pencapaian RKAP senantiasa dilakukan dengan mengarahkan, memantau dan mengevaluasi pelaksanaan kebijakan strategis Perum BULOG secara bulanan. Dewan Pengawas melaksanakan pengawasan terhadap upaya pencapaian RKAP, khususnya terhadap pencapaian beberapa aspek penting rencana bisnis seperti pelaksanaan penugasan Pemerintah Indonesia sesuai dengan Instruksi Presiden No. 5 Tahun 2015 tentang Kebijakan Pengadaan Gabah/Beras dan Penyaluran Beras oleh Pemerintah, meliputi pembelian gabah dan beras dalam negeri, menyediakan dan menyalurkan beras untuk Bantuan Sosial untuk Masyarakat Pra Sejahtera (Bansos Rastra), serta menyediakan dan menyalurkan Cadangan Beras Pemerintah (CBP). Di samping itu, Dewan Pengawas juga senantiasa mendorong agar manajemen terus meningkatkan bisnis komersial, meningkatkan produktivitas pegawai dan efisiensi biaya.

As previously explained, one of the main focuses of supervision by the Board of Commissioners is the RKAP, in which the management has outlined the key strategies. Evaluation of the achievement of the RKAP is always carried out by directing, monitoring and evaluating the implementation of Perum BULOG's strategic policies on a monthly basis. The Board of Commissioners supervises efforts to achieve the RKAP, in particular the achievement of several important aspects of the business plan, such as the implementation of assignments by the Government of Indonesia in accordance with Presidential Instruction No. 5 of 2015 concerning the Policy for the Procurement of Grain/Rice and the Distribution of Rice by the Government, covering the purchase of domestic grain and rice, providing and distributing rice for Social Aid for Pre-Prosperous Communities (Bansos Rastra), as well as providing and distributing Government Rice Reserves (CBP). In addition, the Board of Commissioners also continues to encourage management to continue to improve the commercial business, increase employee productivity and cost efficiency.

Dewan Pengawas senantiasa melakukan evaluasi atas realisasi RKAP dan menyampaikan Laporan Pengawasan kepada Menteri BUMN secara periodik. Selanjutnya dalam hal RKAP diperlukan revisi, Dewan Pengawas melakukan penelaahan dan memberikan persetujuan Revisi RKAP yang terkait. Di samping itu, Dewan Pengawas juga melakukan penelaahan dan memberikan persetujuan RKAP tahun berikutnya. Pada akhir tahun 2020, Dewan Pengawas menyampaikan laporan gejala penurunan kinerja karena terdapat beberapa kendala implementasi strategi Perum BULOG sehingga kinerja pada tahun ini kurang menggembirakan.

The Board of Commissioners always evaluates the realization of the RKAP and submits the Supervisory Report to the Minister of SOEs periodically. Furthermore, in the event that a revision of the RKAP is required, the Board of Commissioners will review and give approval for the relevant RKAP revision. In addition, the Board of Commissioners also reviews and approves the RKAP for the following year. At the end of 2020, the Board of Commissioners reported symptoms of diminishing performance because Perum BULOG strategies execution faced numerous challenges, so that the year's performance was not positive.

Penilaian atas Kinerja Direksi Mengenai Pengelolaan Perusahaan dan Dasar Penilaiannya

Penilaian terhadap kinerja Direksi didasarkan pada *Key Performance Indicator* (KPI) yang telah disepakati dengan Menteri BUMN selaku kuasa pemilik modal. KPI tahun 2021 telah dituangkan melalui Surat Menteri BUMN Nomor S-66/MBU/01/2021 tanggal 29 Januari 2021. KPI Korporat yang melekat pada Direksi mencakup 5 (lima) aspek, yaitu aspek Nilai Ekonomi dan Sosial untuk Indonesia, aspek Inovasi Model Bisnis, aspek Kepemimpinan Teknologi, aspek Pengembangan Investasi, serta aspek Pengembangan Talenta. Dewan Pengawas bertugas untuk mengawasi pencapaian KPI tersebut, termasuk menjadi mitra strategis bagi Direksi untuk memberikan arahan dan masukan agar KPI tersebut dapat tercapai.

Performance Assessment of the Board of Directors regarding Company Management and the Basis for the Assessment

The performance assessment of the Board of Directors is based on the Key Performance Indicators (KPI) that have been agreed with the Minister of SOEs as the representation of the Capital Owner. KPI for 2021 has been set forth in the Letter of the Minister of SOEs Number S-66/MBU/01/2021 dated 29 January 2021. The Corporate KPI attached to the Board of Directors includes 5 (five) aspects, namely aspects of Economic and Social Value for Indonesia, aspects of Business Model Innovation, aspects of Technology Leadership, aspects of Investment Development, and aspects of Talent Development. The Board of Commissioners is tasked with overseeing the achievement of these KPIs, including being a strategic partner for the Board of Directors which provide direction and input to achieve the KPIs.

Berikut disampaikan hasil pencapaian KPI Korporat yang melekat pada Direksi untuk tahun 2021.

Following are the results of the achievement of the Corporate KPIs attached to the Board of Directors for 2021.

Hasil Pencapaian Key Performance Indicators (KPI) Korporat Perum BULOG Tahun 2021

Corporate Key Performance Indicators (KPI) Achievement of Perum BULOG in 2021

Nilai Ekonomi dan Sosial untuk Indonesia
Economic and Social Value for Indonesia
Bobot 46,00% | Nilai KPI 32,92%
Weight 46.00% | KPI score 32.92%

Inovasi Model Bisnis
Business Model Innovation
Bobot 12,00% | Nilai KPI 12,00%
Weight 12.00% | KPI score 12.00%

Kepemimpinan Teknologi
Technology Leadership
Bobot 12,00% | Nilai KPI 12,00%
Weight 12.00% | KPI score 12.00%

Pengembangan Investasi
Investment Development
Bobot 15,00% | Nilai KPI 8,58%
Weight 15.00% | KPI score 8.58%

Pengembangan Talenta
Talent Development
Bobot 15,00% | Nilai KPI 15,50%
Weight 15.00% | KPI score 15.50%

Total Nilai KPI 81,01%
dari bobot 100,00%
Total KPI Score 81.01%

Selain itu, penilaian kinerja korporat Perum BULOG yang melekat pada Direksi juga tercermin dari Tingkat Kesehatan Perusahaan yang didasarkan pada Keputusan Menteri BUMN No. KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan BUMN. Dalam perhitungan Tingkat Kesehatan Perusahaan ini, terdapat 3 (tiga) aspek utama penilaian, yaitu Keuangan, Operasional, dan Administratif. Hasil penilaian Tingkat Kesehatan Perusahaan tahun 2021 menunjukkan skor Perum BULOG sebesar 72,04 dengan *grade* "A" kategori "Sehat".

In addition, the assessment of Perum BULOG's corporate performance attached to the Board of Directors is also reflected in the Company Health Level which is based on the Minister of SOEs Decree No. KEP-100/MBU/2002 dated 4 June 2002 regarding the Assessment of the Health Level of SOEs. In calculating the Company Health Level, there are 3 (three) main aspects of the assessment, namely Financial, Operational, and Administrative. In the 2021 Corporate Health Level assessment, Perum BULOG achieved score of 72.04 with an "A" grade in the "Healthy" category.

Secara keseluruhan, Dewan Komisaris menilai bahwa pengelolaan Perusahaan oleh Direksi telah sesuai dengan aspirasi pemilik modal. Hal ini terlihat dari pencapaian target kinerja Perusahaan, di mana secara konsolidasian Perusahaan mampu membukukan realisasi laba komprehensif di atas target tahun 2021.

Overall, the Board of Commissioners considers that the management of the Company by the Board of Directors is in accordance with the aspirations of the capital owner. This is reflected in the achievement of the Company's performance targets, where on a consolidated basis the Company was able to record a comprehensive profit realization above the 2021 target.

Sedangkan realisasi posisi keuangan konsolidasian terlihat cukup solid yang menunjukkan kinerja Perum BULOG akan cukup baik untuk dapat tumbuh di masa-masa mendatang.

Meanwhile, the realization of the consolidated financial position appears to be quite solid, suggesting that Perum BULOG's performance will be strong enough to support future growth.

Pandangan Dewan Pengawas atas Prospek Usaha Tahun 2022

Tahun 2022 akan menjadi tahun penuh tantangan, khususnya dengan kondisi perekonomian global yang menunjukkan volatilitasnya. Ketegangan antara Rusia dan Ukraina akan berdampak terhadap industri pangan, yang tentunya akan menjadi catatan penting bagi prospek usaha Perum BULOG.

Board of Commissioners' Views on 2022 Business Prospects

The year 2022 will be challenging, especially with the volatile global economic condition. The tension between Russia and Ukraine will have an impact on the food industry, which will certainly be an important note for the business prospects of Perum BULOG.

Dewan Komisaris menilai, proyeksi kinerja Perusahaan yang telah dirumuskan Direksi di tahun 2022 memenuhi berbagai asumsi-asumsi yang ada, termasuk aspirasi pemilik modal dalam mewujudkan ketahanan pangan nasional. Berbagai rencana kerja yang dicanangkan, khususnya pada perubahan orientasi Perum BULOG yang semakin berbasis pada pasar (aspek Non PSO) tentu akan berimbas pada berbagai hal terkait pengelolaan organisasi dan bisnis Perusahaan. Dewan Komisaris memandang, proyeksi pertumbuhan pendapatan yang mampu meningkat hingga 17,04% di tahun 2022 akan menjadi fondasi yang kuat bagi keinginan besar banyak pihak untuk mendorong Perum BULOG mampu meningkatkan nilai tambahnya dengan cukup kuat.

The Board of Commissioners considers that the Company's performance projections formulated by the Board of Directors for 2022, are in line with a number of existing assumptions, including the aspirations of the capital owner in realizing national food security. The many work plans that have been outlined, particularly the shift in Perum BULOG's orientation toward a more market-based (Non-PSO aspect), will undoubtedly have an effect on various matters related to the management of the Company's organization and business. The Board of Commissioners believes that the projected revenue growth of 17.04% in 2022, will provide a solid platform for the great desire of many parties to support Perum BULOG to be able to significantly expand added value.

Pandangan atas Penerapan Tata Kelola Perusahaan oleh Direksi dan Fungsi Pengawasan oleh Dewan Pengawas dalam Tata Kelola Perusahaan Perum BULOG

Dorongan regulator kepada seluruh pelaku usaha untuk dapat menerapkan prinsip-prinsip GCG dalam waktu terakhir telah meningkatkan peningkatan tata kelola dan memperkuat iklim investasi. Dewan Pengawas patut berbangga, bahwa seluruh Insan Perum BULOG berkomitmen untuk menerapkan praktik terbaik GCG dengan harapan Perum BULOG memiliki fondasi organisasi yang kokoh, transparan dan akuntabel. Sebagai salah satu organ utama, Dewan Pengawas memiliki tanggung jawab yang besar untuk mengambil peran dalam penerapan GCG di lingkup Perum BULOG. Fungsi pengawasan yang berjalan beriringan dengan fungsi pengelolaan oleh Direksi menjadi catatan penting agar konsep keseimbangan 2 (dua) badan dalam entitas usaha Perum BULOG dapat terwujud.

Dalam menjalankan fungsi pengawasannya, Dewan Pengawas dibantu oleh Sekretaris Dewan Pengawas, Komite Audit, Komite Tata Kelola Perusahaan, serta Komite Nominasi & Remunerasi yang baru dibentuk pada tahun 2020 dalam rangka mendukung Dewan Pengawas memperkuat tata kelola nominasi dan remunerasi di lingkup Perum BULOG dan menyelaraskan kebijakan Kementerian BUMN terkait *Talent & Succession Management* BUMN. Melalui organ-organ pendukung ini, Dewan Pengawas melaksanakan fungsi pengawasan secara menyeluruh, selain tentunya melakukan pengawasan langsung melalui rapat bersama Direksi sebagaimana telah dijelaskan di atas.

Dewan Pengawas memandang, penerapan GCG di lingkup Perum BULOG telah berjalan sesuai dengan ketentuan yang berlaku, serta aspirasi pemilik modal. Pengelolaan risiko hingga audit internal telah dijalankan dengan tujuan menciptakan proses bisnis yang akuntabel. Perum BULOG juga menerapkan proses audit independen oleh akuntan publik atas laporan keuangan. Agar independensi akuntan publik terjaga, mekanisme penunjukan akuntan publik dilakukan hingga level persetujuan Menteri BUMN selaku kuasa pemilik modal. Mekanisme ini diharapkan dapat

Views on the Implementation of Corporate Governance by the Board of Directors and the Supervisory Function by the Board of Commissioners in the Corporate Governance of Perum BULOG

The regulator's encouragement to all business to apply the GCG principles has recently increased governance improvements and strengthened the investment climate. The Board of Commissioners are proud that all Perum BULOG personnel are committed to implementing GCG best practices in the hope that Perum BULOG has a solid, transparent and accountable organizational foundation. As one of the main organs, the Board of Commissioners has a great responsibility to take part in the implementation of GCG within Perum BULOG. The supervisory function that goes hand in hand with the management function by the Board of Directors is an important note so that the balance of 2 (two) organs in the business entity of Perum BULOG can be realized.

In carrying out its supervisory function, the Board of Commissioners is assisted by the Secretary of the Board of Commissioners, the Audit Committee, the Corporate Governance Committee, as well as the Nomination & Remuneration Committee which was newly formed in 2020 in order to support strengthening the nomination and remuneration governance within Perum BULOG and aligning the policies of the Ministry of SOEs related to Talent & Succession Management of SOE. Through these supporting organs, the Board of Commissioners carries out a comprehensive supervisory function, apart from conducting direct supervision through joint meetings with the Board of Directors as described above.

The Board of Commissioners views that the implementation of GCG within Perum BULOG has been running in accordance with applicable regulations, as well as the aspirations of the capital owner. Risk management to internal audits have been carried out with the aim of creating accountable business processes. Perum BULOG also implements an independent audit process by public accountants on financial statements. In order to maintain the independence of public accountants, the mechanism for appointing public accountants is carried out to the level of approval from the Minister of SOEs as the

menciptakan proses audit yang lepas dari benturan kepentingan. Laporan keuangan teraudit yang telah disertai opini dari akuntan publik akan menjadi laporan dasar yang dapat mencerminkan kinerja Perum BULOG yang telah disesuaikan dengan standar pelaporan keuangan yang berlaku di Indonesia.

representation of the capital owner. This mechanism is expected to create an audit process that is free from conflicts of interest. The audited financial report which has been accompanied by an opinion from a public accountant will be a basic report that reflect the performance of Perum BULOG which has been adjusted to the applicable financial reporting standards in Indonesia.

Dewan Pengawas memberikan apresiasi atas evaluasi dan pemantauan penerapan GCG yang dilakukan secara periodik tahunan. Dengan memanfaatkan metode pengukuran penerapan GCG yang mengacu pada Salinan Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan GCG pada BUMN, Perum BULOG memiliki potensi yang besar untuk terus melakukan evaluasi dan perbaikan serta peningkatan penerapan GCG di setiap tahunnya. Penilaian untuk penerapan GCG tahun buku 2020 yang dilakukan di tahun 2021 mendapatkan skor 89,85 dengan predikat “Sangat Baik”. Hal ini menunjukkan komitmen Perum BULOG untuk melakukan pemantauan dan perbaikan secara berkelanjutan atas penerapan GCG.

The Board of Commissioners appreciates the evaluation and monitoring of GCG implementation which is carried out on an annual basis. By utilizing the GCG implementation measurement method, which refers to a copy of the Secretary of the Ministry of SOEs Decree No. SK-16/S.MBU/2012 dated 6 June 2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of GCG in SOEs, Perum BULOG has great potential to continue to evaluate and improve as well as increase the implementation of GCG every year. The assessment for the implementation of GCG for fiscal year 2020 which carried out in 2021 achieved score of 89.85 with the predicate of "Very Good". This shows the commitment of Perum BULOG to continuously monitor and improve the implementation of GCG.

Secara khusus, Dewan Pengawas menekankan pentingnya pengelolaan risiko. Dewan Pengawas berpandangan, manajemen risiko Perum BULOG telah berjalan cukup efektif. Namun demikian, *risk bearer* perlu diperjelas melalui sistem manajemen risiko yang terintegrasi. Sistem manajemen risiko ini diharapkan mampu mendukung pencapaian dan pertumbuhan kinerja secara berkelanjutan sekaligus meningkatkan daya saing Perum BULOG. Dewan Pengawas secara aktif melakukan pengawasan terhadap pelaksanaan manajemen risiko antara lain melalui mekanisme sebagai berikut:

1. Menyetujui kebijakan manajemen risiko Perum BULOG termasuk strategi dan kerangka manajemen risiko yang ditetapkan sesuai dengan tingkat risiko yang akan diambil (*risk appetite*) dan toleransi risiko (*risk tolerance*).
2. Mengevaluasi kebijakan dan strategi manajemen risiko.
3. Mengevaluasi pertanggungjawaban Direksi dan memberikan arahan perbaikan atas pelaksanaan kebijakan manajemen risiko Perum BULOG.
4. Memastikan kebijakan dan proses manajemen risiko dilaksanakan secara efektif dan terintegrasi dalam proses manajemen risiko Perum BULOG secara keseluruhan.

In particular, the Board of Commissioners emphasizes the importance of risk management. In the Board of Commissioners view, Perum BULOG's risk management has been implemented effectively. However, risk bearers need to be clarified through an integrated risk management system. This risk management system is expected to be able to support the achievement and growth of sustainable performance while increasing the competitiveness of Perum BULOG. The Board of Commissioners actively supervises the implementation of risk management, among others through the following mechanisms:

1. Approve the risk management policy of Perum BULOG including the strategy and risk management framework that is determined according to the level of risk to be taken (risk appetite) and risk tolerance.
2. Evaluate risk management policies and strategies.
3. Evaluate the responsibilities of the Board of Directors and provide directions for improvement in the implementation of Perum BULOG's risk management policies.
4. Ensure that risk management policies and processes are implemented effectively and integrated into the overall risk management process of Perum BULOG.

Evaluasi dan Apresiasi atas Kinerja Organ Pendukung Dewan Pengawas

Seperti telah dijelaskan di atas, dalam menjalankan fungsi pengawasan, Dewan Pengawas dibantu oleh Sekretaris Dewan Pengawas, Komite Audit, Komite Tata Kelola Perusahaan, serta Komite Nominasi & Remunerasi yang baru dibentuk pada tahun 2020.

Sekretaris Dewan Pengawas membantu Dewan Pengawas dalam pengelolaan keadministrasian, dan menjadi *liason*

Evaluation and Appreciation of the Board of Commissioners Supporting Organs Performance

As explained above, in carrying out its supervisory function, the Board of Commissioners is assisted by the Secretary of the Board of Commissioners, the Audit Committee, the Corporate Governance Committee, as well as the Nomination & Remuneration Committee which was newly formed in 2020.

The Secretary of the Board of Commissioners assists the Board of Commissioners in administrative management, and is a liaison

officer bagi hubungan Dewan Pengawas dengan pihak lain, termasuk dengan Direksi. Komite Audit dibentuk dalam rangka membantu kelancaran tugas Dewan Pengawas dalam melakukan pengawasan dan pemberian nasihat kepada Direksi. Komite Audit bekerja bersama-sama dengan Satuan Pengawasan Intern (SPI) untuk memberikan *check and balances* atas berjalannya proses audit internal di lingkup Perum BULOG; termasuk bekerja sama dalam proses audit independen atas laporan keuangan Perum BULOG yang dilakukan oleh Akuntan Publik. Komite Tata Kelola Perusahaan membantu Dewan Pengawas untuk melaksanakan tugas pengawasan dan memberikan saran kepada Direksi terkait penerapan GCG, termasuk diantaranya manajemen risiko. Sedangkan Komite Nominasi & Remunerasi yang baru dibentuk di tahun 2020 bertugas melakukan evaluasi dan memberikan rekomendasi kepada Dewan Pengawas mengenai kebijakan/mekanisme serta penerapan nominasi dan remunerasi bagi Dewan Pengawas, Direksi, pejabat eksekutif dan pegawai secara menyeluruh di lingkup Perum BULOG.

officer for the Board of Commissioners relationship with other parties, including the Board of Directors. The Audit Committee was formed in order to assist the smooth running of the Board of Commissioners duties in supervising and providing advice to the Board of Directors. The Audit Committee works together with the Internal Control Unit (SPI) to provide checks and balances on the running of the internal audit process within the scope of Perum BULOG, including collaborating in the independent audit process of Perum BULOG's financial statements conducted by a Public Accountant. The Corporate Governance Committee assists the Board of Commissioners in carrying out its supervisory duties and provides advice to the Board of Directors regarding the implementation of GCG, including risk management. While the Nomination & Remuneration Committee newly formed in 2020 is in charge of evaluating and providing recommendations to the Board of Commissioners regarding policies/mechanisms as well as the implementation of nominations and remuneration for the Board of Commissioners, Board of Directors, executive officers and employees of Perum BULOG.

Penilaian kinerja organ pendukung Dewan Pengawas dilakukan melalui pendekatan kualitatif, yaitu pelaksanaan tugas yang diberikan, jumlah dan keaktifan dalam rapat, dokumen pelaporan yang diberikan kepada Dewan Pengawas, serta kontribusi aktif dalam memberikan masukan kepada Dewan Pengawas. Dewan Pengawas berpendapat seluruh organ pendukung telah menjalankan peran dan fungsinya dengan baik. Setiap komite secara berkala melakukan pertemuan untuk membahas program kerja atau melakukan kajian terhadap aturan yang ada sesuai dengan perkembangan terkini.

The performance appraisal of the supporting organs of the Board of Commissioners is carried out through a qualitative approach, namely the implementation of assigned tasks, number and activity in meetings, reporting documents provided to the Board of Commissioners, as well as active contributions in providing input to the Board of Commissioners. In the Board of Commissioners view, all supporting organs have carried out their roles and functions properly. Each committee regularly meets to discuss work programs or review existing regulations in accordance with the latest developments.

Mekanisme Pelaporan Pelanggaran yang Diberlakukan di Lingkup Perusahaan, dan Peran Dewan Pengawas dalam Mekanisme Tersebut

Sistem Pelaporan Pelanggaran, atau *Whistle Blowing System* (WBS) merupakan sebuah mekanisme yang memungkinkan pengaduan atau pelaporan pelanggaran yang terjadi di lingkup Perum BULOG dengan mengutamakan kerahasiaan identitas pelapor. Sistem ini memfasilitasi semua pihak baik pimpinan, karyawan, maupun pihak luar yang terkait dengan Perum BULOG untuk melakukan pelaporan dugaan pelanggaran.

Perum BULOG telah memiliki Pedoman WBS yang telah disahkan melalui Peraturan Bersama Direksi dan Dewan Pengawas No. PD-17/DU000/11/2018 dan KEP-05/DW000/11/2018 tanggal 29 November 2018 tentang Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*/WBS) Perum BULOG. Sesuai dengan pedoman tersebut, dibentuk Tim Pengkaji *Whistleblower* sebagai pihak yang mengelola pengaduan yang masuk dan pelaksana WBS Perum BULOG. Tim ini dikepalai oleh Kepala SPI, dengan Sekretaris Tim adalah Sekretaris Perusahaan, dan beranggotakan Kepala Divisi dan Kepala Bagian dari berbagai Unit Kerja.

Violation Reporting Mechanisms in the Company, and the Role of the Board of Commissioners in The Mechanism

The Whistleblowing System (WBS) is a mechanism that allows complaints or reporting of violations that occur within Perum BULOG by prioritizing the confidentiality of the reporter's identity. This system facilitates all parties, both leaders, employees, and outside parties related to Perum BULOG to report alleged violations.

Perum BULOG already has WBS Guidelines which have been ratified through Joint Regulation of the Board of Directors and Board of Commissioners No. PD-17/DU000/11/2018 and KEP-05/DW000/11/2018 dated 29 November 2018 regarding Guidelines for the Whistleblowing System (WBS) of Perum BULOG. In accordance with these guidelines, a Whistleblower Review Team was formed as the party that manages incoming complaints and implements the Perum BULOG WBS. This team is headed by the Head of SPI, with the Team Secretary being the Corporate Secretary, and consists of Division Heads and Section Heads from various Work Units.

Dalam mekanisme WBS yang berlaku di Perum BULOG, 1 (satu) orang Anggota Dewan Pengawas bersama 2 (dua) anggota Direksi yang bebas benturan kepentingan berperan sebagai Komite Etik yang bertugas untuk menindaklanjuti pengaduan/pelaporan dugaan pelanggaran yang berkaitan dan/atau dilakukan oleh Direksi dan/atau Dewan Pengawas. Laporan hasil audit investigasi WBS yang ditangani oleh Komite Etik dan telah terbukti kebenarannya akan diserahkan dan dilaporkan kepada Menteri BUMN selaku kuasa Pemilik Modal untuk ditindaklanjuti.

In the WBS mechanism that applies at Perum BULOG, one member of the Board of Commissioners along with 2 (two) members of the Board of Directors who are free of conflicts of interest, act as the Ethics Committee whose task is to follow up on complaints/reports of alleged violations related to and/or committed by the Board of Directors and/or Board of Commissioners. The report on the results of the WBS investigation audit which is handled by the Ethics Committee and has been proven to be true will be submitted and reported to the Minister of SOEs as the representation of the Capital Owner for follow-up.

Di sepanjang tahun 2021 terdapat dua laporan pengaduan, dimana satu laporan telah dilaksanakan Audit khusus gabungan dan satu laporan diputuskan untuk tidak ditindaklanjuti dikarenakan materi pengaduan dan bukti yang disampaikan belum memenuhi persyaratan yang memadai untuk dilakukan tindak lanjut.

Throughout 2021 there were two reports of complaints, of which one report had been carried out a joint special audit and one report was decided not to be followed up because the complaint material and evidence submitted did not meet adequate requirements for follow-up.

Informasi tentang Perubahan Susunan Dewan Pengawas

Di tahun 2021 terdapat perubahan keanggotaan serta penambahan jumlah Dewan Pengawas. Berikut disampaikan kronologi perubahan susunan Dewan Pengawas, dan susunan Dewan Pengawas per 31 Desember 2021.

Changes in the Composition of the Board of Commissioners

In 2021 there were changes in membership and an increase in the number of the Board of Commissioners. The following is a chronology of changes in the composition of the Board of Commissioners, and the composition of the Board of Commissioners as of 31 December 2021.

Kronologi Perubahan Susunan Dewan Pengawas di Sepanjang Tahun 2021

The Chronology of the Changes in the Composition of the Board of Commissioners in 2021

Periode 1 Januari s.d. 13 Januari 2021 Period of 1 January to 13 January 2021	**Periode 13 Januari s.d. 17 November 2021** Period of 13 January to 17 November 2021	**Periode 17 November s.d. 29 Desember 2021** Period of 17 November to 29 December 2021	**Periode 29 Desember s.d. 31 Desember 2021** Period of 29 December to 31 December 2021	**Keterangan** Notes
Musdhalifah Machmud (Plh. Ketua) (Act. President Commissioner)	Musdhalifah Machmud (Plh. Ketua) (Act. President Commissioner)	Musdhalifah Machmud (Anggota) (Member)	Musdhalifah Machmud (Anggota) (Member)	Kembali diangkat sebagai Anggota pada 17 November 2021 Re-appointed as Member on 17 November 2021
Firmansyah N. Nazaroedin (Anggota) (Member)				Tidak lagi menjabat sejak 13 Januari 2021 No longer serve since 13 January 2021
Andi Zainal Abidin Dulung (Anggota) (Member)	Andi Zainal Abidin Dulung (Plh. Ketua) (Act. President Commissioner)	Andi Zainal Abidin Dulung (Plh. Ketua) (Act. President Commissioner)	Andi Zainal Abidin Dulung (Plh. Ketua) (Act. President Commissioner)	Ditunjuk sebagai Plh. Ketua Dewan Pengawas sejak 17 November 2021 Appointed as Act. President Commissioner since 17 November 2021
Fadjry Djufry (Anggota) (Member)	Fadjry Djufry (Anggota) (Member)	Fadjry Djufry (Anggota) (Member)	Fadjry Djufry (Anggota) (Member)	-
Syailendra (Anggota) (Member)	Syailendra (Anggota) (Member)	Syailendra (Anggota) (Member)		Tidak lagi menjabat sejak 29 Desember 2021 No longer serve since 29 December 2021
Dian Safitri (Anggota / Independen) (Member/ Independent)	Dian Safitri (Anggota / Independen) (Member/ Independent)	Dian Safitri (Anggota / Independen) (Member/ Independent)	Dian Safitri (Anggota / Independen) (Member/ Independent)	-

Periode 1 Januari s.d. 13 Januari 2021 Period of 1 January to 13 January 2021	**Periode 13 Januari s.d. 17 November 2021** Period of 13 January to 17 November 2021	**Periode 17 November s.d. 29 Desember 2021** Period of 17 November to 29 December 2021	**Periode 29 Desember s.d. 31 Desember 2021** Period of 29 December to 31 December 2021	**Keterangan** Notes
	Donny Gahral Adian (Anggota / Independen) (Member/ Independent)	Donny Gahral Adian (Anggota / Independen) (Member/ Independent)	Donny Gahral Adian (Anggota / Independen) (Member/ Independent)	Menjabat sejak 13 Januari 2021 Serving since 13 January 2021
			Jhoni Ginting (Anggota) (Member)	Menjabat sejak 29 Desember 2021 Serving since 29 December 2021

Susunan Dewan Pengawas per 31 Desember 2021

Board of Commissioners Composition as of December 31, 2021

Jabatan Position	**Nama** Name	**Dasar Pengangkatan** Basis of Appointment	**Masa Jabatan** Term of office	**Periode Jabatan** Position Period
Plh. Ketua Act. Chairman	Andi Zainal Abidin Dulung	Keputusan Menteri BUMN No. SK-123/ MBU/05/2019 tanggal 29 Mei 2019 Minister of SOEs Decree No. SK-123/ MBU/05/2019 dated 29 May 2019	29 Mei 2019 s.d 29 Mei 2024 29 May 2019 – 29 May 2024	Ke-1 1st
Anggota Member	Fadjry Djufry	Keputusan Menteri BUMN No. SK-279/ MBU/09/2020 tanggal 9 September 2020 Minister of SOEs Decree No. SK-279/ MBU/09/2020 dated 9 September 2020	9 September 2020 s.d. 9 September 2025 9 September 2020 – 9 September 2025	Ke-1 1st
Anggota Member	Musdhalifah Machmud	Keputusan Menteri BUMN No. SK-358/ MBU/11/2021 tanggal 17 November 2021 Minister of SOEs Decree No. SK-358/ MBU/11/2021 dated 17 November 2021	17 November 2021 s.d. 17 November 2026 17 November 2021 – 17 November 2026	Ke-2 2nd
Anggota Member	Jhoni Ginting	Keputusan Menteri BUMN No. SK-421/ MBU/12/2021 tanggal 29 Desember 2021 Minister of SOEs Decree No. SK-421/ MBU/12/2021 dated 29 December 2021	29 Desember 2021 s.d. 29 Desember 2026 29 December 2021 – 29 December 2026	Ke-1 1st
Anggota Independen Member Independent	Dian Safitri	Keputusan Menteri BUMN No. SK-279/ MBU/09/2020 tanggal 9 September 2020 Minister of SOEs Decree No. SK-279/ MBU/09/2020 dated 9 September 2020	9 September 2020 s.d. 9 September 2025 9 September 2020 – 9 September 2025	Ke-1 1st
Anggota Independen Member Independent	Donny Gahral Adian	Keputusan Menteri BUMN No. SK-14/ MBU/01/2021 tanggal 13 Januari 2021 Minister of SOEs Decree No. SK-14/ MBU/01/2021 dated 13 January 2021	13 Januari 2021 s.d. 13 Januari 2026 13 January 2021 – 13 January 2026	Ke-1 1st

Seluruh pergantian dan perubahan susunan keanggotaan Dewan Pengawas sepenuhnya menjadi keputusan Pemerintah Indonesia selaku Pemilik Modal.

All changes in the composition of the Board of Commissioners membership are entirely the decision of the Government of Indonesia as the Capital Owner.

Apresiasi

Kepada Kementerian BUMN selaku kuasa pemilik modal serta kementerian terkait lainnya, Dewan Pengawas mengucapkan terima kasih atas kepercayaan serta arahan yang telah diberikan. Dewan Pengawas menyampaikan apresiasinya kepada Direksi atas komitmennya untuk dapat menuntaskan penugasan yang diberikan di tengah kondisi yang penuh tantangan di sepanjang tahun 2021. Dewan Pengawas juga menyampaikan apresiasi kepada seluruh Insan Perum BULOG yang telah bekerja dengan penuh dedikasi di tengah situasi yang kurang menggembirakan akibat adanya pandemi COVID-19 yang berkepanjangan. Dewan Pengawas berharap, tahun 2021 menjadi modal bagi Perum BULOG agar dapat tumbuh secara berkelanjutan di masa-masa mendatang.

Appreciation

To the Ministry of SOEs as the representation of the capital owner and other relevant ministries, the Board of Commissioners would like to thank you for the trust and direction given. The Board of Commissioners expressed its appreciation to the Board of Directors for their commitment to be able to complete the assignments given in the midst of challenging conditions throughout 2021. The Board of Commissioners also expressed its appreciation to all Perum BULOG personnel who have worked with full dedication in the midst of an unfavorable situation due to the prolonged COVID-19 pandemic. The Board of Commissioners hopes that 2021 will become capital for Perum BULOG's sustainable growth in the future.

Jakarta, Juli / July 2022
Atas nama jajaran Dewan Pengawas Perum BULOG
On behalf of the Board of Commissioners of Perum BULOG

Andi Zainal Abidin Dulung
Plh. Ketua Dewan Pengawas
Act. President Commissioner

Laporan Direksi

Board of Directors Report

Budi Waseso

Direktur Utama
President Director

Di samping melalui pemanfaatan Teknologi Informasi dan digitalisasi warehouse, Perum BULOG juga mengembangkan inovasi model bisnis dalam rangka mengembangkan dan mengintegrasikan bisnis perusahaan dari hulu hingga ke hilir.

In addition to utilizing Information Technology and warehouses digitalization, Perum BULOG also develops business model innovations in order to develop and integrate the company's business from upstream to downstream.

Pemilik Modal dan seluruh Pemangku Kepentingan yang terhormat,

Mewakili Direksi dan seluruh jajaran Perum BULOG, izinkan saya menyampaikan laporan kinerja Perum BULOG di tengah tantangan pandemi Corona Virus Disease 2019 (COVID-19) yang berkepanjangan. Pencapaian kinerja baik operasi maupun keuangan Perum BULOG di tahun 2021 patut menjadi apresiasi bagi kita semua, baik yang terlibat langsung maupun tidak langsung dalam keseluruhan pencapaian Perum BULOG.

Kondisi Industri Beras dan Komoditas Tahun 2021

Di sepanjang tahun 2021 harga gabah dan beras di tingkat produsen bergerak dengan pola stabil dan pada titik yang lebih rendah dibanding tahun 2020. Meskipun muncul pola kenaikan harga di masa semester II tahun 2021 namun titik harganya masih berada di bawah tingkat harga waktu yang sama di tahun 2020. Sedangkan produksi Gabah Kering Giling (GKG) nasional mencatat angka yang cukup baik, di mana hanya pada bulan Januari, November, dan Desember yang berada dalam status minus bila dibandingkan dengan perkiraan rata-rata total kebutuhan GKG nasional yang mencapai 3,89 juta ton setara GKG per bulan.

Dear Capital Owner and All Stakeholders,

On behalf of the Board of Directors and all levels of Perum BULOG, allow me to submit a report on the performance of Perum BULOG in the midst of the prolonged challenges caused by the Corona Virus Disease 2019 (COVID-19) pandemic. The achievement of both operational and financial performance of Perum BULOG in 2021 deserves appreciation for all of us, both directly and indirectly involved in the overall achievement of Perum BULOG.

Rice and Commodity Industry Conditions in 2021

Throughout 2021 the prices of grain and rice at the producer level move in a stable pattern and at a lower point compared to 2020. Even though a pattern of price increases emerged in the second half of 2021, the price point is still below the price level at the same time in 2020. While the national dry milled rice (GKG) production was favorable, in which only January, November and December were in minus status when compared to the estimated average national total demand for GKG which reached 3.89 million tons of GKG equivalent per month.

Cuaca selama masa semester II tahun 2021 berjenis kemarau basah di mana intensitas hujan lebih tinggi dibanding rata-rata curah hujan pada saat kemarau. Pengaruh positif dari kondisi ini adalah pasokan air yang mendukung produksi pangan, efeknya dapat dilihat pada prediksi BPS tentang produksi tahun 2021 yang lebih besar dibanding produksi tahun 2020.

Di tingkat grosir, Pasar Induk Beras Cipinang (PIBC) dan BULOG melaporkan selama tahun 2021 harga beras cenderung stabil dengan tren harga yang menurun. Fluktuasi di tahun 2021 cenderung lebih stabil dibanding kondisi harga di tahun 2020. Penyebabnya adalah tingkat stok yang lebih tinggi di tahun 2021 dibanding tahun 2020 akibat permintaan konsumen yang menurun. Serupa dengan kondisi harga di tingkat produsen, harga tingkat eceran pada tahun 2021 juga memiliki tingkat harga lebih rendah dibanding waktu yang sama tahun 2020. Kondisi tersebut terjadi pada data BULOG, BPS, dan PIHPS.

Harga eceran beras selama tahun 2021 bergerak meningkat sejak semester II setelah sebelumnya mengalami penurunan dari tahun 2020 seiring penurunan produksi dan pemulihan daya beli masyarakat. Perlu diperhatikan bahwa posisi harga di akhir tahun 2021 berada di bawah tingkat harga pada awal tahun 2020. Kondisi demikian dipadu tingkat produksi yang tinggi karena baiknya pasokan air sebagaimana disampaikan pada bagian sebelumnya maka dapat menyebabkan tekanan harga di tingkat hulu terutama pada masa-masa puncak panen di tahun 2022.

Di tingkat global, Bank Dunia melaporkan secara umum bahwa harga beras di eksportir besar Asia Tenggara yakni Thailand dan Vietnam pada tahun 2021 dalam tren menurun dibanding tahun 2020 seiring penambahan pasokan dari masa panen. Harga beras broken 5% dari Thailand pada bulan Desember 2021 berada pada level USD393/ton, sedangkan di Vietnam harga beras broken 5% berada di level USD403/ton.

Implementasi Kebijakan Strategis Tahun 2021 dan Pencapaian Kinerja Perusahaan

Perum BULOG memiliki 2 (dua) segmen bisnis, yaitu segmen Pelayanan Publik/*Public Service Obligation* (PSO) dan segmen Komersial. Pada segmen PSO, realisasi penyaluran produk Golongan Anggaran dan Cadangan Beras Pemerintah (CBP) di tahun 2021 mencapai 1,15 juta ton, mengalami penurunan 29,20% dari realisasi penyaluran tahun 2020 sebesar 1,63 juta ton. CBP yang dikelola Perum BULOG adalah stok milik Perum BULOG yang ditugaskan Pemerintah untuk dijaga ketersediaannya yang ditujukan untuk memenuhi kebutuhan beras masyarakat pada penanganan tanggap darurat dan untuk mengendalikan gejolak harga beras.

Realisasi penjualan beras CBP tahun 2021 untuk KPSH beras medium sebesar 767.839 ton, mengalami penurunan 25,23% dari tahun 2020 sebesar 1.026.942 ton. Terdapat peningkatan penjualan KPSH yang signifikan pada bulan Desember 2021

The weather during semester II of 2021 was of the wet dry type where the rain intensity is higher than the average rainfall during the dry season. The positive influence of this condition is the supply of water which supports food production, the effect of which can be seen in BPS predictions that production in 2021 will be greater than production in 2020.

At the wholesale level, the Cipinang Rice Main Market (PIBC) and BULOG report that during 2021 rice prices tended to be stable with a downward price trend. Fluctuations in 2021 tended to be more stable than the price conditions in 2020. The reason is that stock levels are higher in 2021 compared to 2020 due to declining consumer demand. Similar to the condition of prices at the producer level, prices at the retail level in 2021 was also lower compared to the same time in 2020. This condition occurs in BULOG, BPS and PIHPS data.

The retail price of rice during 2021 has been moving up since the second semester after previously experiencing a decline from 2020 due to decreased production and the recovery of people's purchasing power. It's to be noted that the price position at the end of 2021 was below the price level at the beginning of 2020. This condition combined with high production levels due to good water supply as mentioned in the previous section can cause price pressures at the upstream level, especially during peak harvest times in 2022.

At the global level, the World Bank reports in general the rice prices in major Southeast Asian exporters, namely Thailand and Vietnam, were in downward trend in 2021 compared to 2020 as supply increases from the harvest season. The price of 5% broken rice from Thailand in December 2021 was at USD 393/ton, while in Vietnam the price of 5% broken rice was at USD 403/ton.

Implementation of Strategic Policies in 2021 and the Company's Performance Achievement

Perum BULOG has 2 (two) business segments, namely the Public Service Obligation (PSO) segment and the Commercial segment. In the PSO segment, the realization of product distribution for the Budget Group and Government Rice Reserves (CBP) in 2021 reached 1.15 million tons, a decrease of 29.20% from the realization of distribution in 2020 of 1.63 million tons. CBP managed by Perum BULOG is stock owned by Perum BULOG assigned by the Government to maintain its availability which is intended to meet the needs of the community's rice in handling emergency response and to control rice price fluctuations.

The realization of CBP rice sales in 2021 for medium rice KPSH was 767,839 tons, a decrease of 25.23% from 2020 of 1,026,942 tons. There was a significant increase in KPSH sales in December 2021 due to the trend of rising rice prices at the retail level which can also be seen from rice's positive share of inflation. In 2021 the

disebabkan adanya tren kenaikan harga beras di tingkat eceran yang terlihat juga dari andil beras terhadap inflasi yang positif. Penggunaan CBP tahun 2021 juga telah disalurkan untuk keadaan darurat bencana dan kerawanan pangan pasca bencana sebesar 8.744 ton, mengalami penurunan 26,35% dari tahun 2020 sebesar 11.873 ton.

Pada aspek hulu atau pengadaan PSO, di tahun 2020 telah diterbitkan Peraturan Menteri Perdagangan No. 24 Tahun 2020 tanggal 16 Maret 2020 tentang Penetapan Harga Pembelian Pemerintah (HPP) untuk Gabah atau Beras sebagai acuan harga pembelian gabah dan beras dalam rangka memenuhi ketersediaan stok Cadangan Beras Pemerintah. Realisasi pengadaan beras PSO di tahun 2021 sebanyak 1,02 juta ton, meningkat 48,94% dari tahun sebelumnya sebanyak 687,04 ribu ton. Kenaikan ini terutama disebabkan Pelaksanaan Pengadaan PSO pada musim panen gadu di wilayah sentra produksi dengan membuat skema Perjanjian Jangka Panjang Bertarget (PJPB) maupun kanwil lainnya guna menjaga stok CBP, optimalisasi peran SATKER ADA DN, Mitra Kerja Pengadaan (MKP), Mitra Kerja On Farm (MKO) serta UPB dan infrastruktur pengolahan lainnya, dibukanya peluang Pengadaan antar Kanwil sehingga daerah non produksi dapat membeli beras langsung dari daerah produksi.

Di samping produk setara beras, pada segmen PSO, Perum BULOG juga melakukan pengadaan pada komoditas jagung dalam negeri. Realisasi pengadaan komoditas jagung dalam negeri untuk PSO sampai dengan akhir tahun 2021 sebesar 30.000 ton. Dari sisi nilai, realisasi pengadaan komoditas jagung dalam negeri untuk PSO sampai dengan akhir tahun 2021 sebesar Rp182,54 miliar. Pengadaan komoditas jagung dalam negeri untuk PSO tahun 2021 di wilayah kerja Lampung, Jawa Barat, Jawa Tengah, Yogyakarta, dan Jawa Timur. Realisasi pengadaan komoditas jagung dalam negeri untuk PSO setiap tahunnya ditentukan oleh penugasan pengelolaan jagung dari pemerintah, baik dalam proses pengadaan maupun penyalurannya, upaya yang dapat dilakukan dengan mengusulkan kepada pemerintah agar Perum BULOG diberikan penugasan pengelolaan cadangan jagung pemerintah guna menjaga harga di tingkat petani dan konsumen.

Stok setara beras yang dikelola Perum BULOG hingga akhir tahun 2021 sejumlah 1.026.177 ton, terdiri dari 1.019.419 ton sebagai stok CBP dan 6.758 ton sebagai stok komersial. Stok CBP tersebut terdiri dari stok di gudang BULOG sebanyak 807.919 ton dan stok di penggilingan mitra sebanyak 211.500 ton. Stok CBP tersebut diperkirakan cukup untuk memenuhi kebutuhan rata-rata penyaluran/penjualan pangsa pasar pemerintah selama 8 bulan. Realisasi stok beras di akhir tahun 2021 sebanyak 1.026.177 ton, meningkat 4,37% dari realisasi tahun 2020 sebanyak 983.170 ton.

Penjualan/penyaluran segmen Komersial dilakukan melalui 2 (dua) saluran, yaitu ritel/langsung dan grosir/distributor. Komoditas yang dijual melalui saluran penjualan ritel/langsung

CBP also distributed for disaster emergencies and post-disaster food insecurity of 8,744 tons, a decrease of 26.35% from 2020 of 11,873 tons.

In the upstream aspect or PSO procurement, in 2020 the Minister of Trade published Regulation No. 24 of 2020 dated 16 March 2020 concerning Determination of Government Purchase Prices (HPP) for Grain or Rice as a reference for the purchase price of grain and rice in order to meet the availability of the Government's Rice Reserve stock. The realization of PSO rice procurement in 2021 was 1.02 million tons, an increase of 48.94% from the previous year of 687.04 thousand tons. This increase was mainly due to the implementation of PSO procurement during the gadu harvest season in production center areas by establishing a Targeted Long Term Agreement (PJPB) scheme or other regional offices to maintain CBP stocks, optimizing the role of SATKER ADA DN, Procurement Partners (MKP), On Farm Partners (MKO) as well as UPB and other processing infrastructure, opening up opportunities for procurement between regional offices so that non-production areas can buy rice directly from production areas.

In addition to rice-equivalent products, in the PSO segment, Perum BULOG also procures domestic corn commodities. The realization of PSO domestic corn commodity until the end of 2021 was 30,000 tons. In terms of value, the realization of PSO domestic corn commodity amounted to Rp 182.54 billion. Procurement of domestic corn commodity for the 2021 PSO was carried out in the working areas of Lampung, West Java, Central Java, Yogyakarta and East Java. The realization of domestic corn commodity procurement for PSO every year is determined by the assignment from the government, both in the process of procurement and distribution, an effort that can be done by proposing to the government that Perum BULOG be assigned the management of government corn reserves to maintain prices at the farmer and consumer level.

The rice equivalent stock managed by Perum BULOG until the end of 2021 was 1,026,177 tons, consisting of 1,019,419 tons as CBP stock and 6,758 tons as commercial stock. The CBP stock consists of 807,919 tons of stock at the BULOG warehouse and 211,500 tons of stock at partner mills. The CBP stock is estimated to be sufficient to meet the government's average demand for distribution/sale of market share for 8 months. The realization of rice stocks at the end of 2021 was 1,026,177 tons, an increase of 4.37% from the realization in 2020 of 983,170 tons.

Commercial segment sales/distribution is carried out through 2 (two) channels, namely retail/direct and wholesale/distributor. Commodities sold through retail/direct sales channels are

telah dikemas dalam berbagai ukuran kemasan dengan merek KITA, yaitu beras kualitas medium dan premium (Beras KITA), gula pasir kemasan 1 kg (Manis KITA), minyak goreng (Minyak Goreng KITA), tepung terigu (Terigu KITA) dan daging kerbau beku (Daging KITA). Selain komoditas merek KITA, juga dijual komoditas daging sapi, daging ayam, bawang merah, bawang putih, telur, dan komoditas lain untuk saluran penjualan ritel. Saluran penjualan ritel meliputi Rumah Pangan Kita ("RPK") dan Toko Pangan Kita ("TPK"), hotel, restoran, katering, perusahaan/lembaga/dinas/instansi, pasar rakyat, toko/agen, koperasi/asosiasi, ritel modern dan *online market*.

packaged in various sizes of packages under the KITA brand, namely medium and premium quality rice (Beras KITA), 1 kg packaged sugar (Manis KITA), cooking oil (Minyak Goreng KITA), wheat flour (Terigu KITA) and frozen buffalo meat (Daging KITA). In addition to KITA brand commodities, beef, chicken, shallots, garlic, eggs and other commodities for retail sales channels are also sold. Retail sales channels include Rumah Pangan Kita ("RPK") and Toko Pangan Kita ("TPK"), hotels, restaurants, catering, companies/institutions/offices/agencies, people's markets, shops/agents, cooperatives/associations, modern retail and online market.

Secara keseluruhan, penjualan/penyaluran komoditas dari segmen Komersial mengalami penurunan. Dari sisi volume mengalami penurunan 57,54%, sedangkan dari sisi nilai penjualan mengalami penurunan 20,18%. Penurunan ini disebabkan karena penurunan nilai realisasi penjualan beras yang terjadi karena menurunnya permintaan dan pelayanan paket sembako/natura untuk instansi/dinas/lembaga. Pelayanan paket sembako/natura tahun 2020 merupakan bantuan yang diberikan kepada masyarakat dan pegawai terdampak COVID-19 sedangkan di tahun 2021, sebagian besar bantuan dialihkan dalam bentuk tunai di awal tahun.

Overall, sales/distribution of commodities from the Commercial segment decreased. In terms of volume, it decreased by 57.54%, while in terms of sales value, it decreased by 20.18%. This decrease was due to a decrease in the realized value of rice sales which occurred due to a decrease in demand for and service of basic food packages/natura for agencies/offices/institutions. The basic food/natura package services in 2020 are aid provided to communities and employees affected by COVID-19, while in 2021, most of the aid was diverted in cash at the beginning of the year.

Salah satu saluran penjualan yang dilakukan Perum BULOG adalah RPK dan TPK sebagai ritel binaan. Di akhir tahun 2021, jumlah RPK terdaftar sebanyak 61.429 gerai, di mana sebanyak 6.843 gerai RPK melayani BPNT/Program Sembako. Dari total RPK yang terdaftar tersebut, sebanyak 18.602 gerai melakukan transaksi di tahun 2021 atau sebesar 30,28% dari total RPK. Titik jaringan ritel selain RPK yang bertransaksi didominasi oleh saluran BUMN-perusahaan/lembaga dengan jumlah jaringan sebanyak 1.400 mitra/konsumen di seluruh Indonesia.

One of the sales channels carried out by Perum BULOG is RPK and TPK as fostered retailers. At the end of 2021, there were 61,429 registered RPK outlets, of which 6,843 RPK outlets served the BPNT/Sembako Program. Of the total registered RPK, 18,602 outlets made transactions in 2021 or 30.28% of the total RPK. The retail network other than RPK are dominated by SOE-company/institutional channels with a total network of 1,400 partners/consumers throughout Indonesia.

Di hulu, realisasi pengadaan gabah/beras dalam negeri untuk komersial sampai dengan akhir tahun 2021 sebesar 193.180 ton setara beras, mengalami penurunan hingga 66,21% dari realisasi tahun 2020 sebanyak 571.635 ton setara beras. Penurunan ini terutama disebabkan menurunnya permintaan untuk penjualan, untuk skema penjualan beras komersial, Perusahaan menerapkan kebijakan *Buy to Sell* sehingga meminimalisir adanya stok beras.

Upstream, the realization of domestic grain/rice procurement for commercial use by the end of 2021 was 193,180 tons of rice equivalent, a decrease of up to 66.21% from the 2020 realization of 571,635 tons of rice equivalent. This decrease was mainly due to the decrease in demand for sales, for commercial rice sales schemes, the Company implemented a Buy to Sell policy so as to minimize rice stocks.

Di samping itu, Perum BULOG memiliki program *On Farm*, dimana target *On Farm* Perum BULOG Tahun 2021 adalah sebesar 160.000 Ha setara dengan produksi GKP sebesar ±800.000 ton, atau sebesar ±400.000 ton setara beras. Sampai dengan Desember 2021, realisasi luas lahan on farm sebanyak 76.801 Ha (48%), tantangan dalam peningkatan realisasi onfarm yaitu Penyerapan GKP hasil on farm belum optimal akibat belum optimalnya kerja sama dengan lembaga keuangan untuk pola *On Farm* kemitraan.

In addition, Perum BULOG has an On Farm program, where Perum BULOG's On Farm target for 2021 is 160,000 Ha, equivalent to GKP production of ±800,000 tons, or ±400,000 tons of rice equivalent. As of December 2021, the realization of on-farm land area is 76,801 Ha (48%), the challenge in increasing on-farm realization is that the GKP absorption of on-farm results has not been optimal due to not optimal cooperation with financial institutions for the On Farm partnership pattern.

Selain pengadaan gabah/beras dan kegiatan *On Farm*, Perum BULOG juga melakukan kegiatan pengadaan pangan pendukung beras berupa *Fortified Rice Kernel* (FRK) yang akan diolah menjadi beras berfortifikasi dengan merek Beras Fortivit. Perum BULOG telah membuat Perjanjian Jual Beli (PJB) FRK dengan DSM Singapore Industrial Pte. Ltd sebanyak 100 ton yang terbagi ke dalam beberapa *batch*. Per 31 Desember 2021, Perum BULOG telah menerima seluruh FRK.

Secara keseluruhan, pengadaan dari komoditas pangan lainnya untuk segmen komersial meningkat 26,91% dibandingkan tahun sebelumnya. Kenaikan ini terutama terdapat pada komoditi jagung DN PSO, tepung terigu, daging kerbau LN dan daging ayam.

Dengan berbagai inisiasi yang telah dilakukan, Perum BULOG membukukan Pendapatan di tahun 2021 sebesar Rp21,96 triliun, mengalami penurunan 20,71% dari Penjualan tahun 2020 sebesar Rp27,70 triliun. Penjualan dari segmen PSO mengalami penurunan 22,83%, sedangkan Penjualan dari segmen Komersial turun 17,65% dibandingkan tahun sebelumnya. Meskipun pendapatan tercatat mengalami penurunan, di tahun 2021 Perum BULOG membukukan Laba Bersih Tahun Berjalan sebesar Rp256,80 miliar dibandingkan Rugi Bersih Tahun Berjalan tahun 2020 sebesar Rp821,01 miliar. Pendapatan Lain-lain berpengaruh terhadap kinerja positif Perum BULOG tahun 2021. Di sisi neraca, Jumlah Aset mengalami pertumbuhan, demikian pula dengan Liabilitas dan Ekuitas.

Berikut disampaikan struktur permodalan Perum BULOG yang menggambarkan perubahan komposisi utang dan modal Perum BULOG.

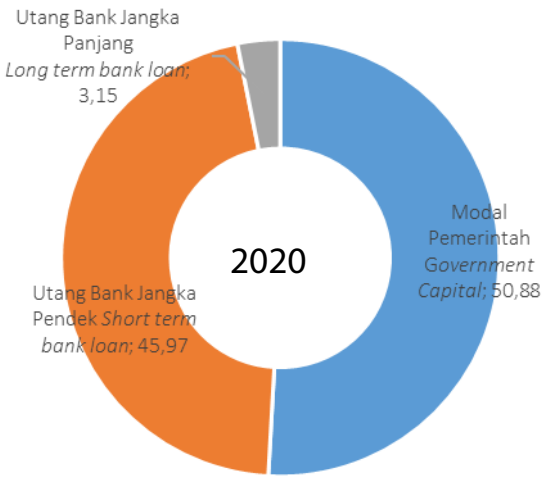
In addition to the procurement of grain/rice and On Farm activities, Perum BULOG also conducts procurement of rice supporting food in the form of Fortified Rice Kernel (FRK) which will be processed into fortified rice under the brand Fortivit Rice. Perum BULOG has entered into a Sale and Purchase Agreement (PJB) for FRK with DSM Singapore Industrial Pte. Ltd as much as 100 tons divided into several batches. As of 31 December 2021, Perum BULOG has received all FRKs.

Overall, the procurement of other food commodities for the commercial segment increased by 26.91% compared to the previous year. This increase was mainly found in the commodities of PSO domestic corn, wheat flour, overseas buffalo meat and chicken meat.

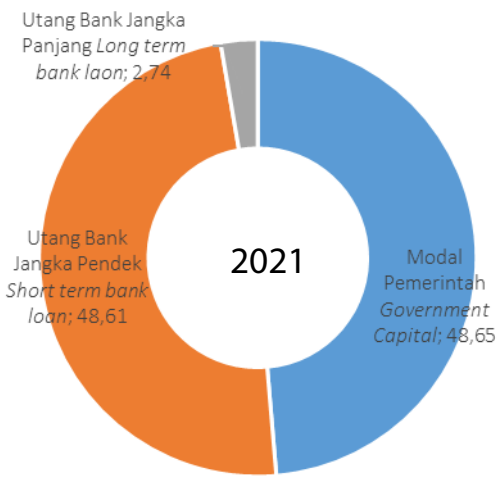
With the various initiatives carried out, Perum BULOG recorded revenue of Rp 21.96 trillion in 2021, a decrease of 20.71% from 2020 sales of Rp 27.70 trillion. Sales from the PSO segment decreased 22.83%, while Sales from the Commercial segment decreased 17.65% compared to the previous year. Even though the revenue decreased, in 2021 Perum BULOG posted a Net Profit for the Year of Rp 256.80 billion compared to a Net Loss for the Year of Rp 821.01 billion in 2020. Other income has affected the positive performance of Perum BULOG in 2021. On the balance sheet side, The Total Assets grow, as well as the Liabilities and Equity.

The following is a description of the capital structure of Perum BULOG which describes the changes in the composition of debt and capital of Perum BULOG.

Struktur Permodalan Perum BULOG



Perum BULOG's Capital Structure



Seperti terlihat pada bagan di atas, struktur permodalan Perum BULOG tahun 2020 dan 2021 tidak mengalami perubahan komposisi yang cukup signifikan. Modal Perum BULOG masih didominasi oleh modal Pemerintah Indonesia, sedangkan sisanya ditopang oleh utang bank baik jangka pendek maupun jangka panjang.

As shown in the chart above, the capital structure of Perum BULOG in 2020 and 2021 only experienced minor change. Perum BULOG's capital is still dominated by Indonesian Government capital, while the rest is supported by bank loans, both short and long term.

Peranan Direksi dalam Kebijakan Strategis Perusahaan

Direksi bersama-sama dengan Dewan Pengawas telah menyusun berbagai pedoman dan peraturan yang dapat memberikan batasan tanggung jawab pada setiap organ Perusahaan. Batasan ini menjadi penting agar pola hubungan antar organ dapat terjalin dengan harmonis, dan mampu mendukung pencapaian visi dan misi yang telah ditetapkan. Direksi melaksanakan rapat internal Direksi paling sedikit 1 (satu) kali dalam sebulan dan melaksanakan Rapat Gabungan antara Dewan Pengawas dan Direksi yang diselenggarakan 1 (satu) kali dalam sebulan, dimana setiap pelaksanaan rapat Direksi harus dibuatkan risalah rapat oleh Sekretaris Perusahaan, sedangkan risalah rapat gabungan Dewas Direksi dibuat oleh Sekretaris Perusahaan bersama Sekretaris Dewan Pengawas. Selain itu, hasil dari kegiatan rapat tersebut dapat digunakan sebagai arahan strategis kebijakan perusahaan.

Terdapat pula organ Pemilik Modal dengan mekanisme Rapat Pembahasan Bersama (RPB) maupun keputusan Menteri BUMN selaku kuasa Pemilik Modal sebagai cara bagi Pemerintah Indonesia/Pemilik Modal untuk menentukan beberapa kebijakan strategis terbatas bagi kelangsungan Perum BULOG khususnya, dan ketahanan pangan Indonesia pada umumnya.

The Board of Directors' Roles in the Company's Strategic Policy

The Board of Directors together with the Board of Commissioners have developed various guidelines and regulations which define the responsibilities of each organ. This boundary is important so that relationships pattern between the two organs can be harmoniously established, as to support the achievement of the vision and mission. The Board of Directors held an internal meeting at least 1 (one) time a month and held a Joint Meeting between the Board of Commissioners and the Board of Directors 1 (once) a month, where each meeting of the Board of Directors is documented in the minutes of the meeting made by the Corporate Secretary, while the minutes of joint meetings is made by the Corporate Secretary together with the Secretary of the Board of Commissioners. In addition, the results of the meeting can be used as a strategic direction for company policies.

For the Government of Indonesia as Capital Owner to decide on a number of limited strategic policies for the continuation of Perum BULOG in particular, and Indonesia's food security in general, there is also an organ for Capital Owner with a Joint Discussion Meeting (RPB) mechanism as well as decisions made by the Minister of SOEs as the proxy for Capital Owner.

Pencapaian Realisasi Terhadap Target Tahun 2021

Rencana kerja dan target kinerja Perum BULOG tertuang dalam dokumen RKAP. RKAP Perum BULOG tahun 2021 telah disahkan oleh Menteri BUMN selaku kuasa pemilik modal melalui Surat Menteri BUMN No. S-66/MBU/01/2021 tanggal 29 Januari 2021 perihal Pengesahan RKAP dan RKA-TJSL Tahun 2021 Perusahaan Umum (Perum) BULOG.

Berikut disampaikan pencapaian realisasi terhadap target tahun 2021 yang tertuang dalam Revisi RKAP tahun 2021.

Achievement Realization of 2021 Target

The work plan and performance targets of Perum BULOG are contained in the RKAP document. The 2021 RKAP for Perum BULOG has been ratified by the Minister of SOEs as the proxy for the capital owner through the Minister of SOEs Letter No. S-66/MBU/01/2021 dated 29 January 2021 regarding Ratification of the 2021 RKAP and RKA-TJSL of Perum BULOG.

The following is the achievement of the realization of the 2021 target as stated in the 2021 RKAP Revision.

Pencapaian Target Operasi dan Pemasaran/ Penyaluran

Achievement of Operations and Marketing/ Distribution Target

Pengelolaan Stok, Pengadaan, dan Penyaluran/ Pemasaran Stock Management, Procurement and Distribution/ Marketing	**Realisasi 2021** 2021 Realization	**Revisi RKAP 2021** Revised RKAP 2021	**Pencapaian Realisasi Terhadap Revisi RKAP 2021 (%)** Realization Achievement toward Revised RKAP 2021 (%)
Stok Awal (ton) Initial Stock (ton)	983.170	1.056.279	93,08
Beras PSO (ton) PSO Rice (ton)	956.138	1.002.519	95,37
Komersial (ton) Commercial (ton)	27.033	53.760	50,28
Penyediaan Supplying			

Pengelolaan Stok, Pengadaan, dan Penyaluran/ Pemasaran Stock Management, Procurement and Distribution/ Marketing	**Realisasi 2021** 2021 Realization	**Revisi RKAP 2021** Revised RKAP 2021	**Pencapaian Realisasi Terhadap Revisi RKAP 2021 (%)** Realization Achievement toward Revised RKAP 2021 (%)
Pengadaan Gabah dan Beras Dalam Negeri (ton) Procurement of Domestic Grain and Rice (ton)	2.199.419	2.906.279	75,68
Koreksi/Pengembalian (ton) Correction/Return (ton)	-	-	-
Penyaluran/Penjualan/Pemasaran Distribution/Sales/Marketing			
Beras PSO (ton) PSO Rice (ton)	1.154.107	1.415.000	81,56
Beras Komersial (ton) Commercial Rice (ton)	204.738	403.909	50,69
Jumlah Penyaluran/Penjualan/Pemasaran Total Distribution/Sales/Marketing	1.358.845	1.818.909	74,71
Stok Akhir (ton) Final Stock (ton)	840.574	1.087.370	77,30
Beras PSO (ton) PSO Rice (ton)	825.323	1.037.519	79,55
Komersial (ton) Commercial (ton)	15.252	49.851	30,59

Secara umum, target operasi dan pemasaran/penyaluran tahun 2021 berada di bawah target.

Overall, the 2021 operational and marketing/distribution targets are below the target

Pencapaian Target Investasi

Achievement of Investment Target

Investasi Investment	**Realisasi 2021** (Rp-juta) 2021 Realization (Rp-million)	**Revisi RKAP 2021** (Rp-juta) Revised RKAP 2021 (Rp-million)	**Pencapaian Realisasi Terhadap Revisi RKAP 2021** Realization Achievement toward Revised RKAP 2021 (%)
Non Penyertaan Modal Negara (PMN) Non State Equity Participation (PMN)	50.050	664.096	7,54
Penyertaan Modal Negara (PMN) State Equity Participation (PMN)	312.540	1.540.257	20,29
Jumlah Investasi Total Investment	362.590	2.204.353	16,45

Target investasi pada RKAP Tahun 2021 sebesar Rp2,20 triliun dengan realisasi investasi tahun 2021 sebesar 16,45% atau Rp362,59 miliar.

The investment target in the 2021 RKAP was Rp 2.20 trillion with investment realization in 2021 of 16.45% or Rp 362.59 billion.

Pencapaian Target Sumber Daya Manusia (SDM)/ Pengembangan Talenta

Target Achievement of Human Resources (HR)/ Talent Development

Sumber Daya Manusia Human Resources	**Realisasi 2021** 2021 Realization	**Revisi RKAP 2021** Revised RKAP 2021	**Pencapaian Realisasi Terhadap Revisi RKAP 2021** Realization Achievement toward Revised RKAP 2021 (%)
Jumlah Karyawan (orang) Number of Employees (person)	4.517	5.064	89,19
Biaya Diklat (Rp-juta) Training Costs (Rp-million)	3.490	13.562	25,73

Realisasi biaya diklat di tahun 2021 sebesar 25,73% dari target tahun 2021. Hal ini di antaranya disebabkan pandemi COVID-19, di mana rencana kegiatan diklat tatap muka/*offline* ditiadakan selama kondisi pandemi dan diganti dengan kegiatan diklat secara *online* yang lebih efisien dari segi biaya

Realization of 2021 education and training costs was 25.73% of the projection. This was due to the COVID-19 pandemic where face-to-face/offline training activities were abolished and replaced by the online training activities which were more cost efficient.

Pencapaian Target Program Kemitraan dan Bina Lingkungan (PKBL)

Target Achievement of Partnership and Community Development Program

PKBL Community Development Program	**Realisasi 2021** 2021 Realization	**Revisi RKAP 2021** Revised RKAP 2021	**Pencapaian Realisasi Terhadap Revisi RKAP 2021** Realization Achievement toward Revised RKAP 2021 (%)
Penyaluran Program Bina Lingkungan Community Development Program Disbursement	Rp4.823	Rp5.160	93,47%

Pelaksanaan penyaluran Program TJSL tahun 2021 mencapai 93,47% terhadap target tahun 2021. Beberapa program unggulan berhasil dilaksanakan, yaitu Program TJSL yang sejalan dengan program prioritas untuk mendukung pencapaian TPB/SDGs seperti Program BULOG Peduli Gizi dan Program BULOG Peduli Petani; serta Program TJSL yang berkomitmen mendukung bisnis inti dan menciptakan *Creating Share Value* (CSV) seperti Program BULOG Peduli UMKM dan Program BULOG Pintar. Selain program unggulan mendukung pencapaian TPB/SDGs dan CSV bisnis Perusahaan, juga terdapat program umum yang dilaksanakan sebagai bentuk komitmen Perusahaan menyelaraskan TPB prioritas dan menebarkan manfaat bagi masyarakat.

Implementation of the TJSL Program distribution in 2021 reached 93.47% of the 2021 target. Several flagship programs were successfully implemented, namely the TJSL Program which is in line with priority programs to support the achievement of SDGs such as BULOG Peduli Gizi and BULOG Peduli Petani; as well as the TJSL Program which is committed to supporting the core business and Creating Share Value (CSV) such as BULOG Peduli UMKM and BULOG Pintar. In addition to the flagship programs supporting the achievement of the Company's SDGs and CSV for business, there are also general programs implemented as a form of the Company's commitment to aligning priority SDGs and maximizing benefits to the society.

Pencapaian Target Keuangan

Achievement of Financial Targets

Perihal Item	**Realisasi 2021 (Rp-juta)** Realization 2021 (Rp-million)	**Revisi RKAP 2021 (Rp-juta)** 2021 RKAP Revision (Rp-million)	**Pencapaian Realisasi Terhadap Revisi RKAP 2021 (%)** Realization Achievement of the 2021 RKAP Revision (%)
Posisi Keuangan Konsolidasian Consolidated Financial Position			
Aset Assets	23.035.944	21.643.258	106,43
Liabilitas Liabilities	14.462.717	13.400.654	107,93
Ekuitas Equity	8.573.227	8.242.604	104,01
Laba Rugi dan Pendapatan Komprehensif Lain Konsolidasian Consolidated Profit or Loss and Other Comprehensive Income			
Pendapatan Revenue			
Pelayanan Publik/PSO Public service/PSO	12.629.784	15.215.535	83,01
Komersial Commercial	9.333.062	16.136.270	57,84
Jumlah Pendapatan Total Revenue	21.962.846	31.351.805	70,05

Perihal Item	**Realisasi 2021 (Rp-juta)** Realization 2021 (Rp-million)	**Revisi RKAP 2021 (Rp-juta)** 2021 RKAP Revision (Rp-million)	**Pencapaian Realisasi Terhadap Revisi RKAP 2021 (%)** Realization Achievement of the 2021 RKAP Revision (%)
Beban Pokok Pendapatan Cost of Goods Sold			
Pelayanan Publik/PSO Public service/PSO	9.868.224	11.961.215	82,50
Komersial Commercial	8.666.002	13.808.506	62,76
Jumlah Beban Pokok Pendapatan Total Cost of Goods Sold	18.534.226	25.769.720	71,92
Laba Bruto Gross Profit	3.428.620	5.582.085	61,42
Beban Usaha Operating Expenses	2.768.978	1.306.424	211,95
Laba/(Rugi) Usaha Operating Profit/(Loss)	659.642	4.275.661	15,43
Jumlah Pendapatan (Beban) Lain-lain Total Other Income (Expenses)	(446.641)	(2.630.392)	16,98
Laba/(Rugi) Sebelum Pajak Profit/(Loss) Before Tax	213.001	1.896.611	11,23
Manfaat (Beban) Pajak Penghasilan – neto Income Tax Benefit (Expense) - net	43.804	1.501.745	2,92
Laba/(Rugi) Neto - Tahun Berjalan Net Profit/(Loss) - Current Year	256.804	394.866	65,04
Penghasilan Komprehensif Lain - Setelah Pajak Other Comprehensive Income - After Tax	73.973	98.716	74,94
Laba/(Rugi) Komprehensif Comprehensive Profit/(Loss)	330.778	296.149	111,69

Realisasi posisi keuangan konsolidasian terlihat cukup baik, di mana jumlah aset, liabilitas dan ekuitas tahun 2021 mampu mencapai di atas target, masing-masing sebesar 106,43%, 107,93%, dan 104,01%. Sedangkan laporan laba rugi Perusahaan membukukan pencapaian yang relatif cukup baik, di mana secara konsolidasian Perusahaan mampu membukukan laba komprehensif sebesar Rp330,77 miliar atau 111,69% dari target tahun 2021 sebesar Rp296,14 miliar.

The realization of the consolidated financial position is quite solid, where the total assets, liabilities and equity in 2021 reached above the target, respectively 106.43%, 107.93% and 104.01%. As for the profit and loss, the Company was able to record a comprehensive profit of Rp 330.77 billion or 111.69% of the 2021 target of Rp 296.14 billion.

Kendala, Tantangan, dan Penyelesaiannya

Kendala dan tantangan terhadap kegiatan bisnis dan operasional perusahaan selama periode tahun 2021 diantaranya adalah sebagai berikut:

1. Realisasi Pengadaan dalam Negeri PSO (gabah/ beras):
2. Fungsi pengadaan PSO untuk penyediaan stok CBP dan memenuhi kebutuhan penyaluran CBP yang cenderung berkurang sehubungan dengan berkurangnya penugasan penyaluran CBP oleh pemerintah.
3. Inisiatif penyelesaian masalah dengan melakukan optimalisasi pengadaan Gabah Kering Giling (GKG); Membuat skema Perjanjian Jangka Panjang Bertarget (PJPB) untuk mengoptimalkan pengadaan beras PSO di 8 Kanwil sentra produksi.
4. Masih terbatasnya penugasan pemerintah kepada Perum BULOG terkait komoditi-komoditi impor seperti Jagung dan kedelai dengan Inisiatif penyelesaian masalah dengan

Obstacles, Challenges, and Solutions

Obstacles and challenges to the company's business and operational activities in 2021 include the following:

1. Realization of PSO Domestic Procurement (grain/rice):
2. The PSO procurement function to supply CBP stock and meet the demand for CBP distribution tends to decrease due to reduced assignment of CBP distribution by the government.
3. The Company take the initiative to optimize the procurement of dry milled grain (GKG); Create a Targeted Long Term Agreement (PJPB) scheme to optimize the procurement of PSO rice in 8 Kanwil production centers.
4. The government assignments to Perum BULOG regarding imported commodities such as corn and soybeans are still limited; the initiative to resolve the problem is to

mengusulkan kepada pemerintah untuk memberikan penugasan kepada Perum BULOG untuk pengadaan dan pengelolaan komoditi impor.

5. Stok beras Perum BULOG tersebar di seluruh gudang BULOG dengan variasi ketahanan stok terhadap rencana penyaluran/penjualan yang berbeda-beda.
6. Inisiatif penyelesaian masalah, dalam rangka menjaga ketahanan stok di masing-masing daerah maka dilakukan penyebaran stok dari Kanwil/Kancab yang memiliki surplus persediaan beras ke Kanwil/Kancab yang defisit, baik melalui movenas maupun movereg/movelok.
7. Penurunan penjualan segmen PSO dan Komersial dari tahun sebelumnya:
8. Harga jual komoditas BULOG yang cenderung kurang kompetitif di pasaran; Terdapat persediaan yang mendekati masa *expired*; Terdapat stok beras komersial (Pengadaan tahun 2018 s.d. 2020) dengan kualitas menurun dan membebani biaya bunga yang tinggi sehingga membentuk harga jual menjadi tidak kompetitif.

Inisiatif penyelesaian masalah dengan melakukan strategi penetapan harga jual komoditas hasil pengadaan mandiri sesuai dengan kondisi harga rata-rata pasar melalui Kebijakan Pengadaan dan Penjualan Komoditas Komersial; Strategi penjualan bundling dan promo diskon untuk komoditas yang mendekati masa *expired* dan dilakukan *buy-to-sell* (BTS) dalam kegiatan penjualan untuk mengurangi potensi penyimpanan komoditas *expired*; Dilakukan upaya percepatan penjualan dengan strategi *bundling* terhadap sisa stok beras tahun 2018, 2019, dan 2020.

Prospek dan Proyeksi Kinerja Tahun 2022

Perum BULOG merancang perubahan orientasi yang semakin berbasis pada pasar (aspek Non PSO). Untuk memperkuat fokus bisnis Non PSO, di tahun 2022 Perum BULOG akan mulai melakukan akselerasi perluasan jaringan distribusi dan penjualan, baik secara offline maupun *online*. Pada jejaring *offline*, BULOG akan mengoptimalkan jejaring yang sudah ada dan menambah jejaring melalui kerjasama dengan pengelola pasar, *outlet* milik masyarakat (RPK dan TPK) serta penjualan langsung ke hotel, restoran, *catering* (horeka), pelanggan korporasi dll. Sedangkan untuk penjualan *online* akan memanfaatkan *platform e-commerce* dan media sosial guna berinteraksi langsung dengan pelanggan akhir.

Di samping itu, dalam rangka menghasilkan kualitas produk yang konsisten dan mempertahankan citra yang baik di mata konsumen, investasi infrastruktur turut menjadi salah satu program prioritas Perum BULOG. Dalam konteks ini, investasi dilakukan sebagai bagian dari modernisasi sehingga masalah teknis dan teknologis dapat diselesaikan. Salah satu bentuk investasi dimaksud adalah investasi infrastruktur melalui dana Penyertaan Modal Pemerintah (PMN) untuk pembangunan *Modern Rice Milling Plant* (MRMP), *Rice to Rice Plant* (R2RP), *Corn Drying Center* (CDC), Silo Jagung, Gudang Kedelai, Gudang

propose to the government to assign Perum BULOG for the procurement and management of imported commodities.

5. The rice stocks of Perum BULOG are spread throughout BULOG warehouses with variations in stock resistance to different distribution/sales plans.
6. The initiative to solve the problem, in order to maintain stock resilience in each region, is to distribute the stock from the Kanwil/Kancab which had a surplus of rice supplies to the Kanwil/Kancab which had a deficit, either through movenas or movereg/movelok.
7. Decrease in sales of the PSO and Commercial segments from the previous year:
8. BULOG's commodity selling prices tend to be less competitive in the market; There are inventories that are nearing their expiry date; There are stocks of commercial rice (procurement from 2018 to 2020) with declining quality and high interest costs, resulting in an uncompetitive selling price.

The initiative to solve the problem is by carrying out a strategy of determining the selling price of commodities resulting from self-procurement in accordance with the average market price conditions through the Commercial Commodity Procurement and Sales Policy; Bundling sales strategies and discount promos for commodities that are nearing their expiry date and buy-to-sell (BTS) is carried out in sales activities to reduce the potential for storage of expired commodities; Efforts were made to accelerate sales with a bundling strategy for the remaining rice stocks in 2018, 2019 and 2020.

Prospects and Projection of Performance in 2022

Perum BULOG is shifting its orientation to be more market based (Non PSO aspect). To strengthen the focus on the Non-PSO business, in 2022 Perum BULOG will start accelerating the expansion of its distribution and sales network, both offline and online. In offline networks, BULOG will optimize existing networks and add to networks through collaboration with market managers, community-owned outlets (RPK and TPK) as well as direct sales to hotels, restaurants, catering (horeka), corporate customers etc. Meanwhile, online sales will utilize e-commerce platforms and social media to interact directly with end customers.

In addition, in order to maintain consistent product quality and positive reputation, infrastructure investment also emerged as one of Perum BULOG's priority programs. In this context, investments are made as part of modernization so that technical and technological problems can be resolved. One of the investments is infrastructure investment through Government Equity Participation (PMN) funds for the construction of Modern Rice Milling Plants (MRMP), Rice to Rice Plants (R2RP), Corn Drying Centers (CDC), Corn Silos, Soybean Warehouses, Modern Warehouses/Distribution Center, and Food Commodity

Modern/*Distribution Center*, dan Gudang Komoditas Pangan serta pembangunan infrastruktur pengolahan yang bersumber dari dana BULOG sendiri seperti RTR, mesin kemas *vacuum*, mesin *mixing* beras fortifikasi, mesin kemas gula, *cold storage*.

Warehouse as well as construction of processing infrastructure sourced from BULOG's own funds such as RTR, vacuum packaging machines, fortified rice mixing machines, sugar packaging machines, cold storage.

Di samping pembangunan infrastruktur, BULOG juga mengelola aset yang ada agar berfungsi dan menghasilkan pendapatan secara optimal, yaitu meliputi aset yang terkait langsung atau tidak dengan logistik pangan. Sebagian aset tersebut hanya digunakan secara berkala dan tidak terikat dengan jadwal yang sangat ketat sehingga tidak selalu terpakai secara penuh. BULOG memiliki Unit Bisnis Opaset yang secara khusus mengelola dan mengoptimalkan pemanfaatan aset perusahaan antara lain berupa penyewaan gudang, penyewaan gedung/ruang kantor, penyewaan mess dan penyewaan tanah kosong atau aset *idle* lainnya. Untuk itu, Perum BULOG turut memperkuat peran Unit Bisnis Opaset melalui sejumlah program seperti *Asset Management*, *Building Management*, *Hospitality*, *Human Capital Management* dan *Property Development*.

In addition to infrastructure development, BULOG also manages existing assets to optimize the income, which includes assets directly or indirectly related to food logistics. Some of these assets are only used periodically. BULOG has an Opaset Business Unit that specifically manages and optimizes the utilization of company assets, including warehouse rentals, building/office space rentals, mess rentals and rental of vacant land or other idle assets. For this reason, Perum BULOG also strengthen the role of the Opaset Business Unit through a number of programs such as Asset Management, Building Management, Hospitality, Human Capital Management and Property Development.

BULOG berkomitmen dalam menerapkan teknologi terdepan dan sistem yang terintegrasi melalui investasi dalam hal implementasi sistem Teknologi Informasi berbasis *Enterprise Resource Planning* (ERP) dan digitalisasi sistem *warehousing* dengan tujuan semakin menciptakan efisiensi biaya, mendukung efektivitas manajemen dan memberikan layanan yang semakin prima kepada konsumen. Adapun modul ERP yang akan dikembangkan meliputi antara lain *Inventory and Warehouse Management*, *Finance and Accounting Management*, *Purchase Management*, *Point of Sales*, *Sales Management*, *Marketing, Business Unit*, *Corporate Legal*, *Dashboard*, *Agriculture Management*, *Manufacture*, *Financial*, dan *Human Resource*. Digitalisasi *Warehouse* dilaksanakan dengan mengimplementasikan WMS (*Warehouse Management System*) secara bertahap melalui rencana kerja antara lain: penggunaan SKU dalam kemasan (RFID), pembenahan *Warehouse Mapping* (*in bound – inventory - out bound*), pembenahan proses *Quality Control* (QC), serta membangun konektivitas dengan *Transportation Management System* (TMS). Investasi infrastruktur pengolahan dan penyimpanan maupun investasi ERP dan digitalisasi sistem *warehousing* diharapkan dapat mendukung arahan strategis BULOG dalam mewujudkan kontrol dan sinergi di sepanjang rantai nilai operasional dari hulu hingga ke hilir.

BULOG is committed to implementing advanced technology and integrated systems through investments in the implementation of Information Technology systems based on Enterprise Resource Planning (ERP) and digitalization of warehousing systems with the aim of increasing cost efficiencies, supporting management effectiveness and providing increasingly excellent services to consumers. The ERP modules that will be developed include Inventory and Warehouse Management, Finance and Accounting Management, Purchase Management, Point of Sales, Sales Management, Marketing, Business Units, Corporate Legal, Dashboard, Agriculture Management, Manufacturing, Financial, and Human Resources. Warehouse digitization is carried out by implementing the WMS (Warehouse Management System) in stages through work plans including: using SKU in packaging (RFID), improving Warehouse Mapping (in bound – inventory - out bound), improving Quality Control (QC) processes, and building connectivity with the Transportation Management System (TMS). Processing and storage infrastructure investment as well as ERP investment and digitalization of the warehousing system are expected to support BULOG's strategic direction in realizing control and synergy along the operational value chain from upstream to downstream.

Di samping melalui pemanfaatan Teknologi Informasi dan digitalisasi *warehouse*, Perum BULOG juga mengembangkan inovasi model bisnis dalam rangka mengembangkan dan mengintegrasikan bisnis perusahaan dari hulu hingga ke hilir. Dengan adanya inovasi model bisnis maka operasionalisasi perusahaan dapat dilakukan secara efisien dengan produktivitas yang tinggi sehingga pada akhirnya daya saing perusahaan akan meningkat. BULOG telah menyusun rencana bisnis terintegrasi industri perberasan yang kemudian ditindaklanjuti dengan penyiapan infrastruktur, personil, sistem manufaktur, bahan baku dan riset pasar yang mendukung. Dalam kerangka penerapan inovasi model bisnis terintegrasi, BULOG juga mengembangkan kemitraan *on farm*, mengembangkan *supplier relationship*

In addition to utilizing Information Technology and warehouses digitalization, Perum BULOG also develops business model innovations in order to develop and integrate the company's business from upstream to downstream. With the business model innovation, company operations can be carried out efficiently with high productivity that in the end the company's competitiveness will increase. BULOG has prepared an integrated business plan for the rice industry which is then followed up with the preparation of supporting infrastructure, personnel, manufacturing systems, raw materials and market research. Within the framework of implementing integrated business model innovations, BULOG also develops on-farm partnerships, develops supplier relationship management, optimizes processing units and implements good

management, optimalisasi unit pengolahan dan penerapan *good manufacturing practice*, menyusun strategi pemasaran dan distribusi, menerapkan *branding management*, menerapkan *product Management*, peningkatan penjualan melalui saluran grosir dan ritel, serta reaktivasi jaringan RPK/peningkatan jaringan pemasaran aktif. Dengan demikian pada akhir periode 2020-2024, perusahaan telah membangun dan menyinergikan *Product Management*, *Brand Management* dan *Retail Supply Chain* terhadap produk-produk beras perusahaan.

Dengan berbagai rencana kerja di atas, di tahun 2022 Perum BULOG memproyeksikan pendapatan mampu meningkat hingga 17,04%.

Perkembangan Penerapan Tata Kelola Perusahaan

Sebagai BUMN yang mengelola modal dari Pemerintah Indonesia serta Barang Milik Negara (BMN), Perum BULOG memiliki kewajiban moral yang tinggi untuk menerapkan prinsip-prinsip Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* (GCG), yang terdiri dari 5 (lima) prinsip dasar, yaitu transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran. Manajemen telah mengupayakan untuk melaksanakan seluruh prinsip GCG yang dituangkan dalam skema organisasi dan perangkat kebijakan, maupun berbagai program dan kegiatan. Pada perangkat kebijakan, Direksi bersama-sama dengan Dewan Pengawas telah menyusun berbagai pedoman dan peraturan yang dapat memberikan batasan tanggung jawab pada setiap organ Perusahaan. Batasan ini menjadi penting agar pola hubungan antar organ dapat terjalin dengan harmonis, dan mampu mendukung pencapaian visi dan misi yang telah ditetapkan. Selain itu, terdapat pula organ Pemilik Modal dengan mekanisme Rapat Pembahasan Bersama (RPB) maupun keputusan Menteri BUMN selaku kuasa Pemilik Modal sebagai cara bagi Pemerintah Indonesia/Pemilik Modal untuk menentukan beberapa kebijakan strategis terbatas bagi kelangsungan Perum BULOG khususnya, dan ketahanan pangan Indonesia pada umumnya.

Keberadaan berbagai organ pendukung seperti Sekretaris Perusahaan, Satuan Pengawasan Intern, dan fungsi Manajemen Risiko, ditopang oleh perangkat kebijakan sebagai proses dan mekanisme GCG yang diberlakukan di lingkup Perum BULOG. Secara periodik manajemen melakukan tinjauan dan pengkinian atas perangkat kebijakan yang dimiliki, agar terus relevan baik terhadap perkembangan Perum BULOG maupun perkembangan regulasi yang diberlakukan di Indonesia.

Agar penerapan prinsip dan praktik GCG dapat mencapai tujuan akhirnya, yaitu menjadi bagian dari budaya, Perum BULOG memandang penting untuk melakukan sosialisasi GCG kepada seluruh Insan Perum BULOG. Di samping itu, evaluasi, pemantauan dan peningkatan penerapan GCG di lingkup Perum BULOG juga menjadi bagian penting dari pengembangan GCG secara keseluruhan agar penerapan GCG dapat mengalami peningkatan di setiap tahunnya.

manufacturing practices, develops marketing and distribution strategies, implements branding management, implements product management, increases sales through wholesale and retail channels, as well as reactivation of the RPK network/ improvement of the active marketing network. In this way at the end of the 2020-2024 period, the company will have built and synergized Product Management, Brand Management and Retail Supply Chain for the company's rice products.

With the various work plans above, in 2022 Perum BULOG projects that revenue will increase by 17.04%.

Development of Good Corporate Governance Implementation

As a state owned enterprise which manages capital from the Indonesian Government and State Property (BMN), Perum BULOG has a high moral obligation to apply the principles of Good Corporate Governance (GCG), which consists of 5 (five) basic principles, namely transparency, accountability, responsibility, independence, and fairness. Management has made every effort to implement all GCG principles as outlined in organizational schemes and policy instruments, as well as various programs and activities. In terms of policy, the Board of Directors together with the Board of Commissioners have compiled various guidelines and regulations to clearly define the responsibilities of each organ of the Company. This definition is important so as to establish a harmonious relationship between organs, and to support the achievement of the vision and mission. In addition, there are also organs of Capital Owner with the mechanism of Joint Discussion Meetings (RPB) as well as decisions of the Minister of SOEs as the representative of the Capital Owner as a way for the Indonesian Government / Capital Owner to determine several limited strategic policies for the survival of Perum BULOG in particular, and Indonesian food security in general.

The existence of various supporting organs such as the Corporate Secretary, Internal Control Unit, and the Risk Management function, is supported by a set of policies as a GCG process and mechanism that is enforced within Perum BULOG. The management periodically reviews and updates the existing policy instruments, so that they remain relevant both to the development of Perum BULOG and the development of regulations enforced in Indonesia.

To ensure the application of GCG principles and practices achieve its ultimate goal, which is to become part of the culture, Perum BULOG considers it important to disseminate GCG to all Perum BULOG personnel. In addition, evaluation, monitoring and improvement of GCG implementation within Perum BULOG is also an important part of overall GCG development so that GCG implementation will be better every year.

Seperti halnya tahun-tahun sebelumnya, Perum BULOG melakukan *assessment* atau penilaian penerapan GCG tahun 2020 yang dilakukan di tahun 2021 yang didasarkan pada Salinan Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Penilaian ini diharapkan mampu memberikan gambaran tentang tingkat penerapan GCG yang telah dilakukan Perum BULOG, dan hal-hal rekomendasi yang dapat menjadi evaluasi dan peningkatan penerapan GCG di masa depan. Hasil penilaian GCG untuk penerapan GCG tahun buku 2020 yang dilakukan di tahun 2021 mencatatkan skor 89,85 dengan predikat "Sangat Baik", di mana terdapat poin-poin *Area of Improvement* (AoI) yang akan menjadi rekomendasi perbaikan di masa-masa mendatang.

Salah satu penguatan penerapan GCG yang dilakukan Perum BULOG adalah proses Sertifikasi ISO 37001 : 2016 tentang Sistem Manajemen Anti Penyuapan (SMAP) sesuai arahan dari Kementerian BUMN. Proses ini masih berjalan dengan beberapa kemajuan atas proses audit yang dilakukan dalam rangka memenuhi seluruh aspek dalam perolehan Sertifikasi SMAP. Sertifikasi ini diharapkan akan memperkuat dan memberikan pendekatan sistemik yang terukur atas pendekatan anti suap dan anti gratifikasi di lingkup Perum BULOG.

Tanggung Jawab Sosial Perusahaan dan Pembangunan Berkelanjutan

Manajemen menyadari, kemajuan serta keberhasilan kinerja Perum BULOG tak lepas dari dampak ekonomi, sosial dan lingkungan yang timbul atas kegiatan yang dilakukan oleh Perum BULOG. Sebagai BUMN, Perum BULOG memiliki kewajiban untuk dapat merumuskan rantai operasi dan usaha yang memperhitungkan dampak ekonomi, sosial dan lingkungan yang dapat timbul dari kegiatan yang dilakukan. Untuk itu, Perum BULOG merumuskan Tanggung Jawab Sosial Perusahaan, atau *Corporate Social Responsibility* (CSR) sebagai agenda besar dalam mewujudkan pembangunan yang berkelanjutan.

Hingga akhir tahun 2021, Perum BULOG belum memiliki dokumen formal yang mengatur pemetaan kegiatan inti serta dampaknya terhadap sosial dan lingkungan. Namun demikian, melalui Laporan Tahunan ini, Perum BULOG berupaya melakukan inisiasi awal dalam hal pemetaan tersebut, khususnya dikaitkan dengan Tujuan Pembangunan Berkelanjutan (TPB)/*Sustainability Development Goals* (SDGs) sesuai dengan Peraturan Presiden No. 59 Tahun 2017 tentang Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan.

Pada aspek lingkungan, Perum BULOG melakukan pemantauan atas dampak penggunaan energi listrik, kertas, dan air sebagai Sumber Daya Alam (SDA) yang digunakan dalam kegiatan operasi dan bisnis. Aspek pengelolaan ketenagakerjaan juga menjadi perhatian khususnya dalam aspek pengembangan talenta. Untuk itu, Perum BULOG memperhatikan setiap aspek pemenuhan peraturan dan perundang-undangan terkait ketenagakerjaan;

As in previous years, Perum BULOG conducted an assessment of the implementation of GCG in 2020 which was carried out in 2021 and was based on a copy of the Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 dated 6 June 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in SOEs. This assessment is expected to be able to provide an overview of the level of GCG implementation by Perum BULOG, and recommendations that can be used as an evaluation and improvement of GCG implementation in the future. The results of the GCG assessment for the implementation of GCG in 2020 financial year which was carried out in 2021 recorded a score of 89.85 with the "Very Good" predicate, where there are Area of Improvement (AoI) points which become recommendations for improvement in the future.

One of the strengthening of GCG implementation carried out by Perum BULOG is the ISO 37001: 2016 Certification process regarding the Anti-Bribery Management System (SMAP) according to directions from the Ministry of SOEs. This process is still ongoing with some progress on the audit process carried out in order to fulfill all aspects of obtaining SMAP Certification. This certification is expected to strengthen and provide a measurable systemic approach to anti-bribery and anti-gratification approaches within Perum BULOG.

Corporate Social Responsibility and Sustainable Development

The management realizes that the progress and success of Perum BULOG are closely tied to the economic, social and environmental impacts that arise from the activities carried out by Perum BULOG. As a SOE, Perum BULOG has the obligation to be able to formulate a chain of operations and businesses that takes into account the economic, social and environmental impacts that may arise from the activities carried out. For this reason, BULOG has formulated Corporate Social Responsibility (CSR) as a major agenda in realizing sustainable development.

Until the end of 2021, Perum BULOG does not have a formal document that regulates the mapping of core activities and their social and environmental impacts. However, through this Annual Report Perum BULOG seeks to make initial initiatives in terms of the mapping, particularly in relation to the Sustainability Development Goals (SDGs) in accordance with Presidential Regulation No. 59 of 2017 concerning the Implementation of the Achievement of the Sustainable Development Goals.

On the environmental aspect, Perum BULOG monitors the impact of using electricity, paper, and water as Natural Resources used in operations and business activities. The aspect of manpower management is also a concern, especially in the aspect of talent development. To that end, Perum BULOG pays attention to every aspect of compliance with laws and regulations related to manpower; include human rights

baik Hak Asasi Manusia (HAM) karyawan, promosi dan mutasi yang adil dan akuntabel, pemenuhan hak-hak, jaminan sosial dan kesehatan, Kesehatan dan Keselamatan Kerja (K3) di area perkantoran, hingga apresiasi atas pencapaian target.

Pada aspek sosial kemasyarakatan, Perum BULOG melaksanakan kewajiban terkait Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan (PKBL) BUMN, sebagaimana telah diubah melalui Peraturan Menteri BUMN No. PER-02/MBU/7/2017 tentang Perubahan Kedua atas Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan BUMN. Khususnya pada Program Bina Lingkungan, Perum BULOG menyalurkan bantuan sosial lingkungan sesuai dengan pemetaan yang telah dilakukan.

Secara khusus Perum BULOG menekankan pada pentingnya pengelolaan hubungan dengan konsumen sebagai prioritas penting. Sebagai perusahaan yang berkecimpung dalam urusan logistik yang menyangkut hajat hidup masyarakat luas, kepuasan konsumen menjadi salah satu fokus pelayanan Perum BULOG. Terkait hal ini, Perum BULOG berkomitmen memberikan layanan terbaik dan membuka komunikasi jika ada keluhan terhadap layanan tersebut.

Informasi tentang Perubahan Susunan Direksi

Di sepanjang tahun 2021 terdapat perubahan susunan Direksi. Berikut disampaikan kronologi perubahan susunan Direksi, dan susunan Direksi per 31 Desember 2021.

of employees, fair and accountable promotions and transfers, fulfillment of rights, social and health security, Occupational Health and Safety (K3) in office areas, and appreciation for target achievement.

In the social aspect, Perum BULOG carries out obligations related to Regulation of the Minister of SOEs No. PER-09/MBU/07/2015 concerning the Partnership Program and Community Development Program (PKBL) for SOEs, as amended through Minister of SOEs Regulation No. PER-02/MBU/7/2017 concerning the Second Amendment to the Minister of SOEs Regulation No. PER-09/MBU/07/2015 concerning SOE Partnership and Community Development Programs. Especially in the Community Development Program, Perum BULOG distributes environmental social aid in accordance with the mapping that has been carried out.

In particular, Perum BULOG emphasizes the importance of managing relationship with consumers as an important priority. As a company that is engaged in logistics matters concerning the needs of the wider community, customer satisfaction is one of the focuses of Perum BULOG's services. In this regard, Perum BULOG is committed to providing the best service and open communication if there are complaints about the service.

Information on the Changes of Board of Directors Composition

In 2021 there were changes in the composition of the Board of Directors. The following is a chronology of changes in the composition of the Board of Directors and the composition of the Board of Directors as of 31 December 2021.

Kronologi Perubahan Direksi di Sepanjang Tahun 2021

The Chronology of Changes in the Composition of the Board of Directors in 2021

Periode 1 Januari - 11 Oktober 2021 1 January – 11 October 2021	**Periode** 11 Oktober - 31 Desember 2021 11 October – 31 December 2021	**Keterangan** Description
Budi Waseso (Direktur Utama) (President Director)	Budi Waseso (Direktur Utama) (President Director)	-
Gatot Trihargo (Wakil Direktur Utama) (Vice President Director)		tidak lagi menjabat sejak 11 Oktober 2021 no longer served since 11 October 2021
Bagya Mulyanto (Direktur Keuangan) (Finance Director)	Bagya Mulyanto (Direktur Keuangan) (Finance Director)	-
Mokhamad Suyamto (Direktur Supply Chain dan Pelayanan Publik) (Supply Chain and Public Service Director)	Mokhamad Suyamto (Direktur Supply Chain dan Pelayanan Publik) (Supply Chain and Public Service Director)	-
Febby Novita (Direktur Bisnis) (Business Director)	Febby Novita (Direktur Bisnis) (Business Director)	-
Purnomo Sinar Hadi (Direktur Human Capital) (Human Capital Director)	Purnomo Sinar Hadi (Direktur Human Capital) (Human Capital Director)	-

Susunan Direksi per 31 Desember 2021

Board of Directors Composition as of December 31, 2021

Jabatan Position	Nama Name	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Position Period
Direktur Utama President Director	Budi Waseso	Keputusan Menteri BUMN No. SK-115/ MBU/04/2018 tanggal 27 April 2018 Minister of SOEs Decree No. SK-115/ MBU/04/2018 dated 27 April 2018	27 April 2018 s.d. 27 April 2023 27 April 2018 to 27 April 2023	Ke-1 1st
Direktur Keuangan Finance Director	Bagya Mulyanto	Keputusan Menteri BUMN No. SK-267/ MBU/10/2018 tanggal 10 Oktober 2018 Minister of SOEs Decree No. SK-267/ MBU/10/2018 dated 10 October 2018	10 Oktober 2018 s.d. 10 Oktober 2023 10 October 2018 to 10 October 2023	Ke-1 1st
Direktur Supply Chain dan Pelayanan Publik Supply Chain and Public Service Director	Mokhamad Suyamto	Keputusan Menteri BUMN No. SK-341/ MBU/10/2020 tanggal 21 Oktober 2020 Minister of SOEs Decree No. SK-341/ MBU/10/2020 dated 21 October 2020	21 Oktober 2020 s.d. 21 Oktober 2025 21 October 2020 to 21 October 2025	Ke-1 1st
Direktur Bisnis Business Director	Febby Novita	Keputusan Menteri BUMN No. SK-341/ MBU/10/2020 tanggal 21 Oktober 2020 Minister of SOEs Decree No. SK-341/ MBU/10/2020 dated 21 October 2020	21 Oktober 2020 s.d. 21 Oktober 2025 21 October 2020 to 21 October 2025	Ke-1 1st
Direktur Human Capital Human Capital Director	Purnomo Sinar Hadi	Keputusan Menteri BUMN No. SK-341/ MBU/10/2020 tanggal 21 Oktober 2020 Minister of SOEs Decree No. SK-341/ MBU/10/2020 dated 21 October 2020	21 Oktober 2020 s.d. 21 Oktober 2025 21 October 2020 to 21 October 2025	Ke-1 1st

Seluruh pergantian dan perubahan susunan keanggotaan Direksi sepenuhnya menjadi keputusan Pemerintah Indonesia sebagai Pemilik Modal.

All changes to the composition of the membership of the Board of Directors are decided by the Government of Indonesia as the Capital Owner.

Penutup

Secara khusus Direksi menyampaikan syukur dan rasa bangga atas seluruh kerja sama dan kerja keras yang telah ditunjukkan seluruh pihak dalam menghadapi tantangan di tahun 2021. Direksi menyampaikan apresiasi dan terima kasih kepada Dewan Pengawas atas arahan dan kemitraan strategis dalam pengelolaan operasi dan usaha Perum BULOG. Direksi juga mengucapkan terima kasih kepada Menteri BUMN selaku kuasa pemilik modal Pemerintah Indonesia atas arahan yang telah diberikan. Demikian pula kepada seluruh pemangku kepentingan, Direksi mengucapkan terima kasih atas kerja sama yang telah tercipta.

Kepada seluruh Insan Perum BULOG, izinkan Direksi menyampaikan apresiasi atas seluruh komitmen yang telah ditunjukkan di tahun 2021. Semoga tahun 2021 dapat menjadi catatan penting dalam perjalanan Perum BULOG untuk dapat tumbuh secara berkelanjutan di masa-masa mendatang.

Closing

The Board of Directors especially expresses gratitude and pride for all the cooperation and hard work shown by all parties in facing challenges in 2021. The Board of Directors expresses appreciation and gratitude to the Board of Commissioners for the direction and strategic partnership in managing the operations and business of Perum BULOG. The Board of Directors also thanked the Minister of SOEs as the proxy of the Government of Indonesia for the directions that had been given. The same gratitude goes to all stakeholders for the collaboration that has been created.

To all personnel of Perum BULOG, allow the Board of Directors to express appreciation for all the commitments shown in 2021. Hopefully 2021 can be an important record in the journey of Perum BULOG to grow sustainably in the future.

Jakarta, Juli / July 2022
Atas nama jajaran Direksi Perum BULOG
On behalf of the Board of Directors of Perum BULOG

Budi Waseso
Direktur Utama
President Director

Pernyataan Tanggung Jawab Laporan Tahunan 2021

Statement of Responsibility for the 2021 Annual Report

Surat Pernyataan Anggota Dewan Pengawas dan Direksi Tentang Tanggung Jawab Atas Kebenaran Isi Laporan Tahunan Perum BULOG Tahun 2021.

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan Perum BULOG tahun 2021 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan ini.

Demikian pernyataan ini dibuat dengan sebenarnya. Jakarta, Juli 2022

Dewan Pengawas
Board of Commissioners

Andi Zainal Abidin Dulung
Plh. Ketua Dewan Pengawas
Act. President Commissioner

Fadjry Djufry
Anggota Dewan Pengawas
Member of Board of Commissioners

Musdhalifah Machmud
Anggota Dewan Pengawas
Member of Board of Commissioners

Jhoni Ginting
Anggota Dewan Pengawas
Member of Board of Commissioners

Dian Safitri
Anggota Dewan Pengawas Independen
Member of Board of Commissioners/Independent Commissioner

Donny Gahral Adian
Anggota Dewan Pengawas Independen
Member of Board of Commissioners/Independent Commissioner

Statement Letter from the Board of Commissioners and Board of Directors regarding the Responsibility for the Correctness of the Contents of 2021 Annual Report of Perum BULOG.

We, the undersigned, declare that all information in the 2021 Annual Report of Perum BULOG has been published in complete and is fully responsible for the accuracy of the contents of this Annual Report.

This statement is made truthfully. Jakarta, July 2022

Direksi
Board of Directors

Budi Waseso
Direktur Utama
President Director

Bagya Mulyanto
Direktur Keuangan
Finance Director

Mokhamad Suyamto
Direktur Supply Chain dan Pelayanan Publik
Supply Chain and Public Service Director

Febby Novita
Direktur Bisnis
Business Director

Purnomo Sinar Hadi
Direktur Human Capital
Human Capital Director

BULOG

BULOG
Bersama Mewujudkan Kedaulatan Pangan

03

Profil Perusahaan

Company Profile

Identitas Perusahaan

Company Identity

Nama Perusahaan
Company Name

Perusahaan Umum BULOG (Perum BULOG)

Tanggal Pendirian
Date of Establishment

20 Januari 2003
January 20, 2003

NPWP
Tax Identification Number

01.003.148.2-051.000

Dasar Hukum Pendirian
Legal Basis of Establishment

Peraturan Pemerintah (PP) No. 7 Tahun 2003 tentang Pendirian Perum BULOG yang telah diubah menjadi Peraturan Pemerintah RI No. 13 Tahun 2016 tentang Perum BULOG
Government Regulation No. 7 of 2003 on the establishment of Perum BULOG which has been modified to Government Regulation No. 13 of 2016 pertaining to Perum BULOG.

TDP
Company Registration Certificate

No.18/24.3BU.7/31.74/-1.824.27/2015

Bidang Usaha
Line of Business

Logistik Pangan
Food logistic

Kepemilikan
Ownership

Pemerintah Republik Indonesia 100%
Government of the Republic of Indonesia 100%

Status Badan Hukum
Legal Entity Status

Perusahaan Umum (PERUM) / Badan Usaha Milik Negara (BUMN)
Public Company (PERUM)/State-owned enterprise

Jumlah Karyawan
Number of Employees

4.412 orang | employees

Kantor Layanan
Service Offices

1 Kantor Pusat / Head office
26 Divisi Regional / Regional Offices
101 Kantor Cabang / Branch offices
31 Kantor Cabang Pembantu / supporting branch offices
114 Unit Pengolahan / Processing Unit
73 Unit Pengemasan Beras / Packaging of Rice
1 Unit Pabrik Gula/ Sugar Factory
80 Unit Pengemasan Gula / Packaging of Sugar
1.545 Unit Gudang Operasional (kapasitas simpan 3.854.870 ton) / Operational Warehouse (capacity of 3,854,870 tons)
11 Unit DC Marketplace (kapasitas simpan 30.000 ton) / DC Marketplace (capacity of 30,000 tons)
7 Unit Rice to Rice (RTR - kapasitas simpan 24.500 ton) / Rice to Rice (RTR – capacity of 24,500 tons)
7 Unit Modern Rice Milling Plant (MRMP)
1 Unit Pasar Induk Beras (kapasitas simpan 10.000 ton) / Rice Wholesaler Market (capacity of 10,000 tons)
32 Unit Silo (kapasitas simpan 35.000 ton) / Silo (capacity of 35,000 tons)

Alamat Perseroan
Company Address

Gedung BULOG
Jl. Jenderal Gatot Subroto Kav. 49
Kuningan Barat, Kecamatan Setiabudi, Jakarta Selatan
DKI Jakarta 12950, Indonesia

phone: (+62 21) 5252209
fax: (+62 21) 5204334, 42962604, 52962645
web: www.bulog.co.id
email: sekretariat@bulog.co.id

RIWAYAT SINGKAT BULOG

A brief history of BULOG

Sekilas Tentang Perum BULOG

Perusahaan Umum BULOG (Perum BULOG) adalah Badan Usaha Milik Negara (BUMN) yang berdiri pada tanggal 20 Januari 2003, dengan dasar pendirian berdasarkan Peraturan Pemerintah (PP) No. 7 Tahun 2003 tentang Pendirian Perusahaan Umum (Perum) BULOG, sebagaimana telah diubah dengan PP No. 61 Tahun 2003 tentang Perubahan atas PP No. 7 Tahun 2003 tentang Pendirian Perusahaan Umum (Perum) BULOG. PP No. 7 Tahun 2003 yang merupakan Anggaran Dasar Perum BULOG tersebut kemudian diubah kembali menjadi PP No. 13 Tahun 2016 tentang Perum BULOG.

Pendirian Perum BULOG tidak lepas dari keberadaan lembaga sebelumnya, yaitu Badan Urusan Logistik (BULOG). Perum BULOG merupakan hasil peralihan kelembagaan atau perubahan status hukum Lembaga Pemerintah Non Departemen (LPND) menjadi BUMN dalam bentuk Perusahaan Umum (Perum). Perubahan status badan hukum BULOG juga memengaruhi alur koordinasi vertikal yang semula berada di bawah dan bertanggung jawab langsung kepada Presiden Republik Indonesia menjadi di bawah koordinasi Kementerian BUMN dan Lembaga Kementerian teknis lainnya.

Informasi Perubahan Nama

Sejak berdirinya sampai dengan akhir tahun 2021, Perum BULOG tidak pernah melakukan perubahan nama.

Perum BULOG at a glance

Perum BULOG is a State-Owned Enterprise (BUMN) which was established on January 20, 2003, with the basis of establishment based on Government Regulation (PP) No. 7 of 2003 concerning the Establishment of Perum BULOG, as amended by PP No. 61 of 2003 concerning Amendments of PP No. 7 of 2003 concerning the Establishment of Perum BULOG. PP No. 7 of 2003 which was the Articles of Association of Perum BULOG was later changed back to PP No. 13 of 2016 concerning Perum BULOG.

The establishment of Perum BULOG is closely tied with the existence of the previous institution, namely Badan Urusan Logistik (BULOG). Perum BULOG is the result of an institutional transition or a change in the legal status of a Non-Departmental Government Institution (LPND) to become a state-owned enterprise (BUMN) in the form of a Public Company (Perum). The change in the legal entity status of BULOG also affects the vertical coordination flow which was originally under and directly responsible to the President of the Republic of Indonesia to be under the coordination of the Ministry of SOEs and other technical Ministry Institutions.

Change of Name

Since the establishment to the end of year 2021, Perum BULOG has never changed its name.

Visi, Misi, Serta Tata Nilai dan Budaya Perusahaan

Vision, Mission, Company Culture and Values

Visi

"Menjadi perusahaan pangan yang unggul dan tepercaya dalam mendukung terwujudnya kedaulatan pangan."

Visi ini mencerminkan tugas yang diamanatkan oleh pemerintah dalam pengamanan harga pangan pokok, pengelolaan cadangan pangan pemerintah, dan distribusi pangan pokok kepada golongan masyarakat tertentu, khususnya pangan pokok beras dan pangan pokok lainnya dalam rangka ketahanan pangan nasional. Posisi Perum BULOG sebagai perusahaan pangan yang andal dan tepercaya mencakup hal-hal sebagai berikut: i) pemantapan ketahanan pangan nasional; ii) profesional dan kompetitif dalam bidang usaha pangan; iii) memiliki rasa dan nilai kepekaan atas tanggung jawab bagi kepentingan masyarakat; serta iv) taat dan menjunjung tinggi nilai-nilai etika dalam melaksanakan bisnis.

Penjabaran visi tersebut dijabarkan dalam beberapa pengertian dan ruang lingkup sebagaimana berikut ini:

1. Perusahaan yang dimaksud adalah Perum BULOG yang didirikan berdasarkan Peraturan Pemerintah No. 13 Tahun 2016 tentang Perusahaan Umum (Perum) BULOG.
2. Unggul yang dimaksud adalah keunggulan menghadapi setiap tantangan dan hambatan dalam mewujudkan visi Perusahaan. Keunggulan ini tecermin pada kinerja Perusahaan yang profesional, kompetitif, dan memiliki integritas.
3. Pangan yang dimaksud adalah komoditas pangan pokok beras dan pangan pokok lainnya yang strategis bagi kehidupan seluruh rakyat Indonesia.
4. Kedaulatan pangan yang dimaksud adalah terwujudnya ketersediaan pangan yang diimbangi dengan keterjangkauan akses fisik dan ekonomi secara berkelanjutan menuju kemandirian dalam menyediakan pangan bagi seluruh masyarakat Indonesia.

Vision

"Becoming a winning and trusted food company in order to support the realization of food sovereignty."

This vision reflects the task mandated by the Government in securing staple food prices, managing Government Food Reserves and distributing staple foods to certain groups of people, especially staple food of rice and other staple foods in the context of national food security. The position of Perum BULOG as a reliable and trusted food company includes the following: i) strengthening national food security; ii) being professional and competitive in food business sector; iii) having a sense and sensitivity to the responsibility for public interest; and iv) obeying and upholding ethical values in conducting business.

The vision is described in several definitions and scopes as follows:

1. The company concerned is Perum BULOG which was established based on Government Regulation Number 13 of 2016 concerning Perum BULOG. Winning, is the superiority in facing every challenge and obstacle in realizing the Company's Vision. This superiority is reflected in the Company's performance that is professional, competitive and has integrity.
2. The food concerned is a staple food commodity of rice and other staple foods that are strategic for the lives of all Indonesian people.
3. Food sovereignty is the realization of food availability, which is combined with the affordability of physical and economic access in a sustainable manner to achieve self-reliance in providing food for all Indonesian people.

Misi

1. Menjalankan usaha logistik pangan pokok dengan mengutamakan layanan kepada masyarakat.
2. Melaksanakan praktik manajemen unggul dengan dukungan sumber daya manusia yang profesional, teknologi terdepan dan sistem yang terintegrasi.
3. Menerapkan prinsip tata kelola perusahaan yang baik serta senantiasa melakukan perbaikan yang berkelanjutan.
4. Menjamin ketersediaan, keterjangkauan, dan stabilitas komoditas pangan pokok.

Dalam misi ini terkandung semangat yang diharapkan dapat diinternalisasikan oleh seluruh karyawan dan *stakeholder* bahwa Perum BULOG berkeinginan untuk menyejahterakan rakyat melalui pemenuhan kebutuhan pangan pokok. Misi ini juga menggambarkan cakupan pangan yang menjadi tugas Perum BULOG, yaitu pangan pokok beras dan pangan pokok lainnya.

Mission

1. Running a business of staple food logistics by prioritizing service to the society.
2. Implementing the practices of superior management with the support of professional human resources, leading-edge technology, and integrated system.
3. Applying the principle of good corporate governance and continuously implement a sustainable improvements.
4. Ensuring the availability, affordability, and stability of staple food commodities.

This mission contains a spirit that is expected to be internalized by all employees and stakeholders, that Perum BULOG's goal is to bring prosperity to the people by meeting their basic food needs. This mission also outlines the food under Perum BULOG's task, namely rice and other staples.

Pengesahan Visi dan Misi Perusahaan

Visi dan Misi Perum BULOG telah ditetapkan melalui Keputusan Direksi No. KD-06/DS000/01/2016 tentang Penetapan Visi, Misi, Nilai-Nilai, dan Arahan Strategis Perusahaan.

Ratification of Company's Vision and Mission

The Vision and Mission of Perum BULOG was ratified through Board of Directors decree No. KD-06/DS000/01/2016 concerning the Establishment of Company's Vision, Mission, Values, and Strategic Direction.

Persetujuan dan Kajian Berkala atas Visi dan Misi Perusahaan

Dewan Pengawas dan Direksi secara berkala melakukan kajian atas relevansi visi dan misi Perum BULOG. Di tahun 2021, melalui dokumen Rencana Kerja dan Anggaran Perusahaan (RKAP) yang telah disetujui antara Direksi, Dewan Pengawas, dan Menteri BUMN selaku kuasa pemilik modal, tercantum visi dan misi Perum BULOG sebagaimana telah dijelaskan di atas.

Approval and Periodic Review on the Company's Vision and Mission

Board of Commissioners and Board of Directors periodically review the relevance of Perum BULOG's vision and mission. In 2021, the short-term Corporate Work Plan and Budget (RKAP) which was approved by Board of Directors, Board of Commissioners, and Minister of SOEs as the representative of the Government, include Perum BULOG's vision and mission as mentioned above.

Tata Nilai dan Budaya Perusahaan

Merujuk pada Surat Edaran Kementerian BUMN No. SE-7/MBU/07/2020 tanggal 1 Juli 2020 tentang Nilai - Nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara yaitu AKHLAK, yang kemudian diperkuat melalui Keputusan Direksi No. KD-301/DS200/09/2020 tentang Nilai-nilai Utama (*Core Values*) Sumber Daya Manusia Perum BULOG, maka Tata Nilai dan Budaya Perum BULOG berubah menjadi "AKHLAK" yang berarti:

Amanah

Memegang teguh kepercayaan yang diberikan
Panduan perilaku:

1. Memenuhi janji dan komitmen.
2. Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan.
3. Berpegang teguh kepada nilai moral dan etika.

Kompeten

Terus belajar dan mengembangkan kapabilitas
Panduan perilaku:

1. Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah.
2. Membantu orang lain belajar.
3. Menyelesaikan tugas dengan kualitas terbaik.

Harmonis

Saling peduli dan menghargai perbedaan
Panduan perilaku:

1. Menghargai setiap orang apapun latar belakangnya.
2. Suka menolong orang lain.
3. Membangun lingkungan kerja yang kondusif.

Loyal

Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara
Panduan perilaku:

1. Menjaga nama baik sesama karyawan, pimpinan, BUMN, dan Negara.
2. Rela berkorban untuk mencapai tujuan yang lebih besar.
3. Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

Company's Values and Culture

Referring to the Circular Letter of the Minister of SOEs Number: SE–7/MBU/07/2020 dated July 1 2020 on the Core Values of Human Resources of State-Owned Enterprises which is AKHLAK, which was reinforced by Board of Directors decree No. KD-301/DS200/09/2020 concerning the Core Values of Human Resources of Perum BULOG, the Values and Culture of Perum BULOG was changed to "AKHLAK" which means:

Trustworthy

Maintaining the trust that is given
Behavior guide:

1. Fulfilling pledges and commitments.
2. Taking responsibility for tasks, decisions, and actions taken.
3. Holding firmly to moral and ethical values.

Competent

Keep learning and developing capacity
Behavior guide:

1. Improving self-competence to respond to ever- changing challenges.
2. Helping others to learn.
3. Finishing duties at the highest quality.

Harmonious

Caring for each other and respecting diversities
Behavior guide:

1. Respecting everyone regardless of their background.
2. Willing to help each other.
3. Building a conducive work environment.

Loyal

Dedicated and prioritizing the interests of the nation and state
Behavior guide:

1. Keeping up the good name of fellow employees, leaders, SOE, and the Country.
2. Willing to sacrifice to accomplish a bigger-quality goal.
3. Complying with the leadership as long as it is not against the law and ethics.

Adaptif

Terus berinovasi dan antusias menggerakkan ataupun menghadapi perubahan

Panduan perilaku:

1. Cepat menyesuaikan diri untuk menjadi lebih baik.
2. Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi.
3. Bertindak proaktif.

Kolaboratif

Membangun kerja sama yang sinergis

Panduan perilaku:

1. Memberi kesempatan kepada berbagai pihak untuk berkontribusi.
2. Terbuka dalam bekerja sama untuk menghasilkan nilai tambah.
3. Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

Adaptive

Continuing to innovate and enthusiastic in moving or dealing with change

Behavior guide:

1. Quick to adapt to be better.
2. Perpetually upgrading by following technological developments.
3. Acting proactively.

Collaborative

Building synergistic collaboration

Behavior guide:

1. Providing opportunities for various parties to contribute.
2. Being transparent in working together to generate added value.
3. Mobilizing the use of various resources for common goals.

Makna Logo Perusahaan

Meaning of Company Logo

Logo Perum BULOG telah disahkan melalui Keputusan Direksi No. KD-36/ DS000/12/2013 tanggal 9 Desember 2013 tentang Penetapan Logo Perum BULOG.

Logogram – Matahari

Gambar matahari dengan gradasi warna kuning kemerah-merahan dipilih untuk menampilkan Perum BULOG sebagai sumber kehidupan bagi segala etnis dan latar belakang budaya. Matahari juga merefleksikan semangat perubahan dalam diri Perum BULOG untuk lebih profesional, transparan, dan sehat dalam mewujudkan kedaulatan pangan.

Slogan – Tagline

"Bersama Mewujudkan Kedaulatan Pangan" yang mempunyai makna bahwa terselenggaranya hak atas Pangan, dalam tingkat kecukupan dengan harga yang wajar dan terjangkau, sesuai kebutuhan masyarakat, merupakan perwujudan peran strategis dan keberhasilan Perum BULOG dalam melaksanakan kebijakan pangan Pemerintah.

Logotype - Jenis Huruf Logo

Jenis huruf logo BULOG yang berwarna biru menjadi refleksi konkret akan besarnya peranan Perum BULOG dalam usaha mewujudkan kesejahteraan bangsa Indonesia. Sedangkan bentuk huruf yang kokoh menggambarkan bentuk fisik Perum BULOG sebagai sebuah perusahaan yang solid dalam mengemban visi dan misinya.

Perum BULOG's logo was ratified through the Board of Directors Decree No. KD-36/DS000/12/2013 dated December 9, 2013 concerning the Establishment of Perum BULOG's Logo.

Logogram – Sun

Image of the sun with shade of reddish yellow is selected to show Perum BULOG as a source of life for entire ethnic and cultural backgrounds. The Sun also reflects the spirit of the changes in BULOG for a more professional, transparent, and sound in realizing food sovereignty.

Slogan – Tagline

"Jointly Bringing Food Sovereignty Into Reality" means that the implementation of the rights to Food, in the adequacy level at a reasonable and affordable price, according to the needs of society, is the embodiment of the strategic role and success of BULOG in executing the government food policy.

Logotype - Typeface Logo

BULOG logo typeface in blue becomes a concrete reflection of the magnitude of BULOG role in efforts towards the welfare of the Indonesian nation, while the solid form of letters describes Perum BULOG's physical form as a solid company in carrying out its vision and mission.

Bidang Usaha, Produk dan Jasa, serta Wilayah Operasi

Line of Business, Product and Services, and Operation Areas

Kegiatan Usaha Sesuai Anggaran Dasar Terakhir dan Kegiatan Usaha yang Dijalankan

Sesuai Peraturan Pemerintah No. 13 Tahun 2016 tentang Perum BULOG, maksud dan tujuan didirikannya Perum BULOG untuk turut melaksanakan dan menunjang kebijakan dan program Pemerintah dan Pemerintah Daerah di bidang ekonomi dan pembangunan nasional pada umumnya terutama di bidang logistik pangan serta optimalisasi pemanfaatan sumber daya perusahaan untuk menghasilkan barang dan jasa berdasarkan prinsip pengelolaan perusahaan yang sehat.

Dalam melaksanakan maksud dan tujuan, Perum BULOG melakukan kegiatan usaha sebagai berikut:

Business Activities According to the Latest Articles of Association and The Business Activities Conducted

According to Government Regulation No. 13 of 2016 concerning Perum BULOG, the aims and objectives of the establishment of Perum BULOG are to implement and support the policies and programs of the Government and the Regional Governments in economy and national development in general, especially in food logistics as well as to optimize the use of company resources to produce goods and services based on the principles of sound corporate management.

To accomplish the aims and objectives, Perum BULOG carries out the following business activities:

		Kegiatan Usaha Business Activities	Telah/Belum Dijalankan Has/Has Not Been Conducted	Keterangan Notes
Kegiatan Usaha Utama Main Business Activities				
A		Produksi, yang meliputi: Production, which includes:		
	1	Budi daya pangan beras dan pangan lainnya; dan Cultivation of rice and other foods; and	v	Perum BULOG menjalankan program *on farm* padi pada tahun 2021 melalui pola *on farm* Mandiri BULOG, Mandiri petani, Kemitraan MKO dan *On farm* Sinergi. Target luasan *on farm* pada tahun 2021 sebesar 160.000 Ha dengan target penyerapan 475.000 ton GKP, setara dengan produksi GKP sebesar ±800.000 ton, atau sebesar ±400.000 ton setara beras. Sampai dengan Desember 2021, realisasi luas lahan *on farm* sebanyak 76.801 Ha (48%). Perum BULOG ran a rice on farm program in 2021 through the Mandiri BULOG on farm, farmer Mandiri, MKO Partnership and On farm Synergy. The on farm area target in 2021 was 160,000 hectares with an absorption target of 475,000 tons of GKP, equivalent with GKP production of ±800,000 tons, or ±400,000 tons rice equivalent. Up til December 2021, the on farm area achieved was 76,801 Ha (48%).
	2	Industri berbasis pangan beras dan pangan lainnya. Rice and other food-based industries.	v	Perum BULOG menjalankan industri berbasis pangan beras dan lainnya dengan mengeluarkan merek Beras KITA, Beras Fortivit, Minyak Goreng KITA, Tepung Terigu KITA, Mie Instan berbahan dasar sagu dengan merek Sago Mee, dan olahan singkong dengan merek Beras Singkong Kita (Besita). Perum BULOG ran a rice and other food-based industry by producing KITA rice brand, Fortivit Rice, KITA Cooking Oil, KITA Wheat Flour, sago-based Instant Noodles with Sago Mee brand, and processed cassava with Beras Singkong Kita (Besita) brand.
B		Perdagangan, yang meliputi: Trading, which includes:		

	Kegiatan Usaha Business Activities	Telah/Belum Dijalankan Has/Has Not Been Conducted	Keterangan Notes
1	Perdagangan hasil budi daya pangan beras dan pangan lainnya; Trade of food cultivation of rice and other foods;	v	Kegiatan Komersial berupa usaha penjualan komoditas budi daya pangan beras dan pangan lainnya seperti jagung, bawang merah, bawang putih, cabai, kedelai, telur, daging ayam, daging kerbau, daging sapi melalui saluran ritel meliputi Rumah Pangan Kita (RPK), hotel, restoran, katering, perusahaan/lembaga/dinas/instansi, pasar rakyat, toko/agen, operasi/asosiasi, ritel modern dan *online market*. Commercial activities of selling rice and other food cultivation commodities such as corn shallots, garlic, chilies, soybeans, eggs, chicken meat, buffalo meat, beef, through retail channels including Rumah Pangan Kita (RPK), hotels, restaurants, catering, companies/institutions/services/agencies, traditional market, shops/agents, cooperatives/associations, modern retail and online markets.
2	Perdagangan hasil industri berbasis pangan beras dan pangan lainnya serta turunannya. Trade of rice and other foods and derivatives industrial products	v	Kegiatan Komersial berupa usaha penjualan komoditas hasil industri berbasis pangan seperti gula, tepung, minyak goreng, beras berbumbu melalui saluran ritel meliputi Rumah Pangan Kita (RPK), hotel, restoran, katering, perusahaan/lembaga/dinas/instansi, pasar rakyat, toko/agen, koperasi/asosiasi, ritel modern dan *online market*. Commercial activities of selling food-based industrial products such as sugar, flour, cooking oil, flavoured rice through retail channels comprise of Rumah Pangan Kita (RPK), hotels, restaurants, catering, companies/institutions/services/agencies, traditional market, shops/agents, cooperatives/associations, modern retail and online markets.
C	Jasa, yang meliputi: Services, which includes:		
1	Pengelolaan dan pengembangan logistik; Logistics management and development;	v	Selama tahun 2021, PT JPLB melakukan 2 (dua) kegiatan operasional utama, yaitu pelayanan jasa angkutan komoditas Perum BULOG seperti kegiatan *movement*, *handling import*, angkutan komersial dan jasa pergudangan serta kegiatan pelayanan jasa angkutan di luar komoditas Perum BULOG. In 2021, PT JPLB carried out 2 (two) main operation activities, namely transportation services for Perum BULOG commodities such as movement activities, import handling, commercial transportation, and warehousing services as well as transportation service activities for non-BULOG commodities.
2	Pengendalian dan perawatan komoditas. Commodity control and maintenance.	v	Selama tahun 2021, UB Jastasma melakukan 2 (dua) kegiatan operasional utama, yaitu kegiatan pengendalian dan perawatan komoditas Perum BULOG antara lain Kegiatan *spraying* dan fumigasi. Sedangkan kegiatan pengendalian hama di luar komoditas Perum BULOG antara lain: 1. Kegiatan penyimpanan *hermetic* (*Cocoon*), 2. Desinfektan, *fogging* dan *pest control* di lembaga, perusahaan dan perumahan 3. Survei uji mutu komoditas resi gudang In 2021, UB Jastasma carried out 2 (two) main operation activities, namely commodity control and maintenance for Perum BULOG such as spraying and fumigation activities. Whereas for pest control other than Perum BULOG's commodities include: 1. Hermetic (Cocoon) storage activities, 2. Disinfecting, fogging and pest control in institutions, companies and housing area 3. Quality test survey of warehouse receipt commodities

	Kegiatan Usaha Business Activities	Telah/Belum Dijalankan Has/Has Not Been Conducted	Keterangan Notes
3	Selain kegiatan usaha utama, sepanjang mendukung secara finansial terhadap kegiatan usaha utama, Perum BULOG dapat melaksanakan kegiatan usaha dalam rangka optimalisasi pemanfaatan potensi sumber daya yang sudah dimiliki dan/atau dikuasai Perum BULOG sebagaimana ditetapkan Menteri. In addition to the main business activities, as long as it supports financially to the main business activities, Perum BULOG can carry out activities to optimize the utilization of resources potential owned by Perum BULOG as determined by the Minister.	v	Unit Bisnis Optimalisasi Aset (UB Opaset) yang dibentuk untuk mendayagunakan aset Perusahaan dalam ruang lingkup Bangun Guna Serah (BGS), Bangun Serah Guna (BSG), Kerja Sama Operasi (KSO), Kerja Sama Usaha (KSU), Sewa, dan Swakelola. Unit Bisnis Jasa Survey dan Pemberantasan Hama yang dibentuk dalam bidang usaha pemeriksaan kualitas dan pemberantasan hama komoditas pangan. Unit Bisnis Industri yang dibentuk dalam produksi dan perdagangan pangan hasil industri serta jasa pengolahan. Unit Bisnis BULOG Sentra Niaga dibentuk dalam bidang perdagangan produk dan jasa layanan pergudangan The Asset Optimization Business Unit (UB Opaset) which was formed to utilize the Company's assets within the scope of Build-Use-Handover (BGS), Build-Handover (BSG), Joint Operations (KSO), Business Cooperation (KSU), Leasing, and Self-Management. The Survey Service and Pest Eradication Business Unit were established in quality inspection and food commodity pest eradication line of business. Industry Business Unit was established in production and industrial food trading as well as processing services. BULOG Sentra Niaga Business Unit was established in product trading and warehouse services line of business.
D	Kegiatan lainnya meliputi: Other activities include:		

	Kegiatan Usaha Business Activities	Telah/Belum Dijalankan Has/Has Not Been Conducted	Keterangan Notes
1	Pendidikan dan pelatihan di bidang pangan dan logistik; Education and training in food and logistics	v	Kegiatan Pendidikan dan pelatihan yang telah diselenggarakan pada tahun 2021 di antaranya: • Diklat Penguatan dan Peningkatan di Lingkungan Direktorat Human Capital dengan jumlah peserta sebanyak 1.316 orang • Diklat Penguatan dan Peningkatan di lingkungan Direktorat Bisnis dengan jumlah peserta sebanyak 1.625 orang • Diklat Penguatan dan Peningkatan di lingkungan Direktorat Supply Chain dan Pelayanan Publik dengan jumlah peserta sebanyak 1.125 orang • Diklat Penguatan dan Peningkatan di lingkungan Direktorat Keuangan dengan jumlah peserta sebanyak 424 orang • Diklat Penguatan dan Peningkatan di lingkungan Non Direktorat dengan jumlah peserta sebanyak 117 orang • Diklat Eksternal dengan jumlah peserta sebanyak 287 orang • Tugas Belajar dengan jumlah peserta sebanyak 1 orang. Dalam rangka membuat pondasi Manajemen Pengetahuan Organisasi, BULOG Corporate University mengembangkan kegiatan transfer knowledge melalui Sharing Knowledge Mania (SKM) yang bertujuan untuk membagikan pengetahuan antar karyawan. Kegiatan ini dilakukan melalui webinar dengan narasumber dari pihak eksternal perusahaan, selama periode tahun 2021 telah dilaksanakan tujuh kegiatan SKM dengan total jumlah peserta yang mengikuti sebanyak 600 orang. Di samping kegiatan diklat, telah dilakukan optimalisasi aset CorpU selama periode tahun 2021 dengan melakukan kerjasama dengan 13 instansi lain melalui sewa ruangan CorpU. Education and training activities being held in 2021 include: • Training of Enforcement and Improvement in the Human Capital Directorate with a total of 1,316 participants • Training of Enforcement and Improvement in Business Directorate with a total of 1,625 participants • Training of Enforcement and Improvement in Supply Chain Directorate with a total of 1,125 participants • Training of Enforcement and Improvement in Finance Directorate with a total of 424 participants • Training of Enforcement and Improvement in Non-Directorate with a total of 117 participants • External Training with a total of 287 participants • Study task with 1 participant. In order to build a foundation for Organizational Knowledge Management, BULOG Corporate University developed knowledge transfer activities through Sharing Knowledge Mania (SKM) with the aim of sharing knowledge among employees. These activities were carried out through webinars with speakers from external parties. Seven SKM activities were held in 2021, with a total of 600 participants. In addition to training activities, CorpU assets have also been optimized for the 2021 term by collaborating with 13 other agencies through CorpU room rentals.

	Kegiatan Usaha Business Activities	Telah/Belum Dijalankan Has/Has Not Been Conducted	Keterangan Notes
2	Penelitian dan pengembangan di bidang pangan dan logistik; Research and development in food and logistics;	v	Kegiatan penelitian dan pengembangan bidang pangan logistik dilaksanakan oleh Divisi Perencanaan Strategis dan Manajemen Risiko. Pengembangan Riset dilaksanakan di Kantor Pusat/ Kantor Wilayah/Kantor Cabang/Kantor Cabang Pembantu/lokasi lainnya sesuai dengan kebutuhan kegiatan penelitian. Research and development activities in food logistics were carried out by the Strategic Planning and Risk Management Division. Research development was carried out at the Head Office/Regional Office/Branch Office/Sub-Branch Office/other locations according to the demands of research activities.
3	Pengelolaan dan pelaksanaan angkutan dan distribusi; Management and execution of transportation and distribution;	v	Kegiatan angkutan dan distribusi pangan dikoordinasikan oleh Divisi Manajemen Logistik dan Anak Perusahaan PT Jasa Prima Logistik (JPL). Food transportation and distribution activities were coordinated by the Logistics Management Division and Subsidiary PT Jasa Prima Logistik (JPL).
4	Analisis Mutu dan Keamanan Pangan Food Quality and Safety Analysis	v	Analisis terhadap mutu adalah serangkaian kegiatan pemeriksaan kualitas mulai dari pengambilan sampel sampai dengan pelaporan hasil analisis kualitas pada kegiatan monitoring kualitas komoditas gabah/beras/komoditas lainnya, kegiatan pengolahan, dan apabila diperlukan untuk kegiatan lainnya sesuai tata cara pemeriksaan kualitas gabah/beras/ komoditas lainnya yang ditetapkan oleh perusahaan. Analisis terhadap keamanan pangan dilakukan dengan pengujian kualitas komoditas di laboratorium eksternal. Quality analysis is a series of quality inspection activities starting from sampling to reporting the results of quality analysis in monitoring the quality of grain/rice/other commodities, processing activities, and if necessary for other activities in accordance with the procedures for checking the quality of grain/rice/other commodities set by the company. Analysis of food safety is carried out by testing the quality of commodities in an external laboratory.

v = sudah dilakukan (*has been conducted*)
x = belum dilakukan (*has not been conducted*)

Produk dan Jasa

Dalam menjalankan kegiatannya, Perum BULOG membagi kegiatannya dalam 2 (dua) segmen.

Product and Services

In carrying out its activities, Perum BULOG divided the activities in 2 (two) segments:

Kegiatan Pelayanan Publik Public Service Obligation	Kegiatan Komersial Commercial Activities

Kegiatan Pelayanan Publik (KPP)

Selama tahun 2021, Perum BULOG telah melaksanakan penugasan Pelayanan Publik (PP) atau *Public Service Obligation* (PSO) dari Pemerintah berupa stabilisasi harga dan pasokan berbagai komoditas pangan utama terintegrasi dari sisi hulu hingga ke hilir di seluruh wilayah Indonesia. Adapun dasar hukum penugasan tersebut adalah Peraturan Presiden (Perpres) no. 48 tahun 2016 dan Perpres No. 20 tahun 2017 (berlaku sementara dari bulan Februari s.d. Agustus 2017) serta dasar teknis Instruksi Presiden No. 5 tahun 2015 yang pada bulan Maret 2020 diperbarui melalui Peraturan Menteri Perdagangan No. 24 Periode 2020 disesuaikan dengan perkembangan harga di pasaran umum.

Komoditas penugasan PP yang ditangani Perum BULOG di tahun 2021 terutama adalah beras yang direalisasikan melalui penyerapan di sisi hulu untuk kemudian disalurkan di sisi hilir dalam alur yang terintegrasi. Proses kerja terintegrasi ini relatif lebih efisien dan efektif dalam menjaga stabilisasi harga di tingkat produsen dan konsumen karena dalam 1 (satu) rangkaian kerja telah memberi efek di sepanjang rantai pasok beras.

Stabilisasi di sisi produsen direalisasikan melalui penyerapan komoditas Dalam Negeri (DN) dengan metode penyerapan reguler yang menyerap beras dari berbagai sumber (setempat atau antardaerah) dan Satuan Kerja Pengadaan yang khusus menyerap beras dari petani dan penggilingan setempat. Sedangkan stabilisasi di sisi hilir direalisasikan melalui kegiatan Ketersediaan Pasokan dan Stabilisasi Pasokan (KPSH) yang memberikan akses kepada masyarakat terhadap bahan pangan berkualitas dan terjangkau. Selain itu, BULOG juga melakukan penyaluran pangan pokok dalam bentuk Bantuan Presiden dan Bantuan Sosial Beras sebagai salah satu instrumen Pemerintah

Public Service Activities (KPP)

In 2021, Perum BULOG carried out public service (PP) assignment or Public Service Obligation (PSO) from the Government by way of price stabilization and supplying various main food commodities integrated from upstream to downstream in all regions of Indonesia. The legal basis for the assignment is the Presidential Regulation (Perpres) No. 48 of 2016 and Presidential Regulation No. 20 of 2017 (valid temporarily from February to August 2017), as well as technical basis based on Presidential Instruction No. 5 of 2015 which in March 2020 has been modified through the Minister of Trade Regulation No. 24 period 2020, which is adjusted to price developments in the market.

The Public Service assignment commodities handled by Perum BULOG in 2021 especially are rice which carried out in the upstream side to be distributed in the downstream side in an integrated flow. The integrated process is relatively more efficient and effective to maintain the price stabilization at producer and consumer level because in 1 (one) series of work it has had an effect along the rice supply chain.

Stabilization in producer side is carried out through the absorption of Domestic commodities with regular absorption method which absorb rice from various sources (local or inter regions) and Procurement Work Unit which specially absorb rice from local mill and farmer. Whereas the stabilization in the downstream side is carried out through the Supply Availability and Supply Stabilization (KPSH) which provide people with quality and affordable food. In addition, BULOG also distributes staple food in the form of Presidential Aid and Rice Social Aid as one of the Government's instruments in overcoming the decline in people's purchasing power due to the COVID-19 pandemic.

dalam menanggulangi penurunan daya beli masyarakat akibat penanggulangan pandemi COVID-19. Keseluruhan proses kerja terintegrasi ini bertujuan menjaga kesejahteraan masyarakat Indonesia secara keseluruhan.

Penugasan di sisi produsen dan konsumen tersebut pada prinsipnya mendukung 3 (tiga) pilar dari Ketahanan Pangan, yaitu:

1. Pilar Ketersediaan
   Perum BULOG melaksanakan kebijakan pembelian komoditas pangan pokok dengan ketentuan Harga Pembelian Pemerintah (HPP) melalui kegiatan pengadaan Dalam Negeri (DN). Tujuannya untuk menumbuhkan semangat petani dalam memproduksi tanaman pangan sehingga dapat menjaga kecukupan stok di masyarakat. Manfaat lain dari pengadaan DN antara lain: (1) sebagai jaminan pasar, bahwa pengadaan DN berfungsi menyerap surplus selama panen; (2) sebagai jaminan harga, bahwa pembelian komoditas yang dilakukan oleh BULOG mampu mengangkat harga produsen selama panen berlangsung (menghindarkan dari harga jatuh pada saat panen); dan (3) menimbulkan *multiplier effect* dengan mendorong pembangunan pedesaan melalui peningkatan dan perluasan lapangan kerja.

2. Pilar Keterjangkauan
   Perum BULOG menyediakan dan menyalurkan komoditas pangan pokok bersubsidi bagi kelompok masyarakat berpendapatan rendah sehingga dapat menjangkau (memperoleh) pangan secara fisik dan ekonomi. Sebagai contoh, misalnya penyaluran KPSH di berbagai wilayah Indonesia dukungan atas pilar keterjangkauan baik secara fisik (beras tersedia di titik penjualan KPSH yang tidak hanya pasar namun juga berbagai titik simpul keramaian masyarakat) maupun ekonomi (harga jual yang terjangkau) dan merupakan program perlindungan sosial untuk masyarakat Indonesia, serta untuk melindungi rumah tangga rawan pangan dari ancaman malnutrisi.

3. Pilar Stabilitas
   Perum BULOG menyediakan dan menyalurkan komoditas pangan pokok untuk menjaga stabilitas harga dan pasokan di tingkat konsumen, serta meningkatkan kesiapan penanggulangan keadaan darurat, bencana, dan rawan pangan dari sisi konsistensi penyediaan pangan oleh Pemerintah melalui pengelolaan stok BULOG dan Cadangan Pangan Pemerintah (CPP).

The whole integrated works aims to maintain the welfare of the Indonesian people.

The assignment in the producer and consumer side primarily supports 3 (three) pillars of Food Security, namely:

1. Pillar of Availability
   Perum BULOG carries out the policy of purchasing basic food commodities with provisions of Government Purchase Price (HPP) through Domestic Procurement (DN). The aim is to foster the spirit of farmers in producing food crops so that they can maintain sufficient stock in the community. Other benefits of DN procurement include (1) as a market guarantee; that DN procurement functions to absorb surplus during harvest, (2) as a price guarantee, that commodity purchases made by BULOG is able to raise producer price during the harvest (avoiding falling prices during harvest), and (3) create a multiplier effects by encouraging rural development through increasing and expanding employment.

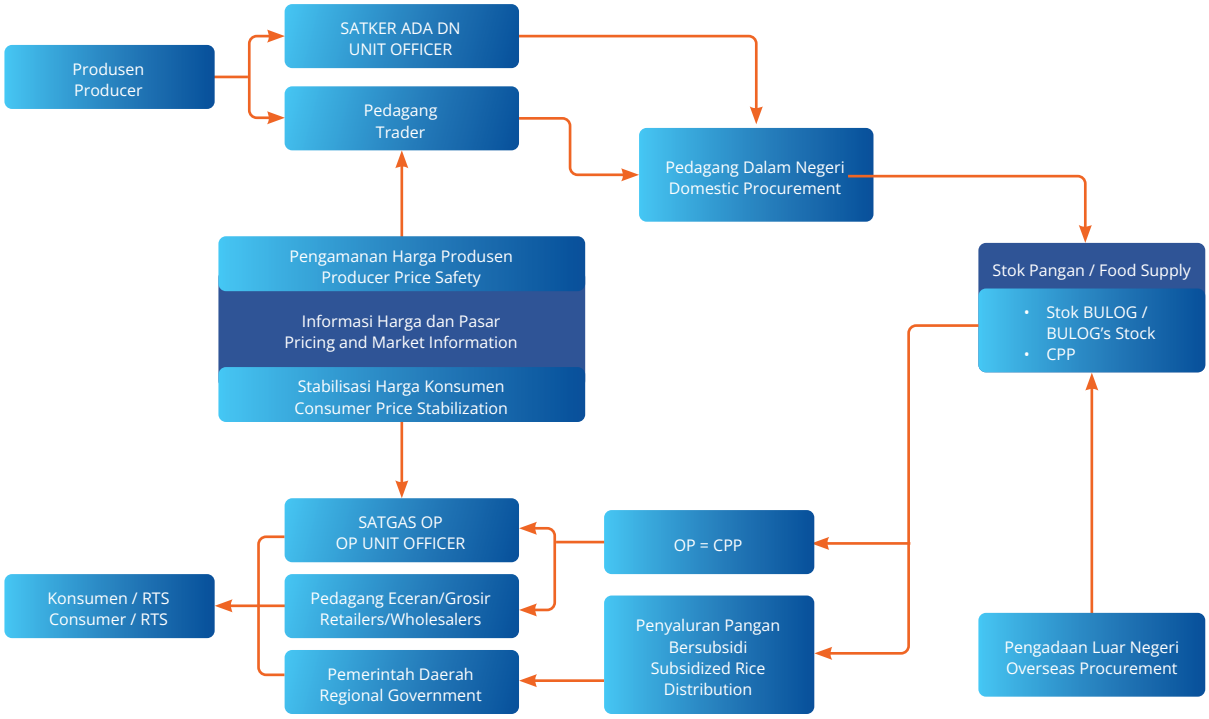
2. Pillar of Affordability
   Perum BULOG provides and distributes subsidized staple food commodities for low-income groups so that they can reach (obtain) food physically and economically. For example, the distribution of KPSH in various regions in Indonesia to support pillar of affordability physically (rice is available at KPSH selling points not only in the market but also at various gathering places) and economically (affordable selling price) and serves as a social protection program to Indonesian people, as well as to protect food insecure household from the threat of malnutrition.

3. Pillar of Stability
   Perum BULOG provides and distributes staple food commodities to maintain price and supply stability at the consumer level, as well as increasing preparedness for emergency, disaster, and food insecurity in terms of food supply consistency by the Government through BULOG stock management and Government Food Reserves (CPP).

The tasks flow of Perum BULOG in implementing price stabilization

Berikut ini disajikan alur tugas Perum BULOG dalam melaksanakan stabilisasi harga dan pasokan komoditas pokok nasional.

and supply of national basic commodities are as follows:



Kegiatan Komersial

Selain itu, Perum BULOG juga melaksanakan usaha-usaha lain berupa kegiatan Komersial. Berdasarkan cakupan kegiatannya Komersial dibagi menjadi 2 (dua), yaitu: Perdagangan, serta Unit Bisnis dan Anak Perusahaan.

1. Perdagangan
   Kegiatan perdagangan komoditas oleh Perum BULOG dilaksanakan bukan semata untuk menghasilkan laba, namun juga mengemban misi mulia dalam kerangka stabilitas harga pangan pokok. Berdasarkan Peraturan Presiden Republik Indonesia No. 48 Tahun 2016 tentang Penugasan kepada Perusahaan Umum (Perum) BULOG dalam Rangka Ketahanan Pangan Nasional, Perum BULOG ditugaskan untuk menjaga ketersediaan pangan dan stabilisasi harga pangan pada tingkat konsumen dan produsen untuk jenis pangan pokok beras, jagung, dan kedelai.

Commercial Activities

In addition, Perum BULOG also carries out other businesses in the form of Commercial Activities. Based on the scope, Commercial Activities are divided into 2 (two), namely: Trading, and Business Unit and Subsidiaries.

1. Trading
   The commodity trading activities by Perum BULOG are carried out not only to generate profits, but also carry a noble mission in the framework of staple food prices stability. Based on the Presidential Regulation of the Republic of Indonesia Number 48 of 2016 concerning Assignment to Public Company (Perum) BULOG for National Food Security, Perum BULOG is assigned to maintain food availability and food price stabilization at the consumer and producer level for staple food of rice, corn and soybean.

   As for other types of staple food, such as sugar, cooking

Sedangkan untuk jenis pangan pokok lainnya seperti gula, minyak goreng, tepung terigu, bawang merah, cabai, daging sapi, daging ayam ras, dan telur ayam, menjadi tugas komersial Perum BULOG. Selain sebagai pelaksanaan penugasan berdasarkan Perpres, perdagangan komoditas komersial yang dilakukan Perum BULOG untuk memenuhi kebutuhan komoditas pangan masyarakat Indonesia dengan kualitas terjamin dan harga yang terjangkau. Hal tersebut sesuai dengan misi Perum BULOG, yakni menjalankan usaha logistik pangan pokok dengan mengutamakan layanan kepada masyarakat dan menjamin ketersediaan, keterjangkauan, dan stabilitas komoditas pangan pokok.

Di sisi lain, potensi sumber daya komoditas yang dihasilkan oleh daerah, maupun kebutuhan daerah akan komoditas yang harus dipasok dari luar merupakan peluang usaha perdagangan yang dapat dikembangkan di tingkat Kantor Wilayah, Kantor Cabang, maupun Kantor Cabang Pembantu.

Tidak dapat dipungkiri bahwa perdagangan komoditas merupakan aktivitas bisnis dengan daya tarik pasar yang tinggi. Hal ini tergambar dalam banyaknya jumlah pemain dalam bisnis ini. Dalam bisnis perdagangan komoditas, Perum BULOG ikut berperan dalam *channel Business to Consumer* (B2C) melalui saluran penjualan ritel ke konsumen maupun *Business to Business* (B2B) melalui saluran penjualan distributor.

oil, wheat flour, shallots, chilies, beef, chicken meat, and chicken eggs, this is the commercial task of Perum BULOG. In addition to carrying out assignments based on the Presidential Regulation, commercial commodity trading carried out by Perum BULOG is to meet the food commodity needs of the Indonesian people with guaranteed quality and affordable prices. This is in accordance with the mission of Perum BULOG, which is to run a business of staple food logistics by prioritizing services to the society and ensuring the availability, affordability and stability of staple food commodities.

On the other hand, the potential of the commodity resources produced by the region, as well as the regional needs for commodities that must be supplied from the outside is a trading business opportunity that can be developed at the level of Regional Office, Branch Office and Supporting Branch Office.

Commodity trading is an attractive business activity. This is reflected in the large number of players in this business. In the commodity trading business, Perum BULOG also plays a role in the Business to Consumer (B2C) channel through retail sales channels to consumers and Business to Business (B2B) through distributor sales channels.

Untuk mengoptimalkan pelayanan penjualan komoditas komersial kepada masyarakat, Perum BULOG mengembangkan jaringan Penjualan *offline* dan *online*. Jaringan Penjualan *offline* meliputi *outlet* binaan Rumah Pangan Kita (RPK), hotel, restoran, katering, Perusahaan/lembaga/dinas/instansi, pasar rakyat, toko/agen, koperasi/asosiasi dan ritel modern. Sedangkan jaringan penjualan *online* meliputi saluran *e-marketplace* dan *e-commerce*.

2. Unit Bisnis dan Anak Perusahaan
Dalam rangka pengembangan usaha dan meningkatkan kontribusi margin bagi perusahaan, Perum BULOG membentuk Unit Bisnis dan Anak Perusahaan. Sebagaimana diatur dalam Peraturan Pemerintah No. 7 Tahun 2003 sebagaimana telah diubah terakhir dengan Peraturan Pemerintah No. 13 Tahun 2016, Perusahaan dapat melakukan kerja sama usaha atau patungan (*joint venture*) dengan badan usaha lain, membentuk anak perusahaan baik melalui mekanisme *spin-off*, akuisisi maupun *merger*, serta melakukan penyertaan modal dalam badan usaha lain.

Pembentukan Unit Bisnis (UB) dilakukan guna mendukung proses bisnis inti perusahaan di samping sebagai salah satu upaya peningkatan kinerja perusahaan baik dari sisi operasional maupun keuangan serta merupakan cikal bakal pembentukan anak perusahaan melalui skema *spin-off*. Saat ini Perum BULOG memiliki 2 (dua) anak perusahaan, yakni PT Jasa Prima Logistik BULOG (JPLB) yang bergerak di bidang usaha di bidang *Freight Forwarding*, *Warehousing* dan *Project Shipment*, Jasa logistik dan angkutan serta usaha pendukung lainnya; serta PT Gendhis Multi Manis (GMM) yang bergerak di bidang industri gula. Selain itu, Perum BULOG juga memiliki 1 (satu) perusahaan terasosiasi, yaitu PT Mitra BUMDes Nusantara yang berperan sebagai *agregator*, *off-taker*, dan pelaksana supervisi operasional untuk BUMDes.

PT GMM dimiliki melalui pengambilalihan hak atas saham. PT GMM merupakan pabrik gula modern dan efisien dengan kapasitas 4.000 TCD dan 600 ton per hari untuk *raw sugar* dan serta perencanaan ekspansi kapasitas giling tebu sampai ke 6.000 TCD. Dengan rendemen tebu 7%-8%, produksi gula PT GMM akan mencapai 50.000 ton per tahun. Terdapat juga 4 (empat) Unit Bisnis (UB) yang dijalankan Perum BULOG, yaitu UB JASTASMA yang bergerak di bidang usaha pemeriksaan kualitas dan pemberantasan hama komoditas pangan dan UB OPASET yang bergerak di bidang optimalisasi aset. Selanjutnya UB Industri bergerak di bidang

To optimize commercial commodity sales services to the public, Perum BULOG develops offline and online sales networks. The offline sales network includes outlets fostered by Rumah Pangan Kita (RPK), hotels, restaurants, catering, companies/institutions/services/agencies, traditional markets, shops/agents, cooperatives/associations and modern retail, while the online sales network includes e-marketplace and e-commerce.

2. Business Unit and Subsidiaries
In favor of business development and increasing the margin contribution for the company, Perum BULOG established Business Units and Subsidiaries. As stipulated in the Government Regulation Number 7 of 2003 as lastly amended by Government Regulation Number 13 of 2016, the Company can conduct joint ventures with other business entities, establish Subsidiaries, both through the mechanism of spin-offs, acquisitions and merger, or equity participation in other business entities.

The establishment of Business Unit (UB) is to support the Company's main business process as well as to increase the company's performance both from the operational and financial perspective and is the forerunner to the formation of a subsidiary through a spin-off scheme. Currently Perum BULOG has 2 (two) subsidiaries, namely: PT Jasa Prima Logistik BULOG (JPLB), which engage in the Freight Forwarding, Warehousing and Project Shipment, logistic services and transportation as well as other supporting businesses, and PT Gendhis Multi Manis (GMM), which engage in the sugar industry. In addition, Perum BULOG has 1 (one) associated company, namely PT Mitra BUMDes Nusantara which serves as an aggregator, off-taker, and implementer of operational supervision for BUMDes.

PT GMM is owned through the acquisition of shares rights. PT GMM is a modern and efficient sugar factory with capacity of 4,000 TCD and 600 tons per day for raw sugar and planned expansion of sugarcane milling capacity up to 6,000 TCD. With sugarcane yield of 7%-8%, PT GMM's sugar production reaches 50,000 tons per year.
There are also 4 (four) Business Units (UB) run by Perum BULOG, namely UB JASTASMA which is engaged in quality inspection and eradication of food commodity pests and UB OPASET which is engaged in asset optimization. Furthermore, UB Industri is engaged in the production

produksi dan perdagangan pangan hasil industri serta Jasa Pengolahan, Pengeringan dan Pengemasan hasil pangan. Kemudian UB BULOG Sentra Niaga bergerak di bidang perdagangan produk dan jasa layanan pergudangan.

and trade of industrial food products as well as Processing, Drying and Packaging Services of food products. And UB BULOG Sentra Niaga is engaged in products trading and warehousing services.

Perum BULOG
Direktorat Bisnis
Business Directorate

Anak Perusahaan dan Perusahaan Asosiasi
Subsidiaries and Associate Company

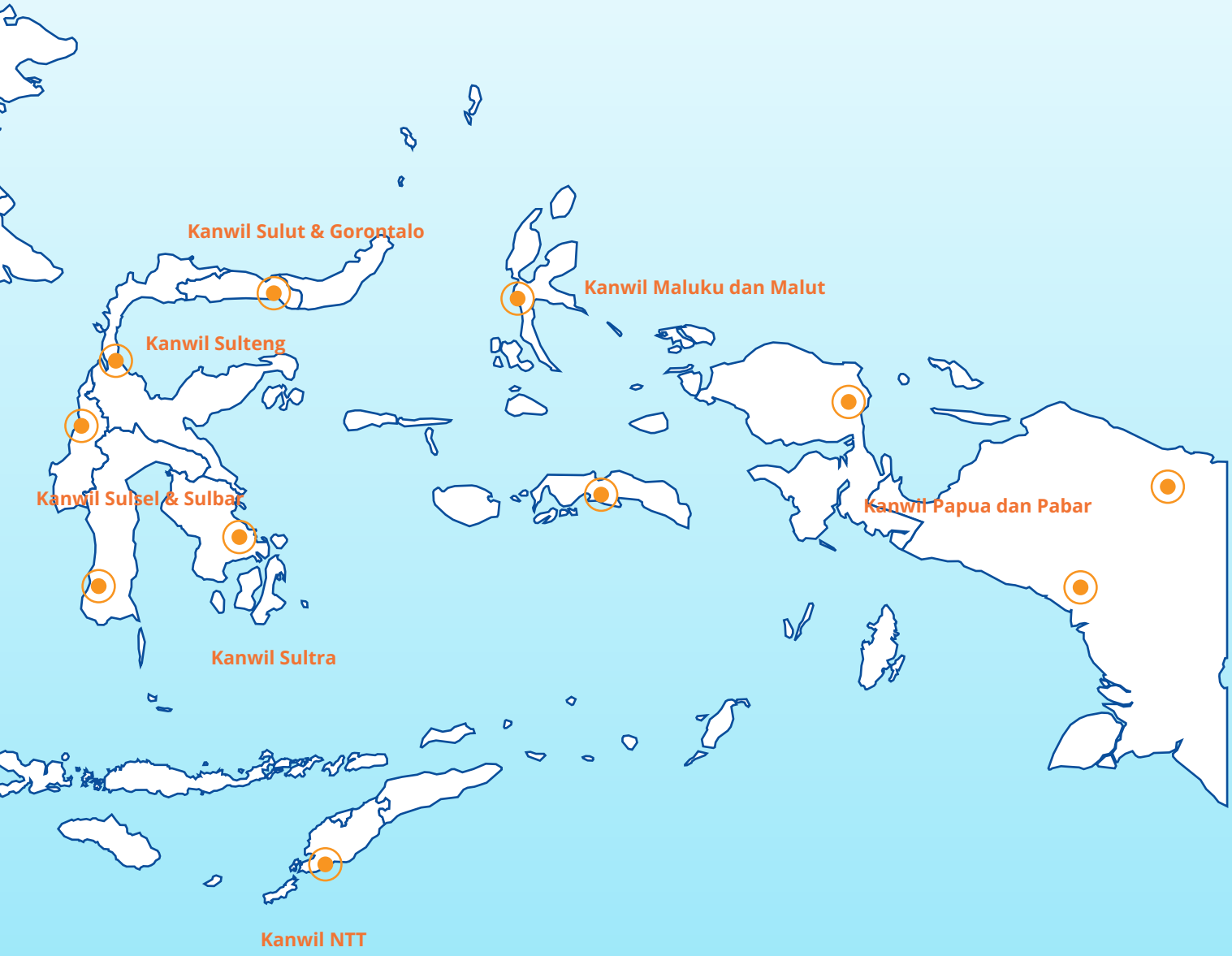
- PT Jasa Prima Logistik BULOG (Kepemilikan Saham/Ownership 95%)
- PT Gendhis Multi Manis (Kepemilikan Saham/Ownership 70%)
- PT Mitra BUMDes Nusantara (Kepemilikan Saham/Ownership 30%)

Unit Bisnis
Business Units

- Unit Bisnis Opaset (Management Aset dan Optimalisasi Pendayagunaan Aset/Asset Management & Optimization)
- Unit Bisnis Jastasma (Jasa Pemeriksaan Kualitas, Pemberantasan Hama Komoditas Pangan dan Pest Control/Quality Inspection, Pest Eradication & Control)
- Unit Bisnis Industri (Produk dan Perdagangan Hasil Pangan serta Jasa Pengolahan, Pengeringan dan pengemasan Hasil Pangan/Production and Trade, Processing, Drying and Packaging of Food Product)
- Unit Bisnis BULOG Sentra Niaga (Perdagangan Produk dan Jasa Pelayanan Pergudangan/Product Trading and Warehousing Services)

Wilayah Operasi

Operation Areas


Kanwil Sulut & Gorontalo
Kanwil Maluku dan Malut
Kanwil Sulteng
Kanwil Sulsel & Sulbar
Kanwil Papua dan Pabar
Kanwil Sultra
Kanwil NTT

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Fax. 0536-21367
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Keanggotaan Asosiasi

Association Membership

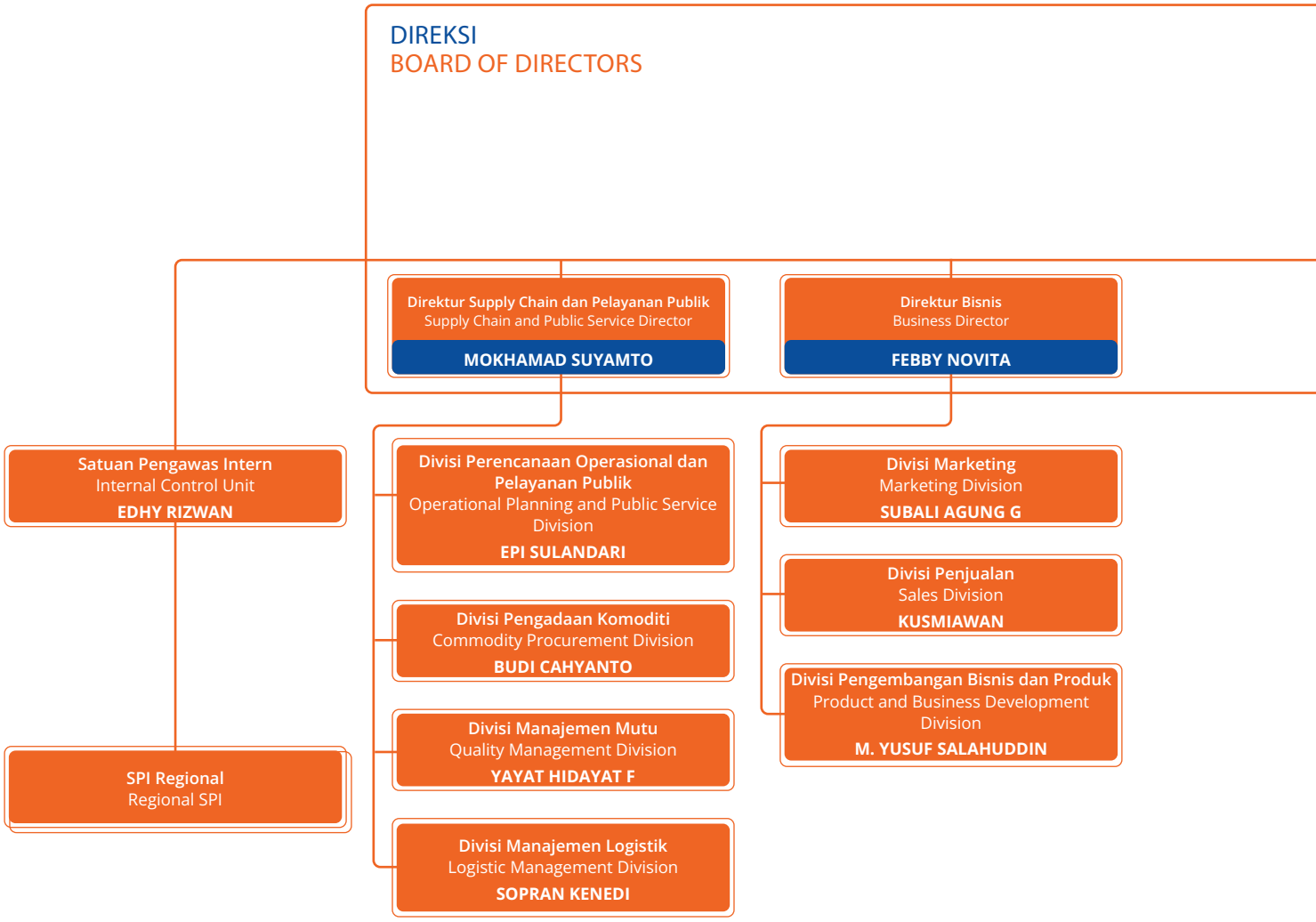
Nama Asosiasi Name of the Association	**Lingkup (Nasional/Internasional)** Scope (National/International)	**Peran dan Kontribusi Perum BULOG** The Role and Contribution of Perum BULOG
IFFLI (Indonesia Food & Fertilizer Learning Institute)	Nasional National	Champion (Menjadi *role model* inovasi teknologi BUMN bagi anggota klasternya; Mendorong kolaborasi inovasi teknologi, dalam klaster maupun antar klaster BUMN) Champion (Being a role model for SOE technological innovation for its cluster members; Encouraging collaboration on technological innovation, within clusters and between clusters in SOE)
IFFRI (Indonesia Food & Fertilizer Research Institute)	Nasional National	Anggota (Melakukan kolaborasi pengembangan riset dan inovasi bersama dalam lingkup pangan dan perpupukan terkait pengembangan produk dan turunan, teknologi, kebijakan dan proses bisnis, di sepanjang mata rantai pasok Member (Conducting joint research and innovation development collaborations in the field of food and fertilizer related to the development of products and derivatives, technology, policies and business processes, along the supply chain
FHCI (Forum Human Capital Indonesia)	Nasional National	Koordinator Program Knowledge Management Bidang I Research and Policy Coordinator of the Knowledge Management Program Field I Research and Policy

LCS-30T

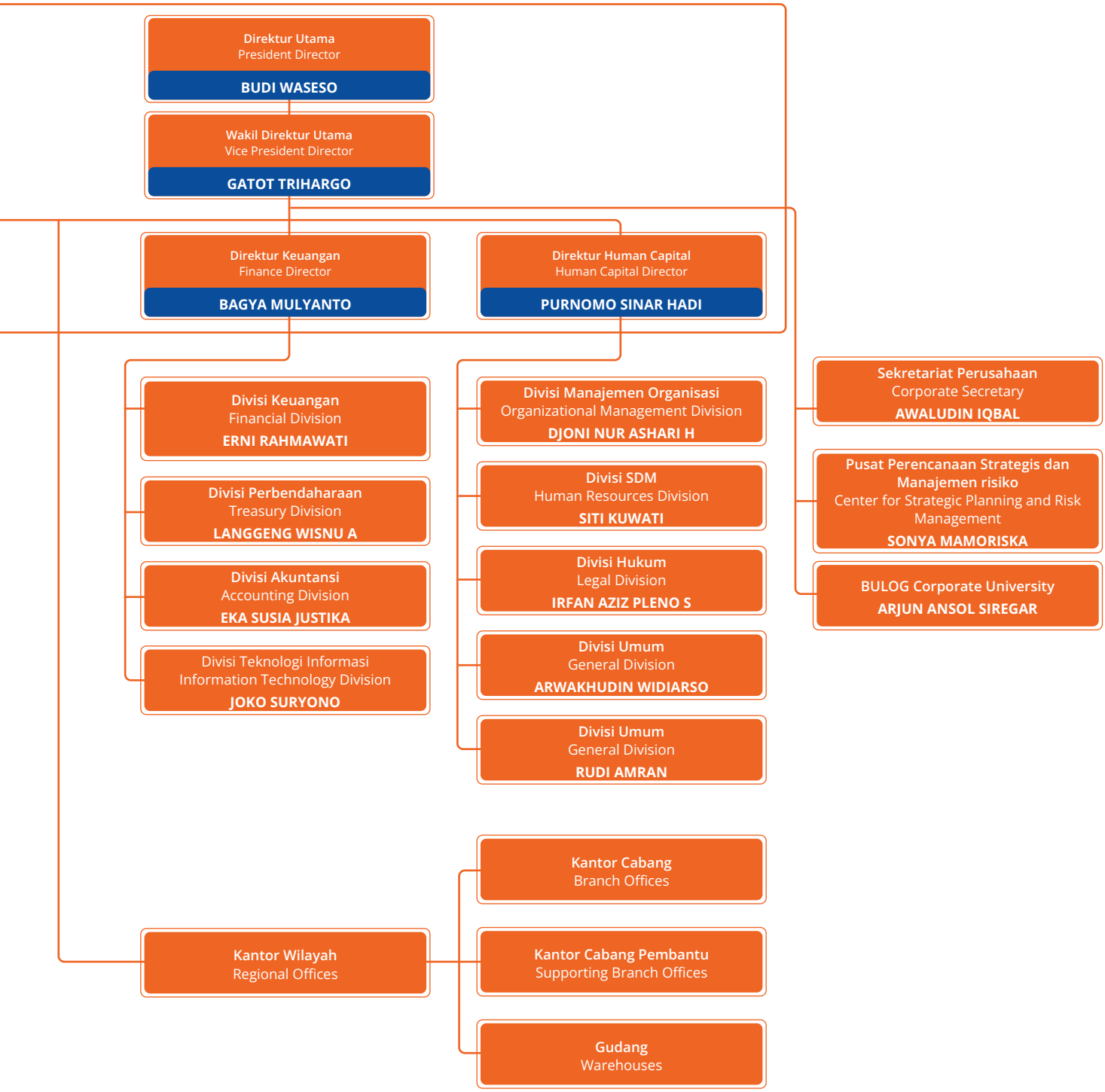
Struktur Organisasi

Organization Structure

Struktur Organisasi Perum BULOG per 31 Desember 2021 diatur berdasarkan Peraturan Direksi Perusahaan Umum (Perum) BULOG No. PD-15/DS000/09/2021 tanggal 1 September 2021 tentang Organisasi dan Tata Kerja Perusahaan Umum (Perum) BULOG, sebagaimana diubah dengan Peraturan Direksi No. PD-20/DS000/10/2021.



Perum BULOG's organization structure as of December 31, 2021 is stipulated by Perum BULOG Board of Directors Regulation No. PD-15/DS000/09/2021 dated September 1, 2021 regarding the Organization and Work Procedure of Perum BULOG, as amended by the Board of Directors Regulation No. PD-20/DS000/10/2021.



Profil Dewan Pengawas

Board of Commissioners' Profiles

Kronologi Perubahan Susunan Dewan Pengawas di Sepanjang Tahun 2021
Chronology of Changes in the Composition of the Board of Commissioners in 2021

Periode 1 Januari s.d. 13 Januari 2021 Period of 1 January to 13 January 2021	**Periode 13 Januari s.d. 17 November 2021** Period of 13 January to 17 November 2021	**Periode 17 November s.d. 29 Desember 2021** Period of 17 November to 29 December 2021	**Periode 29 Desember s.d. 31 Desember 2021** Period of 29 December to 31 December 2021	**Keterangan** Notes
Musdhalifah Machmud (Plh. Ketua) (Act. President Commissioner)	Musdhalifah Machmud (Plh. Ketua) (Act. President Commissioner)	Musdhalifah Machmud (Anggota) (Member)	Musdhalifah Machmud (Anggota) (Member)	Kembali diangkat sebagai Anggota pada 17 November 2021 Re-appointed as Member on 17 November 2021
Firmansyah N. Nazaroedin (Anggota) (Member)				Tidak lagi menjabat sejak 13 Januari 2021 No longer serve since 13 January 2021
Andi Zainal Abidin Dulung (Anggota) (Member)	Andi Zainal Abidin Dulung (Plh. Ketua) (Act. President Commissioner)	Andi Zainal Abidin Dulung (Plh. Ketua) (Act. President Commissioner)	Andi Zainal Abidin Dulung (Plh. Ketua) (Act. President Commissioner)	Ditunjuk sebagai Plh. Ketua Dewan Pengawas sejak 17 November 2021 Appointed as Act. President Commissioner since 17 November 2021
Fadjry Djufry (Anggota) (Member)	Fadjry Djufry (Anggota) (Member)	Fadjry Djufry (Anggota) (Member)	Fadjry Djufry (Anggota) (Member)	-
Syailendra (Anggota) (Member)	Syailendra (Anggota) (Member)	Syailendra (Anggota) (Member)		Tidak lagi menjabat sejak 29 Desember 2021 No longer serve since 29 December 2021
Dian Safitri (Anggota / Independen) (Member/ Independent)	Dian Safitri (Anggota / Independen) (Member/ Independent)	Dian Safitri (Anggota / Independen) (Member/ Independent)	Dian Safitri (Anggota / Independen) (Member/ Independent)	-
	Donny Gahral Adian (Anggota / Independen) (Member/ Independent)	Donny Gahral Adian (Anggota / Independen) (Member/ Independent)	Donny Gahral Adian (Anggota / Independen) (Member/ Independent)	Menjabat sejak 13 Januari 2021 Serving since 13 January 2021
			Jhoni Ginting (Anggota) (Member)	Menjabat sejak 29 Desember 2021 Serving since 29 December 2021

Andi Zainal Abidin Dulung

(Plh.) Ketua Dewan Pengawas
(Act.) President Commissioner

Periode Jabatan / Term of office
29 Mei 2019 s.d 29 Mei 2024, Periode Pertama
29 May 2019 to 29 May 2024, 1st Term

Data Pribadi
Warga negara Indonesia
Usia 60 tahun
Kelahiran Makassar, 23 Oktober 1961

Domisili
DKI Jakarta, Indonesia.

Riwayat Penunjukan dan Dasar Hukum
Menjabat pada jajaran Dewan Pengawas berdasarkan SK Menteri BUMN No. SK-123/MBU/05/2019 tanggal 29 Mei 2019 untuk masa jabatan hingga 5 (lima) tahun. Jabatan ini merupakan periode yang pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Pengawas Perum BULOG. Melalui musyawarah seluruh anggota Dewan Pengawas, beliau ditunjuk untuk menjabat Plh. Ketua Dewan Pengawas.

Pendidikan
- Doktor (S3) bidang Project Management dari National University of Singapore (2007)
- *Master* (S2) of Construction Management dari University of New South Wales Australia (1991)
- Sarjana (S1) Arsitektur dari Universitas Gadjah Mada Yogyakarta (1986).

Riwayat Profesi
Berkarier di Departemen Pekerjaan Umum (sekarang Kementerian PUPR) sejak tahun 1987. Di tahun 2011 mulai berkarier di Kementerian Sosial, terakhir menjabat Direktur Jenderal Direktorat Jenderal Penanganan Fakir Miskin Kementerian Sosial (2016-2020), kemudian diangkat sebagai Staf Ahli Bidang Teknologi Kesejahteraan Kementerian Sosial (2020-sekarang).

Rangkap Jabatan
Di dalam Perusahaan: Ketua Komite Audit
Di luar Perusahaan: Staf Ahli Bidang Teknologi Kesejahteraan Kementerian Sosial (2020-sekarang).

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan Pemilik Modal, Dewan Pengawas lainnya maupun dengan Direksi.

Biodata
Indonesian citizen
60 years old
Born in Makassar, 23 October 1961

Domicile
DKI Jakarta, Indonesia.

Appointment History and Legal Basis
Serves as Member of Board of Commissioners based on the Decree of the Minister of SOEs No. SK-123/MBU/05/2019 dated 29 May 2019 for a term of office of 5 (five) years. The position is the first term, he had never previously served on the Board of Commissioners of Perum BULOG. Through the deliberation of all members of the Board of Commissioners, he was appointed to serve as Act. President Commissioner.

Education
- Doctor of Project Management from National University of Singapore (2007)
- Master of Construction Management from University of New South Wales Australia (1991)
- Bachelor of Architecture from University of Gadjah Mada Yogyakarta (1986)

Employment History
Worked at Department of Public Works (now the Ministry of PUPR) since 1987. In 2011 he started his career at the Ministry of Social Affairs, served as Director General of Poverty Handling, Ministry of Social Affairs (2016-2020), then appointed as Expert Staff for Welfare Technology at the Ministry of Social Affairs (2020-present).

Concurrent Position
Within the Company: Chairman of the Audit Committee
Outside the Company: Expert Staff for Welfare Technology at the Ministry of Social Affairs (2020-present).

Affiliation
Has no affiliation with the Capital Owner, other member of the Board of Commissioners and member of the Board of Directors.

Fadjry Djufry

Anggota Dewan Pengawas
Member of Board of Commissioners

Periode Jabatan / Term of office
9 September 2020 s.d. 9 September 2025, Periode Pertama
9 September 2020 to 9 September 2025, 1st Term

Data Pribadi
Warga negara Indonesia
Usia 52 tahun
Kelahiran Makassar, 14 Maret 1969

Domisili
DKI Jakarta, Indonesia

Riwayat Penunjukan dan Dasar Hukum
Menjabat Anggota Dewan Pengawas berdasarkan SK Menteri BUMN No. SK-279/MBU/09/2020 tanggal 9 September 2020 untuk masa jabatan hingga 5 (lima) tahun. Jabatan ini merupakan periode yang pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Pengawas Perusahaan.

Pendidikan
- Doktor (S3) bidang Agroklimatologi/Pemodelan Tanaman dari Institut Pertanian Bogor (IPB) (2005)
- Magister (S2) Agroklimatologi/Pemodelan Tanaman dari Institut Pertanian Bogor (IPB) (2000).
- Sarjana (S1) Agronomi dari Universitas Hasanuddin Makassar (1993)

Riwayat Profesi
Berkarier sebagai peneliti bidang budidaya dan produksi tanaman di Kementerian Pertanian sejak tahun 1994. Beliau juga berkarier sebagai dosen pada beberapa universitas.

Rangkap Jabatan
Di dalam Perusahaan: -
Di luar Perusahaan: Kepala Badan Penelitian dan Pengembangan Pertanian (Balitbangtan) Kementerian Pertanian (2019-sekarang).

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan Dewan Pengawas lainnya maupun dengan Direksi. Namun, beliau memiliki hubungan afiliasi dengan Pemilik Modal, Pemerintah Indonesia, melalui rangkap jabatan pada Kementerian Pertanian selaku kementerian teknis.

Biodata
Indonesian citizen
52 years old
Born in Makassar, 14 March 1969

Domicile
DKI Jakarta, Indonesia

Appointment History and Legal Basis
Serves as Member of Board of Commissioners based on the Decree of the Minister of SOEs No. SK-279/MBU/09/2020 dated September 9, 2020 for a term of office of 5 (five) years. The position is the first term, he had never previously served on the Board of Commissioners of the Company.

Education
- Doctor of Agroclimatology/Plant Modelling from Bogor Agricultural Institute (IPB) (2005)
- Magister of Agroclimatology/ Plant Modelling from Bogor Agricultural Institute (IPB) (2000)
- Bachelor of Agronomy from Hasanuddin University Makassar (1993)

Employment History
Work as researcher of plant cultivation and production at Ministry of Agriculture since 1984. He also teaches at several universities.

Concurrent Position
Within the Company: -
Outside the Company: Head of Agricultural Research and Development (Balitbangtan) Ministry of Agriculture (2019-present).

Affiliation
Has no affiliation with other member of Board of Commissioners and member of Board of Directors. However, he has affiliation with Capital Owner, the Government of the Republic of Indonesia through the position in Ministry of Agriculture in technical division.

Musdhalifah Machmud

Anggota Dewan Pengawas
Member of Board of Commissioners

Periode Jabatan / Term of office
17 November 2021 s.d. 17 November 2026, Periode Kedua
17 November 2021 to 17 November 2026, 2nd Term

Data Pribadi
Warga negara Indonesia
Usia 57 tahun
Kelahiran Makassar, 13 September 1964

Domisili
DKI Jakarta, Indonesia.

Riwayat Penunjukan dan Dasar Hukum
Menjabat pada jajaran Dewan Pengawas berdasarkan SK Menteri BUMN No. SK-128/MBU/06/2016 tanggal 30 Juni 2016 untuk masa jabatan hingga tahun 2021. Berdasarkan Keputusan Menteri BUMN No. SK-358/MBU/11/2021 tanggal 17 November 2021 Musdhalifah Machmud kembali diangkat sebagai Anggota Dewan Pengawas untuk masa jabatan hingga 5 (lima) tahun ke depan.

Pendidikan
- Doktor (S3) bidang Manajemen Bisnis dari Institut Pertanian Bogor (IPB) (2020).
- Magister (S2) Studi Pembangunan dari Institut Teknologi Bandung (ITB) (2003).
- Diploma of Monitoring Indonesian Environment di International Institute for Aerospace Survey and Earth Science (ITC) di Enschede, Belanda (1992).
- Sarjana (S1) Manajemen Hutan dari Institut Pertanian Bogor (IPB) (1987).

Riwayat Profesi
Berkarier di Kementerian Koordinator Bidang Perekonomian sejak tahun 2002, khususnya pada bidang kehutanan, perkebunan, holtikultura, pangan dan agribisnis.

Rangkap Jabatan
Di dalam Perusahaan: -
Di luar Perusahaan: Deputi Bidang Koordinasi Pangan dan Agribisnis Kementerian Koordinator Bidang Perekonomian (2015-sekarang).

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan Dewan Pengawas lainnya maupun dengan Direksi. Namun, beliau memiliki hubungan afiliasi dengan Pemilik Modal, Pemerintah Indonesia, melalui rangkap jabatan pada Kementerian Koordinator Bidang Perekonomian selaku kementerian teknis.

Biodata
Indonesian citizen
57 years old
Born in Makassar, 13 September 1964

Domicile
DKI Jakarta, Indonesia.

Appointment History and Legal Basis
Served on the Board of Commissioners based on the Decree of the Minister of SOEs No. SK-128/MBU/06/2016 dated 30 June 2016 for a term of office until 2021. Based on the Decree of the Minister of SOEs No. SK-358/MBU/11/2021 dated 17 November 2021, Musdhalifah Machmud was again appointed as a Member of the Board of Commissioners for a term of office of 5 (five) years.

Education
- Doctor of Business Management from Bogor Agricultural Institute (IPB) (2020)
- Magister of Development Studies from Bandung Institute of Technology (ITB) (2003)
- Diploma of Monitoring Indonesian Environment from International Institute for Aerospace Survey and Earth Science (ITC) at Enschede, Netherlands (1992)
- Bachelor in Forest Management from Bogor Agricultural Institute (IPB) (1987).

Employment History
Work at the Coordinating Ministry for Economic Affairs since 2002, particularly in the fields of forestry, plantation, horticulture, food and agribusiness.

Concurrent Position
Within the Company: -
Outside the Company: Deputy for Food and Agribusiness Coordination at the Coordinating Ministry for Economic Affairs (2015-present).

Affiliation
Has no affiliation with other member of Board of Commissioners and member of Board of Directors. However, she has affiliation with Capital Owner, the Government of the Republic of Indonesia through the position in Coordinating Ministry for Economic Affairs in technical division.

Jhoni Ginting

Anggota Dewan Pengawas
Member of Board of Commissioners

Periode Jabatan / Term of office
29 Desember 2021 s.d. 29 Desember 2026, Periode Pertama
29 December 2021 to 29 December 2026, 1st Term

Data Pribadi
Warga negara Indonesia
Usia 60 tahun
Kelahiran Medan, 12 Juni 1961

Domisili
DKI Jakarta, Indonesia.

Riwayat Penunjukan dan Dasar Hukum
Menjabat Anggota Dewan Pengawas berdasarkan SK Menteri BUMN No. SK-421/MBU/12/2021 tanggal 29 Desember 2021 untuk masa jabatan hingga 5 (lima) tahun. Jabatan ini merupakan periode yang pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Pengawas Perum BULOG.

Pendidikan
Magister (S2) Ilmu Hukum dari Universitas Airlangga Surabaya (1994)

Riwayat Profesi
Berkarier sebagai Kepala Kejaksaan Tinggi Kepulauan Riau (2010-2011), Kepala Kejaksaan Tinggi Sumatera Selatan (2012-2013), dan Direktur Jenderal Imigrasi Kementerian Hukum dan HAM RI (2020-2022). Pernah menjabat sebagai Komisaris di PT Bukit Asam Tbk (2018-2022).

Rangkap Jabatan
Di dalam Perusahaan: -
Di luar Perusahaan: -

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan Pemilik Modal, Dewan Pengawas lainnya maupun dengan Direksi.

Biodata
Indonesian citizen
60 years old
Born in Medan, 12 Juni 1961

Domicile
DKI Jakarta, Indonesia.

Appointment History and Legal Basis
Serves as Member of Board of Commissioners based on the Decree of the Minister of SOEs No. SK-421/MBU/12/2021 dated 29 December 2021 for a term of office of 5 (five) years. This position is the first term, he had never previously served on the Board of Commissioners of Perum BULOG.

Education
Master in Law from Airlangga University Surabaya (1994)

Employment History
Served as Head of Riau Islands High Prosecutor's Office (2010-2011), Head of South Sumatra High Court (2012-2013), and Director General of Immigration at the Ministry of Law and Human Rights of the Republic of Indonesia (2020-2022). Also served as Commissioner at PT Bukit Asam Tbk (2018-2022).

Concurrent Position
Within the Company: -
Outside the Company: -

Affiliation
Has no affiliation with the Capital Owner, other member of the Board of Commissioners and member of the Board of Directors.

Dian Safitri

Anggota Dewan Pengawas/Pengawas Independen
Member of Board of Commissioners/Independent Commissioner

Periode Jabatan / Term of office
9 September 2020 s.d. 9 September 2025, Periode Pertama
9 September 2020 to 9 September 2025, 1st Term

Data Pribadi
Warga negara Indonesia
Usia 45 tahun
Kelahiran Jakarta, 14 September 1976

Domisili
DKI Jakarta, Indonesia

Riwayat Penunjukan dan Dasar Hukum
Menjabat Anggota Dewan Pengawas/Pengawas Independen berdasarkan SK Menteri BUMN No. SK-279/MBU/09/2020 tanggal 9 September 2020 untuk masa jabatan hingga 5 (lima) tahun. Jabatan ini merupakan periode yang pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Pengawas Perum BULOG.

Pendidikan
Sarjana (S1) Hukum dari Universitas Airlangga Surabaya (1995).

Riwayat Profesi
Pernah menjadi staf di US Commercial Service pada Konsulat Jenderal Amerika Serikat Surabaya (2000), kemudian pernah berkarier di UBER Indonesia, Cerment Mexico, Barito Pacific, Inke Maris & Associates, serta menangani berbagai program skala nasional termasuk GAVI. Sebelum bergabung di Perum BULOG, menjabat sebagai Director of Corporate Affairs di Alibaba Group.

Rangkap Jabatan
Di dalam Perusahaan: -
Di luar Perusahaan: Tenaga Ahli Menteri BUMN Bidang Komunikasi Publik, Kementerian BUMN (2020-sekarang).

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan Dewan Pengawas lainnya maupun dengan Direksi. Namun, beliau memiliki hubungan afiliasi dengan Pemilik Modal, Pemerintah Indonesia, melalui rangkap jabatan pada Kementerian BUMN selaku kuasa pemilik modal.

Biodata
Indonesian citizen
45 years old
Born in Jakarta, 14 September 1976

Domicile
DKI Jakarta, Indonesia

Appointment History and Legal Basis
Serves as Member of Board of Commissioners/Independent Commissioner based on the Decree of the Minister of SOEs No. SK-279/MBU/09/2020 dated 9 September 2020 for a term of office of 5 (five) years. The position is the first term, she had never previously served on the Board of Commissioners of Perum BULOG.

Education
Bachelor of Law from Airlangga University Surabaya (1995)

Employment History
Served as staff at US Commercial Service at the United States Consulate General in Surabaya (2020), then worked at UBER Indonesia, Cerment Mexico, Barito Pacific, Inke Maris & Associates, and handled various national-scale programs including GAVI. Prior to joining Perum BULOG, she served as Director of Corporate Affairs at Alibaba Group.

Concurrent Position
Within the Company: -
Outside the Company: Expert Staff in Public Communication, Ministry of SOEs (2020-present).

Affiliation
Has no affiliation with other member of Board of Commissioners and member of Board of Directors. However, she has affiliation with Capital Owner, the Government of the Republic of Indonesia through the position in Ministry of SOEs as representation of capital owner.

Donny Gahral Adian

Anggota Dewan Pengawas/Pengawas Independen
Member of Board of Commissioners/Independent Commissioner

Periode Jabatan / Term of office
13 Januari 2021 s.d. 13 Januari 2026, Periode Pertama
13 January 2021 to 13 January 2026, 1st Term

Data Pribadi
Warga negara Indonesia
Usia 47 tahun
Kelahiran Jakarta, 30 Agustus 1974

Domisili
Jawa Barat, Indonesia

Riwayat Penunjukan dan Dasar Hukum
Menjabat Anggota Dewan Pengawas/Pengawas Independen berdasarkan SK Menteri BUMN No. SK-14/MBU/01/2021 tanggal 13 Januari 2021 untuk masa jabatan hingga 5 (lima) tahun. Jabatan ini merupakan periode yang pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Pengawas Perum BULOG.

Pendidikan
- Doktor (S3) Filsafat dari Fakultas Ilmu Pengetahuan Budaya, Universitas Indonesia (2009).
- Magister (S2) Filsafat dari Fakultas Ilmu Pengetahuan Budaya, Universitas Indonesia (2000).
- Sarjana (S1) Sastra Inggris dari Fakultas Ilmu Pengetahuan Budaya, Universitas Indonesia (1993).

Riwayat Profesi
Berkarier sebagai pengajar di Universitas Indonesia (1999-sekarang) serta Sekolah Tinggi Hukum Militer dan Sekolah Tinggi Intelijen Negara. Sempat menjabat Tenaga Ahli Utama Kantor Staf Presiden (2020-2021).

Rangkap Jabatan
Di dalam Perusahaan: Ketua Komite Tata Kelola Perusahaan
Di luar Perusahaan: -

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan Pemilik Modal, Dewan Pengawas lainnya maupun dengan Direksi.

Biodata
Indonesian citizen
47 years old
Born in Jakarta, 30 August 1974

Domicile
West Java, Indonesia

Appointment History and Legal Basis
Serves as Member of Board of Commissioners/Independent Commissioner based on the Decree of the Minister of SOEs No. SK-14/MBU/01/2021 dated 13 January 2021 for a term of office of 5 (five) years. The position is the first term, he had never previously served on the Board of Commissioners of Perum BULOG.

Education
- Doctor of Philosophy from Faculty of Cultural Sciences, University of Indonesia (2009)
- Magister of Philosophy from Faculty of Cultural Sciences, University of Indonesia (2000)
- Bachelor of English Literature from Faculty of Cultural Sciences, University of Indonesia (1993)

Employment History
Teaches at University of Indonesia (1999-present) and College of Military Law and College of State Intelligence. Had served as the Main Expert Staff of the Presidential Staff Office (2020-2021).

Concurrent Position
Within the Company: Chairman of the Corporate Governance Committee
Outside the Company:-

Affiliation
Has no affiliation with Capital Owner, other member of Board of Commissioners and member of Board of Directors.

PROFIL DIREKSI

Board of Directors' Profiles

Kronologi Perubahan Susunan Direksi di Sepanjang Tahun 2021
Chronology of Changes in the Composition of the Board of Directors in 2021

Periode 1 Januari s.d. 11 Oktober 2021 Periode of 1 January to 11 October 2021	Periode 11 Oktober s.d. 31 Desember 2021 Periode of 11 October to 31 December 2021	Keterangan Notes
Budi Waseso (Direktur Utama) (President Director)	Budi Waseso (Direktur Utama) (President Director)	-
Gatot Trihargo (Wakil Direktur Utama) (Vice President Director)		Tidak lagi menjabat sejak 11 Oktober 2021 No longer serve since 11 October 2021
Bagya Mulyanto (Direktur Keuangan) (Finance Director)	Bagya Mulyanto (Direktur Keuangan) (Finance Director)	-
Mokhamad Suyamto (Direktur Supply Chain dan Pelayanan Publik) (Supply Chain and Public Service Director)	Mokhamad Suyamto (Direktur Supply Chain dan Pelayanan Publik) (Supply Chain and Public Service Director)	-
Febby Novita (Direktur Bisnis) (Business Director)	Febby Novita (Direktur Bisnis) (Business Director)	-
Purnomo Sinar Hadi (Direktur Human Capital) (Human Capital Director)	Purnomo Sinar Hadi (Direktur Human Capital) (Human Capital Director)	-

Budi Waseso

Direktur Utama
President Director

Periode Jabatan / Term of office
27 April 2018 s.d. 27 April 2023, Periode Pertama
27 April 2018 to 27 April 2023, 1st Term

Data Pribadi
Warga negara Indonesia
Usia 61 tahun
Kelahiran Semarang, 19 Februari 1960

Domisili
DKI Jakarta, Indonesia.

Riwayat Penunjukan dan Dasar Hukum
Menjabat Direktur Utama berdasarkan SK Menteri BUMN No. SK-115/MBU/04/2018 tanggal 27 April 2018 untuk masa jabatan hingga 5 (lima) tahun. Jabatan ini merupakan periode yang pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perum BULOG.

Pendidikan
- Sekolah Pimpinan Tinggi (Sespimti) POLRI (2008).
- Sekolah Pimpinan Menengah (Sespimen) POLRI (2000).
- Sekolah Lanjutan Perwira (Selapa) POLRI (1994).
- Akademi Kepolisian (Akpol) (1984).

Riwayat Profesi
Berkarier di Kepolisian Republik Indonesia. Pernah menjabat sebagai Kabareskrim POLRI (2015), kemudian menjabat sebagai Kepala Badan Narkotika Nasional (BNN) (2015-2018). Saat ini aktif pada Gerakan Pramuka dan menjabat Ketua Kwartir Nasional Gerakan Pramuka (2018-sekarang).

Rangkap Jabatan
Tidak memiliki rangkap jabatan, baik di dalam maupun di luar Perusahaan.

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan Pemilik Modal, dengan Dewan Pengawas, maupun dengan Direksi lainnya.

Biodata
Indonesian citizen
61 years old
Born in Semarang, February 19, 1960

Domicile
DKI Jakarta, Indonesia.

Appointment History and Legal Basis
Serves as President Director based on the Decree of the Minister of SOEs No. SK-115/MBU/04/2018 dated 27 April 2018 for a term of office of 5 (five) years. The position is the first term, he had never previously served on the Board of Directors of Perum BULOG.

Education
- High Leadership School of POLRI (Sespimti) (2008).
- Middle Leadership School of POLRI (Sespimen) (2000)
- Higher Officer School of POLRI (Selapa) (1994)
- Police Academy (Akpol) (1984)

Employment History
Worked at Indonesian National Police. Served as Head of Indonesian Police Criminal Investigation Agency (Kabareskrim Polri) (2015), Head of National Narcotics Agency (BNN) (2015-2018). Currently active in the Scout Movement and serves as Chairman of the National Scout Movement Quarter (2018-present).

Concurrent Position
Has no concurrent position both within and outside the Company.

Affiliation
Has no affiliation with Capital Owner, member of Board of Commissioners and other member of Board of Directors.

Bagya Mulyanto

Direktur Keuangan
Finance Director

Periode Jabatan / Term of office
10 Oktober 2018 s.d. 10 Oktober 2023, Periode Pertama
10 October 2018 to 10 October 2023

Data Pribadi
Warga negara Indonesia
Usia 53 tahun
Kelahiran Karanganyar, 9 Oktober 1968

Domisili
DKI Jakarta, Indonesia.

Riwayat Penunjukan dan Dasar Hukum
- Menjabat Direktur Perum BULOG berdasarkan SK Menteri BUMN No. SK-267/MBU/10/2018 tanggal 10 Oktober 2018 untuk masa jabatan hingga 5 (lima) tahun. Jabatan ini merupakan periode yang pertama.
- Berdasarkan SK Menteri yang sama, beliau diangkat untuk menjabat Direktur SDM dan Umum.
- Berdasarkan SK Menteri BUMN No. SK-341/MBU/10/2020 tanggal 21 Oktober 2020, beliau dialihtugaskan menjadi Direktur Keuangan.

Pendidikan
- Magister (S2) Manajemen dari Institut Pertanian Bogor (IPB) (2007).
- Sarjana (S1) Ekonomi dari Universitas Jenderal Soedirman, Purwokerto (1992).

Riwayat Profesi
Berkarier di Kementerian BUMN, pernah menjabat sebagai Asdep Bidang Usaha Pertambangan, Industri Strategis dan Media Kementerian BUMN (2015-2017). Dipercaya untuk menjabat Direktur Utama PT Perkebunan Nusantara VIII (2017-2018).

Rangkap Jabatan
Tidak memiliki rangkap jabatan, baik di dalam maupun di luar Perusahaan.

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan Pemilik Modal, dengan Dewan Pengawas, maupun dengan Direksi lainnya.

Biodata
Indonesian citizen
53 years old
Born in Karanganyar, 9 October 1968

Domicile
DKI Jakarta, Indonesia.

Appointment History and Legal Basis
- Serves as member of Board of Directors of Perum BULOG based on the Decree of the Minister of SOEs No. SK-267/MBU/10/2018 dated 10 October 2018 for a term of office of 5 (five) years. The position is the first term.
- Based on the same Decree, he was appointed as Human Resources and General Director.
- Based on the Decree of the Minister of SOEs No. SK-341/MBU/10/ dated 21 October 2020, he was transferred to become Finance Director.

Education
- Magister of Management from Bogor Agricultural Institute (IPB) (2007)
- Bachelor of Economy from Jenderal Soedirman University, Purwokerto (1992)

Employment History
Worked at the Ministry of SOEs, served as Deputy Assistant for Mining Business, Strategic Industries and Media at the Ministry of SOEs (2015-2017). Served as President Director of PT Perkebunan Nusantara VIII (2017-2018).

Concurrent Position
Has no concurrent position both within and outside the Company.

Affiliation
Has no affiliation with Capital Owner, member of Board of Commissioners and other member of Board of Directors.

Mokhamad Suyamto

Direktur Supply Chain dan Pelayanan Publik
Supply Chain and Public Service Director

Periode Jabatan / Term of office
21 Oktober 2020 s.d. 21 Oktober 2025, Periode Pertama
21 October 2020 to 21 October 2025, 1st Term

Data Pribadi
Warga negara Indonesia
Usia 50 tahun
Kelahiran Kendal, 5 November 1971

Domisili
DKI Jakarta, Indonesia

Riwayat Penunjukan dan Dasar Hukum
Menjabat Direktur Supply Chain dan Pelayanan Publik berdasarkan SK Menteri BUMN No. SK-341/MBU/10/2020 tanggal 21 Oktober 2020 untuk masa jabatan hingga 5 (lima) tahun. Jabatan ini merupakan periode yang pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perum BULOG.

Pendidikan
- Magister (S2) Agronomi dari Universitas Gadjah Mada Yogyakarta (2010).
- Sarjana (S1) Manajemen Agribisnis dari Universitas Jenderal Sudirman, Purwokerto (1995).

Riwayat Profesi
Berkarier di Perum BULOG sejak tahun 1997. Pernah menjabat sebagai Kepala Divisi Komunikasi Pemasaran dan Pembinaan Anak Perusahaan, Direktorat Komersial (2020), kemudian ditugaskan menjadi Pemimpin Wilayah Kantor Wilayah Jakarta dan Banten (2020).

Rangkap Jabatan
Tidak memiliki rangkap jabatan, baik di dalam maupun di luar Perusahaan.

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan Pemilik Modal, dengan Dewan Pengawas, maupun dengan Direksi lainnya.

Biodata
Indonesian citizen
50 years old
Born in Kendal, 5 November 1971

Domicile
DKI Jakarta, Indonesia

Appointment History and Legal Basis
Serves as Supply Chain and Public Service Director based on the Decree of the Minister of SOEs No. SK-341/MBU/10/2020 dated 21 October 2020 for a term of office of 5 (five) years. The position is the first term, he had never previously served on the Board of Directors of Perum BULOG.

Education
- Magister of Agronomy from Gadjah Mada University Yogyakarta (2010).
- Bachelor of Agribusiness Management from Jenderal Sudirman University, Purwokerto (1995).

Employment History
Worked at Perum BULOG since 1997. Served as Head of the Marketing Communications and Subsidiary Development Division, Commercial Directorate (2020), then was assigned to be the Head of the Jakarta and Banten Regional Office (2020).

Concurrent Position
Has no concurrent position both within and outside the Company.

Affiliation
Has no affiliation with Capital Owner, member of Board of Commissioners and other member of Board of Directors.

Febby Novita

Direktur Bisnis
Business Director

Periode Jabatan / Term of office
21 Oktober 2020 s.d. 21 Oktober 2025, Periode Pertama
21 October 2020 to 21 October 2025

Data Pribadi
Warga negara Indonesia
Usia 48 tahun
Kelahiran Palembang, 28 November 1973

Domisili
Jawa Barat, Indonesia

Riwayat Penunjukan dan Dasar Hukum
Menjabat Direktur Bisnis berdasarkan SK Menteri BUMN No. SK-341/MBU/10/2020 tanggal 21 Oktober 2020 untuk masa jabatan hingga 5 (lima) tahun. Jabatan ini merupakan periode yang pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perum BULOG.

Pendidikan
- Magister (S2) Manajemen dan Bisnis dari Institut Pertanian Bogor (IPB) (2016).
- Sarjana (S1) Manajemen Perusahaan dari Universitas Pancasila, Jakarta (2001).

Riwayat Profesi
Berkarier di Perum BULOG sejak tahun 1998. Pernah menjabat sebagai Wakil Kepala Divisi Regional Jakarta dan Banten Perum BULOG (2017-2019), kemudian ditugaskan menjadi Kepala Divisi Penjualan Grosir dan Pasar Pemerintah, Direktorat Komersial Perum BULOG (2019-2020).

Rangkap Jabatan
Tidak memiliki rangkap jabatan, baik di dalam maupun di luar Perusahaan.

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan Pemilik Modal, dengan Dewan Pengawas, maupun dengan Direksi lainnya.

Biodata
Indonesian citizen
48 years old
Born in Palembang, 28 November 1973

Domicile
West Java, Indonesia

Appointment History and Legal Basis
Serves as Business Director based on the Decree of the Minister of SOEs No. SK-341/MBU/10/2020 dated 21 October 2020 for a term of office of 5 (five) years. The position is the first term, she had never previously served on the Board of Directors of Perum BULOG.

Education
- Magister of Management and Business from Bogor Agricultural Institute (IPB) (2016)
- Bachelor of Company Management from Pancasila University, Jakarta (2001)

Employment History
Worked at Perum BULOG since 1998. Served as Deputy Head of the Regional Division of Jakarta and Banten at Perum BULOG (2017-2019), then assigned as Head of the Wholesale and Government Market Division, Commercial Directorate of Perum BULOG (2019-2020).

Concurrent Position
Has no concurrent position both within and outside the Company.

Affiliation
Has no affiliation with Capital Owner, member of Board of Commissioners and other member of Board of Directors.

Purnomo Sinar Hadi

Direktur Human Capital
Human Capital Director

Periode Jabatan / Term of office
21 Oktober 2020 s.d. 21 Oktober 2025, Periode Pertama
21 October 2020 to 21 October 2025, 1st Term

Data Pribadi
Warga negara Indonesia
Usia 55 tahun
Kelahiran Purbalingga, 21 September 1966

Domisili
DKI Jakarta, Indonesia

Riwayat Penunjukan dan Dasar Hukum
Menjabat Direktur Human Capital berdasarkan SK Menteri BUMN No. SK-341/MBU/10/2020 tanggal 21 Oktober 2020 untuk masa jabatan hingga 5 (lima) tahun. Jabatan ini merupakan periode yang pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perum BULOG.

Pendidikan
- Magister (S2) Manajemen Keuangan dari Universitas Bhayangkara, Jakarta (2003).
- Sarjana (S1) Manajemen dari Universitas Jenderal Sudirman, Purwokerto (1990).

Riwayat Profesi
Pernah menjabat sebagai Anggota Dewan Komisaris PT Bukit Asam (Persero) Tbk (2016-2018), kemudian menjabat sebagai Direktur Keuangan PT Askrindo (Persero) (2018-2020), dan pernah menjabat sebagai Pelaksana di Kementerian BUMN (2020).

Rangkap Jabatan
Tidak memiliki rangkap jabatan, baik di dalam maupun di luar Perusahaan.

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan Pemilik Modal, dengan Dewan Pengawas, maupun dengan Direksi lainnya.

Biodata
Indonesian citizen
55 years old
Born in Purbalingga, 21 September 1966

Domicile
DKI Jakarta, Indonesia

Appointment History and Legal Basis
Serves as Human Capital Director based on the Decree of the Minister of SOEs No. SK-341/MBU/10/2020 dated 21 October 2020 for a term of office of 5 (five) years. The position is the first term, he had never previously served on the Board of Directors of Perum BULOG.

Education
- Magister of Financial Management from Bhayangkara University, Jakarta (2003)
- Bachelor of Management from Jenderal Sudirman University, Purwokerto (1990)

Employment History
Served as Member of the Board of Commissioners of PT Bukit Asam (Persero) Tbk (2016-2018), then served as Finance Director of PT Askrindo (Persero) (2018-2020), and served as Implementer at the Ministry of SOEs (2020).

Concurrent Position
Has no concurrent position both within and outside the Company.

Affiliation
Has no affiliation with Capital Owner, member of Board of Commissioners and other member of Board of Directors.

Daftar Pejabat Eksekutif

Executive Officers

Edhy Rizwan
Kepala Satuan Pengawasan Intern
Head of Internal Control Unit

Dasar Pengangkatan / Appointment Decree:
KD-255/DS101/09/2017

Awaludin Iqbal
Sekretaris Perusahaan
Corporate Secretary

Dasar Pengangkatan / Appointment Decree:
KD-149/DS101/
SM.04.01/05/2019

Langgeng Wisnu A.
Kepala Divisi Perbendaharaan Direktorat Keuangan
Head of Treasury Division of the Finance Directorate

Dasar Pengangkatan / Appointment Decree:
KD-338/DS101/
SM.04.01/11/2019

Retnaning Adisiwi
Manager UB Opaset Direktorat Bisnis
General Manager UB Opaset of Business Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/
SM.04.01/2021

Sonya Mamoriska Mulia H.
Kepala Pusat Perencanaan Strategis dan Manajemen Risiko
Head of Strategic Planning and Research Division of Business Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/
SM.04.01/2021

Ramlan Ue
Direktur PT Jasa Prima Logistik Bulog
Director of PT Jasa Prima Logistik Bulog

Dasar Pengangkatan / Appointment Decree:
KD-149/DS101/
SM.04.01/05/2019

Irfan Aziz Pleno Siregar
Kepala Divisi Hukum dan Kepatuhan Direktorat Human Capital
Head of Legal and Compliance Division of Human Capital Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/
SM.04.01/2021

Joko Suryono
Kepala Divisi Teknologi Informasi Direktorat Bisnis
Head of Information Technology Division of Business Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/
SM.04.01/2021

Mukhammad Agung Aulia
Direktur Utama PT Jasa Prima Logistik Bulog
President Director of PT Jasa Prima Logistik Bulog

Dasar Pengangkatan / Appointment Decree:
KD-321/DS101/SM.04.01/10/2020

Erni Rahmawati
Kepala Divisi Keuangan Direktorat Keuangan
Head of Finance Division of Finance Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/SM.04.01/2021

Sopran Kenedi
Kepala Divisi Manajemen Logistik Direktorat Supply Chain dan Pelayanan Publik
Head of Logistic Management Division of Supply Chain and Public Service Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/SM.04.01/2021

Kusmiawan
Kepala Divisi Penjualan Direktorat Bisnis
Head of Sales Division of Business Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/SM.04.01/2021

Suhardi
General Manager UB Jastasma Direktorat Bisnis
General Manager UB Jastasma of Business Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/SM.04.01/2021

Mochamad Yusuf Salahuddin
Kepala Divisi Pengembangan Bisnis dan Produk Direktorat Bisnis
Head of Product and Business Development Division of Business Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/SM.04.01/2021

Subali Agung Gunawan
Kepala Divisi Marketing Direktorat Bisnis
Head of Marketing Division of Business Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/SM.04.01/2021

Bowo Kristiyono
Kepala SPI Regional III Kantor Pusat Satuan Pengawasan Intern
Head of SPI Regional III Internal Control Unit Headquarter

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/SM.04.01/2021

Yudy Prakasa Yudha
General Manager UB BULOG Sentra Niaga Direktorat Bisnis
General Manager UB BULOG Sentra Niaga of Business Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/SM.04.01/2021

Arjun Ansol Siregar
Kepala Corporate University
Head of Corporate University

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/SM.04.01/2021

Rudi Amran
Kepala Divisi Pengadaan Barang dan Jasa Direktorat Human Capital
Head of Product and Service Procurement of Human Capital Directorate

Dasar Pengangkatan / Appointment Decree:
KD-321/DS101/SM.04.01/10/2020

Djoni Nur Ashari. H
Kepala Divisi Manajemen Organisasi Direktorat Human Capital
Head of Change Management Division of Human Capital Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/SM.04.01/2021

Epi Sulandari
Kepala Divisi Perencanaan Operasional dan Pelayanan Publik Direktorat Supply Chain dan Pelayanan Publik
Head of Operational Planning and Public Service of Supply Chain and Public Service Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/SM.04.01/2021

Siti Kuwati
Kepala Divisi SDM Direktorat Human Capital
Head of Human Resources Division of Human Capital Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/SM.04.01/2021

Ihsan
Direktur PT Gendhis Multi Manis
Director of PT Gendhis Multi Manis

Dasar Pengangkatan / Appointment Decree:
KD-131/DS101/SM.04.01/04/2019

Eka Susia Justika
Kepala Divisi Akuntansi Direktorat Keuangan
Head of Accounting Division of Finance Directorate

Dasar Pengangkatan / Appointment Decree:
KD-321/DS101/SM.04.01/10/2020

Nurman Susilo
General Manager UB Industri Direktorat Bisnis
General Manager UB Industri of Business Directorate

Dasar Pengangkatan / Appointment Decree:
KD-244/DS101/ SM.04.01/2021

Arwakhudin Widiarso
Kepala Divisi Umum Direktorat Human Capital
Head of General Affairs Division of Human Capital Directorate

Dasar Pengangkatan / Appointment Decree:
PD-15/DS000/09/2021

Budi Cahyanto
Kepala Divisi Pengadaan Komoditi Direktorat Supply Chain dan Pelayanan Publik
Head of Commodity Procurement Division of Supply Chain and Public Service Directorate

Dasar Pengangkatan / Appointment Decree:
KD -244/DS101/ SM.04.01/2021

Yayat Hidayat F.
Kepala Divisi Manajemen Mutu Direktorat Supply Chain dan Pelayanan Publik
Head of Quality Management Division of Supply Chain and Public Service Directorate

Dasar Pengangkatan / Appointment Decree:
KD -244/DS101/ SM.04.01/2021

Demografi Karyawan dan Pengembangan Kompetensi

Employee Demographics and Competency Development

Demografi Karyawan

Karyawan Perum BULOG terdiri dari karyawan berstatus tetap dan tidak tetap. Per 31 Desember 2021, jumlah karyawan Perum BULOG sebanyak 4.412 orang, mengalami penurunan 2,73% atau sebanyak 124 orang dari jumlah karyawan di tahun 2020 sebanyak 4.538 orang. Penurunan ini disebabkan oleh banyaknya jumlah karyawan yang memasuki Batas Usia Pensiun (BUP). Selain itu, perekrutan juga dilakukan dalam jumlah terbatas, sesuai dengan kebutuhan dan kemampuan perusahaan.

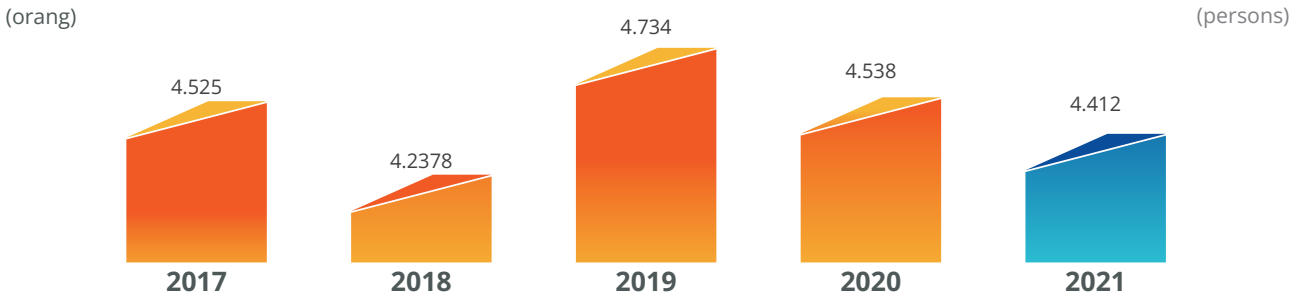
Perkembangan jumlah dan demografi karyawan Perum BULOG dalam kurun waktu 5 tahun dapat dilihat di bawah ini.

Employee Demographics

The employees of Perum BULOG consist of permanent and non-permanent employees. As of December 31, 2021, the number of employees of Perum BULOG was 4,412 people, a decrease of 2.73% or as many as 124 people from the number of employees in 2020 of 4,538 people. This decrease was due to the large number of employees entering the BUP (Retirement Age Limit). In addition, limited hiring is done in accordance with the demands and capabilities of the company.

The development of the number and demographics of Perum BULOG employees can be seen below.

Perkembangan Jumlah Karyawan Perum BULOG 2017-2021
Number of Perum BULOG's employees 2017-2021



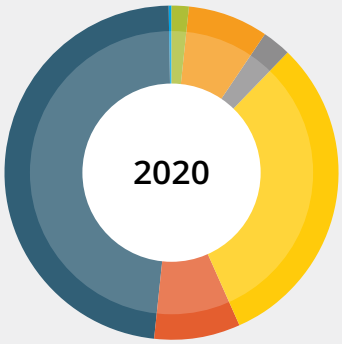
Komposisi Karyawan Berdasarkan Jenjang Jabatan (orang)

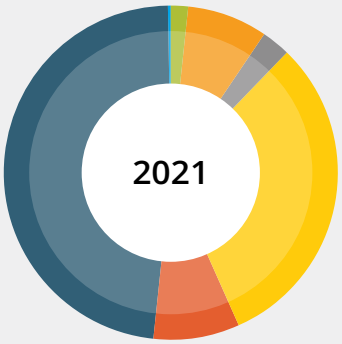
Employee Composition based on Position (persons)

Jenjang Jabatan Position Grade	2021				2020				Kenaikan (Penurunan) Increase (Decrease)	
	L M	P F	Jumlah Total	%	L M	P F	Jumlah Total	%	Selisih Differences	%
Jenjang Utama Main Grade	2	-	2	0,05	2	-	2	0,04	-	-
Jenjang I Grade I	66	16	82	1,86	68	13	81	1,78	1	1,22
Jenjang II Grade II	252	89	341	7,73	259	95	354	7,8	11	3,23
Jenjang III Grade III	87	35	122	2,77	83	32	115	2,53	7	5,74
Jenjang IV Grade IV	1.009	365	1.374	31,14	1.041	373	1.414	31,16	40	2,91
Jenjang V Grade V	357	9	366	8,30	361	13	374	8,24	8	2,19
Non Jenjang Non Grade	1.448	677	2.125	48,16	1.505	693	2.198	48,44	73	3,44
Jumlah Total	3.221	1.191	4.412	100,00	3.319	1.219	4.538	100,00	(126)	2,86

L = Laki-laki / P = Perempuan
M = Male / F = Female

(%)	2020	2021
Jenjang Utama Main Grade	0,04	0,05
Jenjang I Grade I	1,78	1,86
Jenjang II Grade II	7,8	7,73
Jenjang III Grade III	2,53	2,77
Jenjang IV Grade IV	31,16	31,14
Jenjang V Grade V	8,24	8,30
Non Jenjang Non Grade	48,44	48,16





Sebagian besar karyawan Perum BULOG berada pada Non Jenjang, yaitu pelaksana dan petugas, antara lain kasir, sekretaris, koordinator lapangan, petugas kas, petugas absensi, jurtim, kerani, admin gudang, petugas perawatan, petugas admin, petugas persediaan, petugas distribusi, petugas operasional, petugas penyimpanan, petugas administrasi, petugas penjualan, dan petugas keuangan. Terdapat penurunan cukup signifikan pada karyawan pada Non Jenjang, dimana hal tersebut terjadi karena terdapat karyawan yang memasuki Batas Usia Pensiun (BUP), meninggal dunia, dan mengundurkan diri dari Perusahaan.

Most of the employees of Perum BULOG fall into Non Grade category, namely implementers and officers, including cashiers, secretaries, field coordinators, desk clerks, attendance officers, weigher, clerks, warehouse admins, maintenance officers, admin officers, inventory officers, distribution officers, operation officers, depository, administrative, sales, and financial officers. There is a significant decrease in number of employees at Non Grade level, because there are employees who passed the Retirement Age Limit (BUP), passed away, and resigned from the Company.

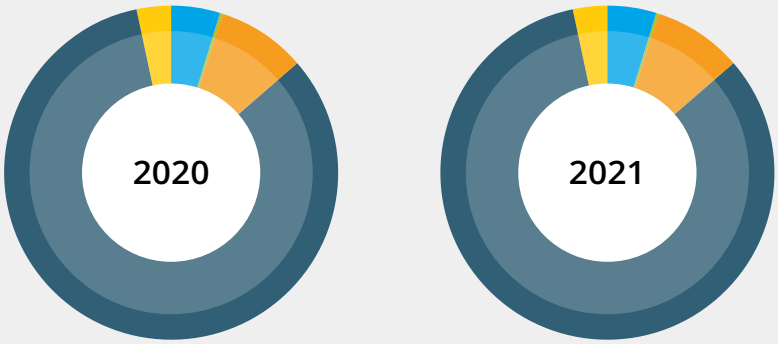
Komposisi Karyawan Berdasarkan Status Karyawan (orang)

Employee Composition based on Employment Status (persons)

Status Karyawan Employment Status	**2021**				**2020**				**Kenaikan (Penurunan)** Increase (Decrease)	
	L M	**P** F	**Jumlah** Total	%	**L** M	**P** F	**Jumlah** Total	%	**Selisih** Differences	%
Kategori I Category I	117	22	139	3,15	173	42	215	4,74	(76)	(35,35)
Kategori II Category II	8	3	11	0,25	14	3	17	0,37	(6)	(35,29)
Kategori III Category III	214	148	362	8,20	231	155	386	8,51	(24)	(6,22)
Kategori IV Category IV	2.877	1.013	3.890	88,17	2.792	979	3.771	83,10	119	3,16
TKWT	5	5	10	0,23	109	40	149	3,28	(139)	(93,29)
Jumlah Total	3.221	1.191	4.412	100,00	3.319	1.219	4.538	100,00	(126)	(2,78)

L = Laki-laki / P = Perempuan
M = Male / F = Female

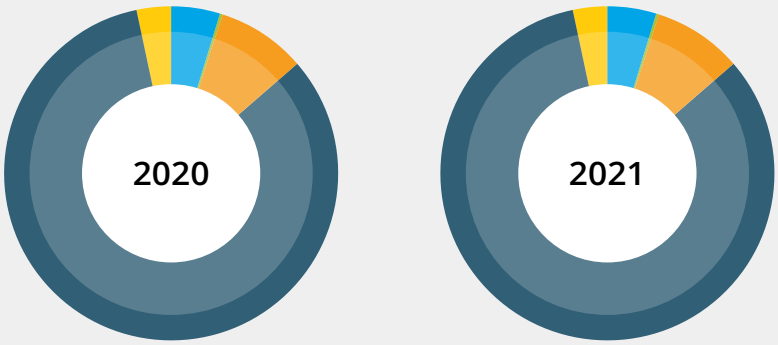
(%)	2020	2021
Kategori I Category I	4,74	3,15
Kategori II Category II	0,37	0,25
Kategori III Category III	8,51	8,20
Kategori IV Category IV	83,10	88,17
TKWT	3,28	0,23



Sebagian besar karyawan Perum BULOG merupakan karyawan Kategori IV, yaitu karyawan BUMN. Terdapat penurunan yang cukup signifikan pada karyawan dengan kategori TKWT karena sebagian besar karyawan TKWT telah diangkat menjadi calon karyawan dan karyawan tetap Perum BULOG sesuai dengan hasil penilaian dan evaluasi kinerja masing-masing.

Most of the employees of Perum BULOG fall into Category IV employees, which is employees of SOE. There is a significant decrease in number of employees in the TKWT category because most of the TKWT employees have been appointed as prospective employees and permanent employees of Perum BULOG as a result of their respective performance assessments and evaluations.

(%)	2020	2021
Kategori I Category I	4,74	3,15
Kategori II Category II	0,37	0,25
Kategori III Category III	8,51	8,20
Kategori IV Category IV	83,10	88,17
TKWT	3,28	0,23



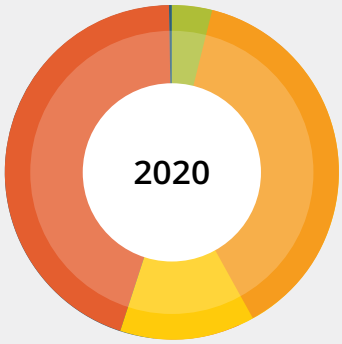
Komposisi Karyawan Berdasarkan Tingkat Pendidikan (orang)

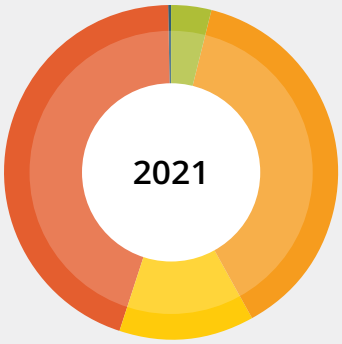
Employee Composition based on Education (persons)

Tingkat Pendidikan Education	2021				2020				Kenaikan (Penurunan) Increase (Decrease)	
	L M	P F	Jumlah Total	%	L M	P F	Jumlah Total	%	Selisih Differences	%
Strata 3 Doctorate	1	1	2	0,05	2	1	3	0,07	(1)	(33,33)
Strata 2 Postgraduate	105	67	172	3,90	108	68	176	3,88	(4)	(2,27)
Strata 1 Undergraduate	1.147	531	1.678	38,03	1.176	539	1.715	37,79	(37)	(2,16)
Diploma	325	260	585	13,26	333	264	597	13,16	(12)	(2,01)
SMA/SMK High School	1.641	332	1.973	44,72	1.698	347	2.045	45,06	(72)	(3,52)
SMP Junior High School	1	-	1	0,02	1	-	1	0,02	-	-
SD Primary School	1	-	1	0,02	1	-	1	0,02	-	-
Jumlah Total	3.221	1.191	4.412	100,00	3.319	1.219	4.538	100,00	(126)	(2,78)

L = Laki-laki / P = Perempuan
M = Male / F = Female

(%)	2020	2021
Strata 3 Doctorate	0,07	0,05
Strata 2 Postgraduate	3,88	3,90
Strata 1 Undergraduate	37,79	38,03
Diploma	13,16	13,26
SMA/SMK High School	45,06	44,72
SMP Junior High School	0,02	0,02
SD Primary School	0,02	0,02





Berdasarkan latar belakang pendidikan, karyawan Perum BULOG didominasi oleh karyawan dengan latar belakang pendidikan SMA/ SMK dan Strata 1/Sarjana. Hal ini disebabkan karena Perusahaan melakukan perekrutan dengan kualifikasi minimal pendidikan SMA/ SMK dengan tujuan penempatan kegiatan operasional seperti di gudang, pemasaran/penjualan serta kegiatan teknis administratif (clerical), sementara perekrutan dengan kualifikasi Sarjana (S1) ditujukan untuk pemenuhan kebutuhan karyawan dengan kemampuan managerial baik di lapangan maupun di kantor. Seluruh kategori latar belakang pendidikan karyawan mengalami penurunan karena karyawan yang memasuki Batas Usia Pensiun (BUP) dan beberapa karyawan yang mengundurkan diri.

Based on educational background, the employees of Perum BULOG are dominated by high school/vocational school and undergraduate education backgrounds. This is due to the Company's recruitment with minimum qualification of high school/vocational education for placement in operational activities such as in warehouses, marketing/sales as well as administrative (clerical), while recruitment with minimum qualification of undergraduate education was intended to meet the requirement of employees with managerial skills both in office and in the field. There is a decrease in the number of employees in all categories due to a number of employees which passed the Retirement Age Limit (BUP) and some employees resigned.

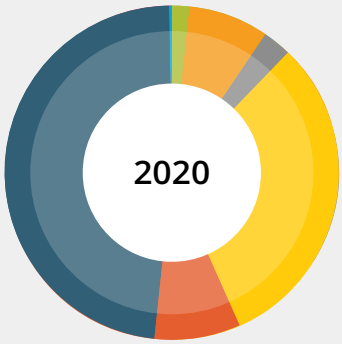
Komposisi Karyawan Berdasarkan Usia
(orang)

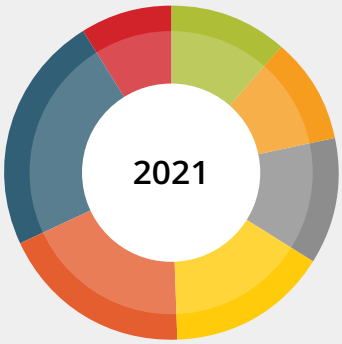
Employee Composition based on Age
(persons)

Rentang Usia Age Range	2021				2020				Kenaikan (Penurunan) Increase (Decrease)	
	L M	P F	Jumlah Total	%	L M	P F	Jumlah Total	%	Selisih Differences	%
≥ 56 tahun ≥ 56	3	1	4	0,09	4	3	7	0,15	(3)	(42,86)
51-55 tahun 51-55	395	104	499	11,31	373	106	479	10,56	20	4,18
46-50 tahun 46-50	386	76	462	10,47	407	88	495	10,91	(33)	(6,67)
41-45 tahun 41-45	412	119	531	12,04	423	101	524	11,55	7	1,34
36-40 tahun 36-40	495	190	685	15,55	438	174	612	13,49	73	11,93
31-35 tahun 31-35	659	162	821	18,61	712	174	886	19,52	(65)	(7,34)
26-30 tahun 26-30	612	410	1.022	23,16	593	374	967	21,31	55	5,69
≤ 25 tahun ≤ 25	259	129	388	8,79	369	199	568	12,52	(180)	(31,69)
Jumlah Total	3.221	1.191	4.412	100,00	3.319	1.219	4.538	100,00	(126)	(2,78)

L = Laki-laki / P = Perempuan
M = Male / F = Female

(%)	2020	2021
≥ 56 tahun ≥ 56	0,15	0,09
51-55 tahun 51-55	10,56	11,31
46-50 tahun 46-50	10,91	10,47
41-45 tahun 41-45	11,55	12,04
36-40 tahun 36-40	13,49	15,55
31-35 tahun 31-35	19,52	18,61
26-30 tahun 26-30	21,31	23,16
≤ 25 tahun ≤ 25	12,52	8,79





Seperti terlihat pada tabel di atas, karyawan Perum BULOG didominasi oleh yang berusia pada rentang 26-30 tahun dan 31-35 tahun. Hal ini menunjukkan potensi perkembangan Perum BULOG di masa depan yang diisi oleh talenta-talenta muda. Terdapat kenaikan jumlah karyawan pada rentang usia 26-30 tahun; di sisi lain terdapat penurunan signifikan jumlah karyawan dengan usia di bawah 25 tahun.

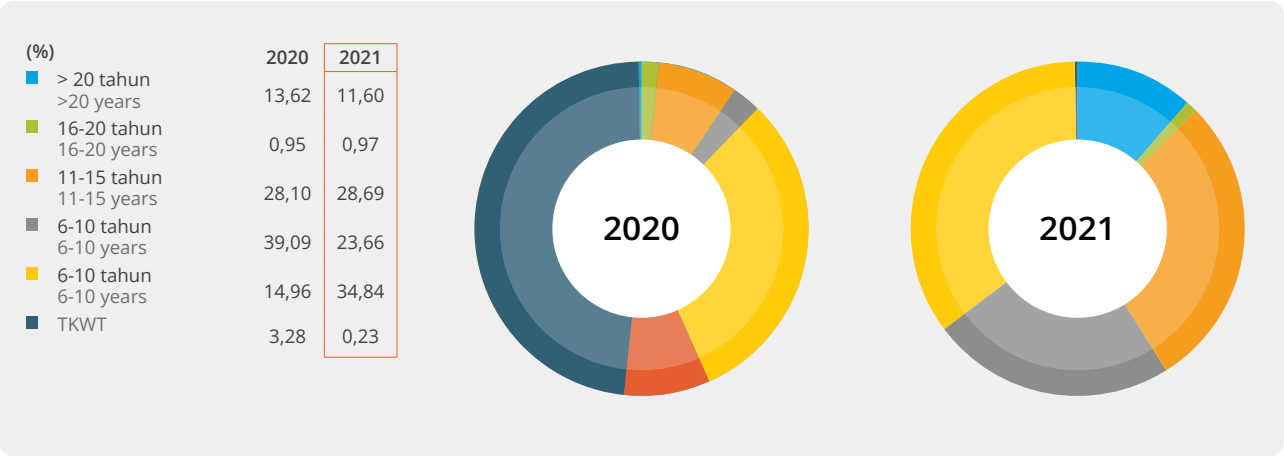
As shown in the table above, the employees of Perum BULOG are dominated by those aged between 26-30 years and 31-35 years. This shows the potential for the development of Perum BULOG in the future which is filled with young talents. There is an increase in the number of employees in the age range of 26-30 years; on the other hand, there was a significant decrease in the number of employees under 25 years.

Komposisi Karyawan Berdasarkan Masa Kerja (orang)

Employee Composition based on Tenure (persons)

Rentang Masa Kerja Tenure	2021				2020				Kenaikan (Penurunan) Increase (Decrease)	
	L M	P F	Jumlah Total	%	L M	P F	Jumlah Total	%	Selisih Differences	%
> 20 tahun >20 years	339	173	512	11,60	418	200	618	13,62	(106)	(17,15)
16-20 tahun 16-20 years	21	22	43	0,97	21	22	43	0,95	-	-
11-15 tahun 11-15 years	989	277	1.266	28,69	998	277	1.275	28,10	(9)	(0,71)
6-10 tahun 6-10 years	925	119	1.044	23,66	1.322	452	1.774	39,09	(730)	(41,15)
≤ 5 tahun ≤ 5 years	942	595	1.537	34,84	451	228	679	14,96	858	126,36
TKWT	5	5	10	0,23	109	40	149	3,28	(139)	(93,29)
Jumlah Total	3.221	1.191	4.412	100,00	3.319	1.219	4.538	100,00	(126)	(2,78)

L = Laki-laki / P = Perempuan
M = Male / F = Female



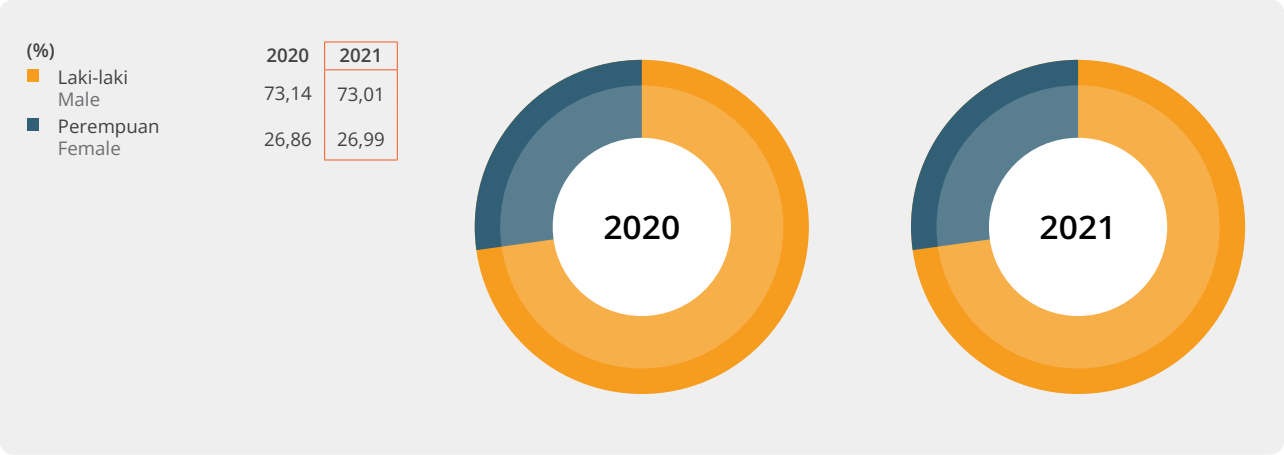
Jika dilihat dari tabel di atas, karyawan Perum BULOG didominasi oleh karyawan yang memiliki masa kerja 5-10 tahun dan 10-15 tahun. Terdapat penurunan yang cukup signifikan pada jumlah karyawan yang memiliki masa kerja TKWT karena para karyawan tersebut telah diangkat menjadi calon karyawan dan karyawan tetap, sehingga masuk ke dalam kategori karyawan dengan masa kerja < 5 tahun.

As shown in the table above, the employees of Perum BULOG are dominated by employees with 5-10 years and 10-15 years of service. There is a significant decrease in the number of TKWT employees because the employees has been appointed as prospective employees and permanent employees, so that they are included in the category of employees < 5 years tenure.

Komposisi Karyawan Berdasarkan Gender/Jenis Kelamin (orang)

Employee Composition based on Gender (persons)

Gender	2021		2020		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah Total	Komposisi (%) Composition (%)	Jumlah Total	Komposisi (%) Composition (%)	Selisih Differences	Persentase (%) Percentage (%)
Laki-laki Male	3.221	73,01	3.319	73,14	(98)	(2,95)
Perempuan Female	1.191	26,99	1.219	26,86	(28)	(2,30)
Jumlah Total	4.412	100,00	4.538	100,00	(126)	(2,78)



Berdasarkan gender atau jenis kelamin, karyawan Perum BULOG didominasi oleh karyawan laki-kaki. Meskipun demikian, Perusahaan menjamin kesempatan dan kesetaraan yang sama bagi laki-laki dan perempuan sesuai dengan kompetensi yang dimilikinya untuk mengembangkan karier dan berkontribusi pada Perusahaan.

Based on gender, the employees of Perum BULOG are dominated by male employees. Nevertheless, the Company guarantees to give the same opportunity to male and female employees based on their competencies to develop careers and contribute to the Company.

Pendidikan dan Pelatihan: Program Pengembangan Kompetensi Karyawan

Perum BULOG memberikan kesempatan yang sama bagi seluruh tiap individu pada masing-masing level untuk meningkatkan kompetensi dan mengembangkan dirinya dengan mempertimbangkan pemetaan kondisi dan kebutuhan SDM dalam jangka panjang. Pengelolaan karyawan yang ditangani oleh manajemen sumber daya manusia di Perum BULOG dititikberatkan pada upaya meningkatkan dan membentuk sumber daya manusia yang memiliki keunggulan dalam menghadapi tantangan perubahan dan mengantisipasi tuntutan *stakeholders*, serta mampu mendukung daya saing perusahaan secara berkesinambungan.

Education and Training: Employee Competencies Development Program

Perum BULOG provides equal opportunities for all individuals at each level to improve their competencies and develop themselves by considering the long term talent mapping. The employee management handled by human resources management at Perum BULOG is focused on improving and building excellent human resources to face the challenge of changes and to anticipate the demand of shareholders, as well as to support the company's competitiveness on an ongoing basis.

Berikut ini pelaksanaan pendidikan, pelatihan, dan sertifikasi yang telah dilakukan pada tahun 2021.

The following is the implementation of education, training, and certification that have been carried out in 2021.

Jenis Pendidikan/Pelatihan/Sertifikasi dan Komposisi Kepesertaan

Type of Education/Training/Certification and Composition of the Participants

Jenis Pendidikan/ Pelatihan/ Sertifikasi Type of Education/ Training/Certification	Tujuan Pendidikan/ Pelatihan/ Sertifikasi Objective of Education/ Training/Certification	Level Jabatan yang Mengikuti Pendidikan/Pelatihan/Sertifikasi Position Level of Education/Training/ Certification Participants	Komposisi Karyawan yang Telah Mengikuti Pendidikan/ Pelatihan/ Sertifikasi Composition of Education/ Training/Certification Participants
Diklat Penguatan dan Peningkatan di Lingkungan Direktorat Human Capital Training of Enforcement and Improvement in the Human Capital Directorate			
Diklat bidang SDM dan Umum Human Resources and General Training	Memberikan pemahaman dan wawasan tentang Manajemen SDM, General affair, dan hukum Provide understanding and insight into HR Management, General affairs and law	• Jenjang Utama = 0 orang, 0% • Jenjang I = 2 orang, 2,44% • Jenjang II = 35 orang, 10,36% • Jenjang III = 7 orang, 6,14% • Jenjang IV = 437 orang, 31,44% • Jenjang V = 8 orang, 2,19% • Non-Jenjang = 89 orang, 4,19% • Main Grade = 0 person, 0% • Grade I = 2 persons, 2.44% • Grade II = 35 persons, 10.36% • Grade III = 7 persons, 6.14% • Grade IV = 437 persons, 31.44% • Grade V = 8 persons, 2.19% • Non- Grade = 89 persons, 4.19%	Total 773 orang atau 17,50% dari jumlah keseluruhan karyawan Total 773 employees or 17.50% of total employees

Jenis Pendidikan/ Pelatihan/ Sertifikasi Type of Education/ Training/Certification	**Tujuan Pendidikan/ Pelatihan/ Sertifikasi** Objective of Education/ Training/Certification	**Level Jabatan yang Mengikuti Pendidikan/Pelatihan/Sertifikasi** Position Level of Education/Training/ Certification Participants	**Komposisi Karyawan yang Telah Mengikuti Pendidikan/ Pelatihan/ Sertifikasi** Composition of Education/ Training/Certification Participants
Diklat bidang leadership Leadership Training	Memberikan pemahaman dan wawasan tentang kepemimpinan Provide understanding and insight into leadership.	• Jenjang Utama = 0 orang, 0% • Jenjang I = 0 orang, 0% • Jenjang II = 92 orang, 27,22% • Jenjang III = 23 orang, 20,18% • Jenjang IV = 37 orang, 2,66% • Jenjang V = 0 orang, 0% • Non-Jenjang = 0 orang, 0% • Main Grade = 0 person, 0% • Grade I = 0 person, 0% • Grade II = 92 persons, 27.22% • Grade III = 23 persons, 20.18% • Grade IV = 37 persons, 2.66% • Grade V = 0 person, 0% • Non- Grade = 0 person, 0%	Total 152 orang atau 3,44% dari jumlah keseluruhan karyawan Total 152 employees or 3.44 % of total employees
Orientasi dan Prajabatan Orientation and Onboarding	Memberikan pemahaman dan wawasan tentang kebulogan dan proses bisnis perusahaan secara umum Provide understanding and insight about Perum BULOG and the company's business processes in general.	Non-Jenjang = 391 orang, 18,40% Non- Grade = 391 persons, 18.40%	Total 391 orang atau 8,85% dari jumlah keseluruhan karyawan Total 391 employees or 8.85% of total employees
Diklat Penguatan dan Peningkatan di lingkungan Direktorat Keuangan Training of Enforcement and Improvement in the Finance Directorate			
Diklat bidang Keuangan Finance Training	Memberikan pemahaman dan wawasan tentang perencanaan anggaran, treasury management, serta akuntansi dan perpajakan Provide understanding and insight into budget planning, treasury management as well as accounting and taxation	• Jenjang Utama = 0 orang, 0% • Jenjang I = 1 orang, 1,22% • Jenjang II = 4 orang, 1,18% • Jenjang III = 0 orang, 0% • Jenjang IV = 184 orang, 13,24% • Jenjang V = 1 orang, 0,27% • Non-Jenjang = 73 orang, 3,44% • Main Grade = 0 person, 0% • Grade I = 1 person, 1.22% • Grade II = 4 persons, 1.18% • Grade III = 0 person, 0% • Grade IV = 184 persons, 13.24% • Grade V = 1 person, 0.27% • Non- Grade = 73 persons, 3.44%	Total 424 orang atau 9,60% dari jumlah keseluruhan karyawan Total 424 employees or 9.60% of total employees

Jenis Pendidikan/ Pelatihan/ Sertifikasi Type of Education/ Training/Certification	Tujuan Pendidikan/ Pelatihan/ Sertifikasi Objective of Education/ Training/Certification	Level Jabatan yang Mengikuti Pendidikan/Pelatihan/Sertifikasi Position Level of Education/Training/ Certification Participants	Komposisi Karyawan yang Telah Mengikuti Pendidikan/ Pelatihan/ Sertifikasi Composition of Education/ Training/Certification Participants
Diklat Penguatan dan Peningkatan di lingkungan Direktorat Bisnis Training of Enforcement and Improvement in the Business Directorate			
Diklat Bidang Komersial Commercial Training	Memberikan pemahaman dan wawasan tentang bisnis, pemasaran, dan penjualan Provides understanding and insight into business, marketing and sales	• Jenjang Utama = 2 orang, 100% • Jenjang I = 107 orang, 130,49% • Jenjang II = 278 orang, 82,25% • Jenjang III = 64 orang, 56,14% • Jenjang IV = 665 orang, 47,84% • Jenjang V = 41 orang, 11,23% • Non-Jenjang = 407 orang, 19,15% • Eksternal = 61 orang • Main Grade = 2 persons, 100% • Grade I = 107 persons, 130.49% • Grade II = 278 persons, 82.25% • Grade III = 64 persons, 56.14% • Grade IV = 665 persons, 47.84% • Grade V = 41 persons, 11.23% • Non- Grade = 407 persons, 19.15% • External = 61 persons	Total 1.625 orang atau 36,80% dari jumlah keseluruhan karyawan Total 1,625 employees or 36.80% of total employees
Diklat Penguatan dan Peningkatan di lingkungan Direktorat Supply Chain dan Pelayanan Publik Training of Enforcement and Improvement in the Supply Chain and Public Service Directorate			
Diklat bidang Operasional dan Pelayanan Publik Operational and public services training	Memberikan pemahaman dan wawasan tentang pergudangan, perawatan komoditas, dan sales and operation planning. Provide understanding and insight into warehousing, commodity maintenance and sales & operation planning.	• Jenjang Utama = 0 orang,0% • Jenjang I = 0 orang, 0% • Jenjang II = 9 orang, 2,66% • Jenjang III = 0 orang, 0% • Jenjang IV = 573 orang, 41,22% • Jenjang V = 295 orang, 80,82% • Non-Jenjang = 98 orang, 4,61% • Main Grade = 0 person,0% • Grade I = 0 person, 0% • Grade II = 9 persons, 2.66% • Grade III = 0 person, 0% • Grade IV = 573 persons, 41.22% • Grade V = 295 persons, 80.82% • Non- Grade = 98 persons, 4.61%	Total 976 orang atau 22,10% dari jumlah keseluruhan karyawan Total 976 employees or 22.10% of total employees
Diklat bidang Pengadaan Procurement Training	Memberikan pemahaman dan wawasan tentang Pengadaan komoditas, barang dan jasa Provide understanding and insight about the Procurement of commodities, goods and services	• Jenjang Utama = 0 orang, 0% • Jenjang I = 0 orang, 0% • Jenjang II = 12 orang, 3,55% • Jenjang III = 0 orang, 0% • Jenjang IV = 56 orang, 4,03% • Jenjang V = 0 orang, 0% • Non-Jenjang = 1 orang, 0,05% • Main Grade = 0 person, 0% • Grade I = 0 person, 0% • Grade II = 12 persons, 3.55% • Grade III = 0 person, 0% • Grade IV = 56 persons, 4.03% • Grade V = 0 person, 0% • Non- Grade = 1 person, 0.05%	Total 69 orang atau 1,56% dari jumlah keseluruhan karyawan Total 69 employees or 1.56% of total employees

Jenis Pendidikan/ Pelatihan/ Sertifikasi Type of Education/ Training/Certification	**Tujuan Pendidikan/ Pelatihan/ Sertifikasi** Objective of Education/ Training/Certification	**Level Jabatan yang Mengikuti Pendidikan/Pelatihan/Sertifikasi** Position Level of Education/Training/ Certification Participants	**Komposisi Karyawan yang Telah Mengikuti Pendidikan/ Pelatihan/ Sertifikasi** Composition of Education/ Training/Certification Participants
Diklat bidang non Direktorat Non directorate training	Memberikan pemahaman dan wawasan tentang audit, corporate secretary Provide understanding and insight on auditing, corporate secretary	• Jenjang Utama = 0 orang, 0% • Jenjang I = 0 orang, 0% • Jenjang II = 23 orang, 6,80% • Jenjang III = 10 orang, 8,77% • Jenjang IV = 54 orang, 3,88% • Jenjang V = 0 orang, 0% • Non-Jenjang = 21 orang, 0,99% • Main Grade = 0 person, 0% • Grade I = 0 person, 0% • Grade II = 23 persons, 6.80% • Grade III = 10 persons, 8.77% • Grade IV = 54 persons, 3.88% • Grade V = 0 person, 0% • Non- Grade = 21 persons, 0.99%	Total 117 orang atau 2,65% dari jumlah keseluruhan karyawan Total 117 employees or 2.65% of total employees
Diklat Eksternal External Training	Memberikan pemahaman, wawasan, dan kemampuan teknis tentang operasional, keuangan, dan manajemen SDM Provide understanding, insight and technical capabilities regarding operations, finance and HR management	• Jenjang Utama = 3 orang, 150% • Jenjang I = 5 orang, 6,10% • Jenjang II = 71 orang, 21,01% • Jenjang III = 7 orang, 6,14% • Jenjang IV = 113 orang, 8,13% • Jenjang V = 10 orang, 2,74% • Non-Jenjang = 78 orang, 3,67% • Main Grade = 3 persons, 150% • Grade I = 5 persons, 6.10% • Grade II = 71 persons, 21.01% • Grade III = 7 persons, 6.14% • Grade IV = 113 persons, 8.13% • Grade V = 10 persons, 2.74% • Non-Grade = 78 persons, 3.67%	Total 287 orang atau 6,50% dari jumlah keseluruhan karyawan Total 287 employees or 6.50% of total employees

Pada tahun 2021 Perusahaan merealisasikan biaya sebesar Rp3.490.342.870,- yang terdiri dari Diklat (pendidikan, pelatihan, seminar/*workshop*, *executive training* dan tugas belajar) dan Non Diklat. Jumlah ini mengalami kenaikan 0,1% dibandingkan tahun 2020, dan mampu menyerap anggaran tahun 2021 sebesar 25,73%. Hal ini disebabkan peralihan masa transisi pandemi covid-19 di Indonesia semakin membaik secara keseluruhan, sehingga pada semester akhir tahun 2021 beberapa kegiatan pembelajaran mulai dilakukan secara *hybrid* (*online* dan *offline*) dengan tetap memprioritaskan *training*/diklat/*workshop* yang paling dibutuhkan oleh perusahaan dan dengan memperhatikan efisiensi biaya.

In 2021 the Company spent Rp. Rp3,490,342,870, which consisted of Diklat (education, training, seminars/workshops, executive training and learning assignments) and Non Diklat. The number increased 0.1% compared to 2020, and was able to absorb the 2021 budget of 25.73%. Along with the improved pandemic responses in overall, in the second semester of 2021 several learning activities were carried out in a hybrid manner (online and offline) with priority given to training/education/workshop most needed by the Company and paying attention to cost efficiency.

	Realisasi Realization 2021 (Rp-juta) (Rp-million)	**Anggaran** Budget 2021 (Rp-juta) (Rp-million)	**Realisasi** Realization 2020 (Rp-juta) (Rp-million)	**Anggaran** Budget 2020 (Rp-juta) (Rp-million)	**Penyerapan Anggaran** Budget Absorption 2021 (%)	**Penyerapan Anggaran** Budget Absorption 2020 (%)	**Kenaikan Penurunan** Increase Decrease 2020-2021 (%)
	1	2	3	4	(1:2)	(3:4)	(3:1)
Biaya Pelatihan dan Pendidikan Training and Education Cost							
Diklat	3.407	13.356	2.478	9.224	25,51	26,86	
Non Diklat	83,2	206	8,6	320	40,27	2,70	
Jumlah Total	3.490	13.562	2.486	9.544	25,73	25,63	71,23

"Lebih lanjut tentang pengelolaan aspek ketenagakerjaan dapat dilihat pada bab Tanggung Jawab Sosial dan Lingkungan dalam Laporan Tahunan ini."

"More on the management of labor aspects can be seen in the Social and Environmental Responsibility chapter of this Annual Report."

Pendidikan dan/atau Pelatihan Dewan Pengawas, Direksi, serta Organ Pendukung Dewan Pengawas dan Direksi

Education and/or Training of the Board of Commissioners, Board of Directors, and the supporting organs

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Direksi Board of Directors				
M. Suyamto	Onboarding Directorship Program Angkatan 2 Onboarding Directorship Program Batch 2		Jakarta 9 Juni - 28 Juli 2021 Jakarta 9 June - 28 July 2021	Forum Human Capital Indonesia
Sekretaris Perusahaan Corporate Secretary				
Awaludin Iqbal	Webinar Executive Briefing untuk Risk Leaders "Strengthening Risk Culture: RL Roles In Effective Risk management Webinar Executive Briefing for Risk Leaders "Strengthening Risk Culture: RL Roles In Effective Risk management	• Brief Diagnostic of Risk Culture • The Key Role of Risk Leaders in Achieving Organizational Objectives: Perspectives of a C-Suite Headhunter & Board Member • Strategi Program dan Penguatan Budaya Risiko Perum BULOG Brief Diagnostic of Risk Culture The Key Role of Risk Leaders in Achieving Organizational Objectives: Perspectives of a C-Suite Headhunter & Board Member Program Strategy and Strengthening of BULOG's Risk Culture Culture	Jakarta, 31 Agustus 2021 Jakarta, 31 August 2021	BULOG CorpU
Satuan Pengawasan Intern/Audit Internal Internal Control Unit/Internal Audit				
Edhy Rizwan	Webinar Executive Briefing untuk Risk Leaders "Strengthening Risk Culture: RL Roles In Effective Risk management" Webinar Executive Briefing for Risk Leaders "Strengthening Risk Culture: RL Roles In Effective Risk management	• Brief Diagnostic of Risk Culture • The Key Role of Risk Leaders in Achieving Organizational Objectives: Perspectives of a C-Suite Headhunter & Board Member • Strategi Program dan Penguatan Budaya Risiko Perum BULOG Brief Diagnostic of Risk Culture The Key Role of Risk Leaders in Achieving Organizational Objectives: Perspectives of a C-Suite Headhunter & Board Member Program Strategy and Strengthening of BULOG's Risk Culture Culture	Jakarta, 31 Agustus 2021 Jakarta, 31 August 2021	BULOG CorpU
	Online Workshop	Standar Audit Internal & Kode Etik Profesi Internal Audit Standards & Professional Code of Ethics	Jakarta 9-10 September 2021	Yayasan Pendidikan Internal Audit
	Online Training	Qualified Internal Auditor (QIA) Tingkat Pra Manajerial Qualified Internal Auditor (QIA) Pre Managerial Level	Jakarta 11-16 Oktober 2021 Jakarta 11-16 October 2021	Yayasan Pendidikan Internal Audit
	Online Training	Qualified Internal Auditor (QIA) Tingkat Manajerial Qualified Internal Auditor (QIA) Managerial Level	Jakarta 22-30 November 2021	Yayasan Pendidikan Internal Audit

Informasi Pemilik Modal

Shareholder Information

Pemilik Modal Perum BULOG

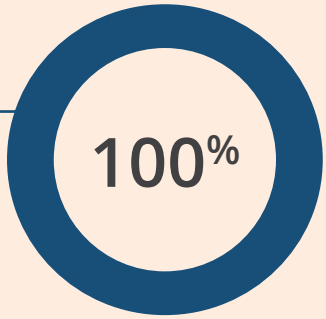
Sesuai dengan Peraturan Pemerintah No. 13 Tahun 2016 tentang Perusahaan Umum (PERUM) BULOG pasal 1 menyebutkan bahwa Perum BULOG adalah BUMN sebagaimana diatur dalam Undang-undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara, yang seluruh modalnya dimiliki negara berupa kekayaan negara yang dipisahkan dan tidak terbagi atas saham, yang menyelenggarakan usaha logistik pangan serta usaha lainnya yang dapat menunjang tercapainya maksud dan tujuan perusahaan.

Perum BULOG Shareholder

Based on Government Regulation No. 13 of 2016 concerning Public Company (PERUM) BULOG article 1, states that Perum BULOG is a SOE as regulated in Law no. 19 of 2003 concerning State-Owned Enterprises, whose capital is owned by the state in the form of state segregated assets and not divided into shares, which organizes food logistics business and other businesses that can support the achievement of the Company's purposes and objectives.

Komposisi Pemilik Modal Perum BULOG per 31 Desember 2021
Shareholder Composition of Perum BULOG as of December 31, 2021

Pemerintah Indonesia sepenuhnya atau 100,00% sebagai Pemilik Modal Perum BULOG
Government of the Republic of Indonesia owns 100% of Perum BULOG



Sesuai dengan Peraturan Pemerintah No. 41 Tahun 2003 tentang Pelimpahan Kedudukan, Tugas dan Kewenangan Menteri Keuangan pada Perusahaan Persero (Persero), Perusahaan Umum (PERUM) dan Perusahaan Jawatan (PERJAN) kepada Menteri Negara Badan Usaha Milik Negara, dan Undang-undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara beserta Lembaran Negara Republik Indonesia; maka Kuasa Pemilik Modal Perusahaan adalah Kementerian Badan Usaha Milik Negara (BUMN).

Based on Government Regulation No. 41 of 2003 concerning the Delegation of the Position, Duties and Authorities of the Minister of Finance on Companies (Persero), Public Companies (PERUM) and Service Companies (PERJAN) to the Minister for State-Owned Enterprises, and Law no. 19 of 2003 concerning State-Owned Enterprises and the State Gazette of the Republic of Indonesia; the Representation of the Company's Capital Owner is the Ministry of State-Owned Enterprises (SOE).

Informasi tentang Saham, Kepemilikan oleh Manajemen Kunci dan Daftar 20 Pemilik Modal Terbesar

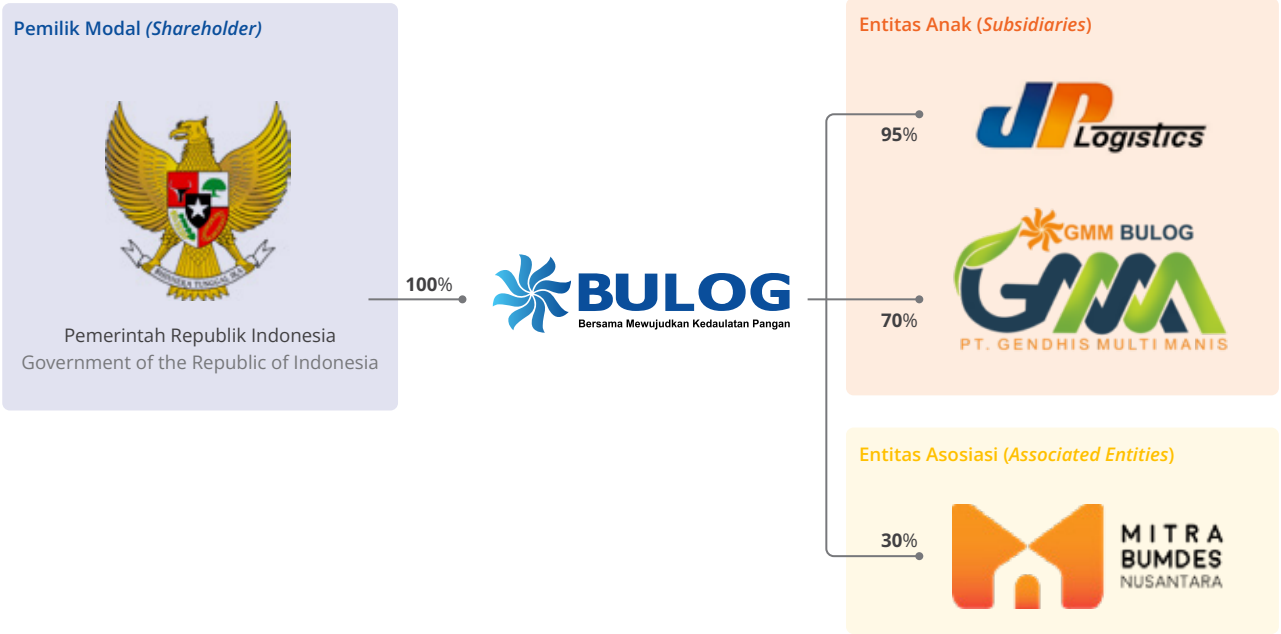
Sejak berdirinya hingga akhir tahun 2021, Perum BULOG berbentuk Perusahaan Umum dengan modal seluruhnya dimiliki Negara Republik Indonesia berupa kekayaan negara yang dipisahkan dan tidak terbagi atas saham. Dengan demikian, tidak terdapat informasi tentang Penawaran Umum Saham, kepemilikan oleh manajemen kunci dan/atau karyawan, maupun daftar 20 pemegang saham dan/atau pemilik modal terbesar selain daftar pemilik modal seperti yang telah disampaikan di atas.

Information on Share, Ownership of Key Management and List of 20 Largest Shareholders

Since its establishment until the end of 2021, Perum BULOG is in the form of a Public Company with the capital wholly owned by the Republic of Indonesia as state assets which are separated and not divided into shares. Accordingly, there is no information regarding the Public Offering of Shares, ownership by key management and/or employees, as well as a list of the 20 largest shareholders and/or owners of capital other than the list of shareholders as stated above.

Struktur Grup Dan Kelompok Usaha

Group Structure and Business Group



Daftar Entitas Anak, Entitas Asosiasi dan Ventura Bersama

List of Subsidiaries, Associated Entities, and Joint Venture

Nama Name	**Bidang Usaha** Line of Business	**Domisili** Domicile	**Tahun Berdiri** Established since	**Tahun Beroperasi Komersial** Commercially operate since	**Tahun Penyertaan Modal oleh Perum BULOG** Equity Participation by Perum BULOG since	**Kepemilikan oleh Perum BULOG** (%) Share ownership by Perum BULOG (%)		**Jumlah Aset** (Rp-juta) Total Aset (Rp-million)		**Status Operasi** Operation Status
						2021	**2020**	**2021**	**2020**	
Entitas Anak Subsidiaries										
PT Jasa Prima Logistik BULOG	Jasa angkutan Transportation services	DKI Jakarta	2013	2014	2013	95,00%	95,00%	578.525	649.439	Beroperasi Operating
PT Gendhis Multi Manis	Industri penghasil gula Sugar producing industry	Blora, Jawa Tengah	2010	2010	2016	70,00%	70,00%	777.953	838.859	Beroperasi Operating
Entitas Asosiasi Associated Entities										
PT Mitra Bumdes Nusantara	Meningkatkan perekonomian desa, perdagangan besar bahan makanan dan minuman hasil pertanian Improving the rural economy, wholesale trade of agricultural food and beverages	DKI Jakarta	2017	2017	2017	30,00%	30,00%	111.357	107.054	Beroperasi Operating

PT Jasa Prima Logistik BULOG

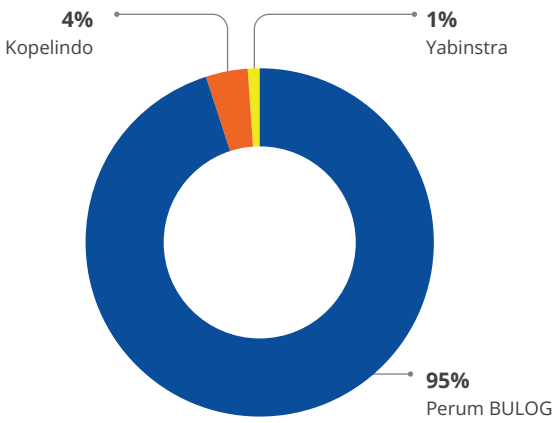
Entitas Anak / Subsidiary

Pada tahun 2013 Perum BULOG mendirikan anak usaha PT Jasa Prima Logistik BULOG (PT JPLB) dengan Akta Pendirian No. 46 melalui Notaris Muchlis Patahna, SH dan telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia No. AHU-12641.AH.01.01 tanggal 13 Maret 2013. PT JPLB bergerak dalam bidang usaha jasa pengangkutan barang, pergudangan dan pelayanan pengiriman kargo, jasa logistik dan angkutan serta usaha pendukung lainnya. Adapun kegiatan usaha Perusahaan utamanya adalah melaksanakan kegiatan usaha Jasa Angkutan dari Internal (Perum BULOG) maupun Eksternal (di luar Perum BULOG). Per 31 Desember 2021, PT JPLB memiliki jaringan usaha berupa 1 Kantor Pusat dan 26 Kantor Cabang.

In 2013 Perum BULOG established a subsidiary namely PT Jasa Prima Logistik BULOG (PT JPLB) based on Deed of Establishment No. 46 through Notary Muchlis Patahna, SH and has obtained approval from the Minister of Law and Human Rights No. AHU-12641.AH.01.01 dated March 13, 2013. PT JPLB engage in goods transportation services, warehousing and cargo delivery services, logistics and transportation services as well as other supporting businesses. The Company's main business activities are carrying out transportation services for Perum BULOG (internal) and outside Perum BULOG (external). As of December 31, 2021, PT JPLB has a business network of 1 Head Office and 26 Branch Offices.

Komposisi Kepemilikan PT JPLB

Shareholder Composition of PT JPLB



Alamat dan Kontak PT JPLB

PT JPLB Address and Contact Person

Jl. Jend. Gatot Subroto Kav. 49, Lt.3 Jakarta, 12950
Telp. +6221 5252209 ext. 1322
Faks. +6221 5252209 ext. 1322
Surel/*Email*: marketing@jplogistics.co.id
Situs web/*Website*: www.jplogistics.co.id

Manajemen PT JPLB

PT JPLB Management

Dewan Komisaris / *Board of Commissioners:*
Febby Novita
Purnomo Sinar Hadi
Kartika Nur Rakhman

Direksi / *Board of Directors:*
M. Agung Aulia
Ramlan UE

Kinerja Keuangan PT JPLB Financial Performance of PT JPLB	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Aset Assets	578.525	649.439	(70.914)	(10,92)
Liabilitas Liabilities	69.120	146.281	(77.161)	(52,75)
Ekuitas Equity	509.404	503.158	6.246	1,24
Pendapatan Revenue	666.702	915.100	(248.398)	(27,14)
Beban Usaha Operating Expense	78.361	83.762	(5.401)	(6,45)
Laba Setelah Pajak Profit After Tax	9.242	30.886	(21.644)	(70,08)
Total Laba Komprehensif Total Profit Comprehensive	9.334	30.755	(21.421)	(69,65)

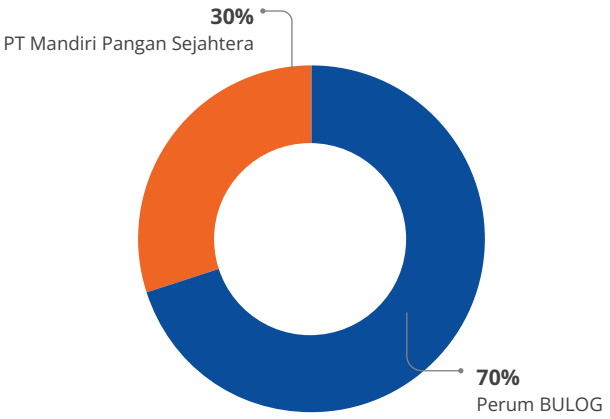
PT Gendhis Multi Manis

Entitas Anak / Subsidiary

Pada tahun 2016, Perum BULOG melakukan akuisisi terhadap PT Gendhis Multi Manis (PT GMM), yang telah berdiri sejak 15 Oktober 2010. PT GMM merupakan perusahaan di industri gula yang sudah mengoperasikan Pabrik Gula (PG) baru di Desa Tinapan, Kecamatan Todanan, Kabupaten Blora, Jawa Tengah, dengan kapasitas 4.000 *tons of cane per day* (TCD) dan 600 ton per hari untuk *raw sugar*. PG Blora adalah pabrik gula berbasis tebu pertama yang dibangun di Indonesia selama 32 tahun, sejak tahun 1982, dengan investasi kurang lebih sebesar Rp1,2 triliun dan dengan rancangan sistem yang ramah lingkungan. PG Blora berbasis kapasitas giling tebu 6.000 TCD dan perencanaan ekspansi sampai ke 8.000 TCD. Dengan rendemen tebu 7% - 8%, produksi gula pabrik Gendhis Multi Manis akan mencapai 50.000 ton per tahun.

In 2016, Perum BULOG acquired PT Gendhis Multi Manis (PT GMM), which was established in October 15, 2010. PT GMM engages in sugar industry that operates a new Sugar Factory (PG) in Tinapan Village, Todanan District, Blora Regency, Central Java, with a capacity of 4,000 tons of cane per day (TCD) and 600 tons per day for raw sugar. PG Blora is the first sugarcane-based sugar factory built in Indonesia for 32 years, since 1982, with an investment of approximately IDR 1.2 trillion and with an environmentally friendly system design. PG Blora has sugarcane milling capacity of 6,000 TCD and expansion plans up to 8,000 TCD. With a sugarcane yield of 7% - 8%, the sugar production of the Gendhis Multi Manis factory will reach 50,000 tons per year.

Komposisi Kepemilikan PT GMM
Shareholder Composition of PT GMM



Alamat dan Kontak PT GMM
PT GMM Address and Contact Person

Jl. Raya Kunduran-Tondanan Km. 7 Desa Tinapan, Kec. Todanan, Kab. Blora 58256, Jawa Tengah
Telp. (021) 5252209 Ext 1629 (Kantor Pusat)
Faks. +62 296 4319504
Surel/*Email*: gmm@bulog.co.id
Situs web/*Website*: www.gendhismultimanis.com

Manajemen PT GMM
PT GMM Management

Dewan Komisaris / *Board of Commissioners:*
Mokhamad Suyamto
Kusuma Soekasah
Edhy Rizwan

Direksi / *Board of Directors:*
Ihsan
Sri Emilia Mudiyanti
Krisna Murtiyanto

Kinerja Keuangan PT GMM Financial Performance of PT GMM	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Aset Assets	777.953	838.859	(60.906)	(7,26)
Liabilitas Liabilities	1.269.343	1.271.222	(1.879)	(0,15)
Defisiensi Modal – Neto Capital Deficiency - Net	(491.390)	(432.362)	(59.028)	(13,65)
Pendapatan Revenue	796.460	919.218	(122.758)	(13,35)
Beban Usaha Operating Expenses	69.832	96.636	(26.804)	(27,74)
Laba Setelah Pajak Profit After Tax	(59.554)	1.265	(60.819)	(4.807,83)
Total Laba Komprehensif Total Profit Comprehensive	(59.028)	907	(59.935)	(6.608,05)

PT Mitra BUMDes Nusantara

Entitas Asosiasi / Associated Entity

Pada tahun 2017, Perum BULOG membentuk Anak Perusahaan PT Mitra BUMDes Nusantara (PT MBN) dengan komposisi pemegang saham awal Perum BULOG 90% dan Kopelindo 10% sesuai Akta Pendirian No. 41 tanggal 4 April 2017 melalui notaris Otty Hari Chandra Ubayani, SH. Sesuai keputusan Kementerian BUMN selanjutnya susunan pemegang saham PT MBN diubah dengan beberapa BUMN strategis, dengan komposisi pemegang saham Perum BULOG (30%), PT Danareksa (Persero) (20%), PT Pertamina (Persero) (10%), PT Perusahaan Perdagangan Indonesia (Persero) (10%), PT Rajawali Nusantara Indonesia (Persero) (10%), PT Pupuk Indonesia (Persero) (10%), dan PT Perkebunan Nusantara III (Persero) (10%), sehingga PT MBN menjadi anak perusahaan beberapa BUMN tersebut. Penyertaan modal saham PT MBN akan ditingkatkan senilai Rp200 miliar. Tujuan pembentukan PT MBN adalah pemberdayaan ekonomi pedesaan yang berkeadilan.

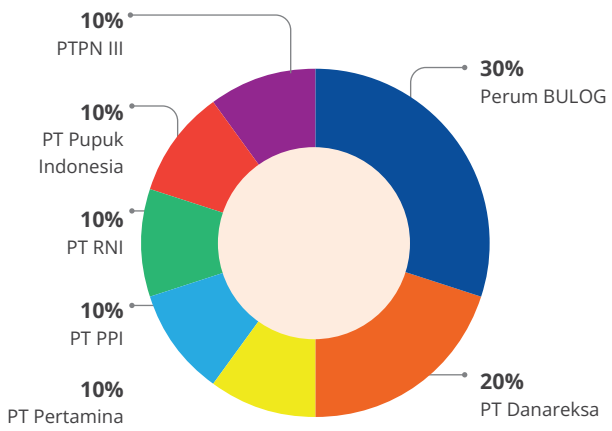
PT MBN akan mendirikan anak perusahaan PT Mitra BUMDes di tingkat Kabupaten (PT MBK) atau Desa (PT MBD) yang selanjutnya akan menjalin kerja sama bisnis dengan BUMDes. Sampai dengan tahun 2021, telah terbentuk 29 anak usaha yang bernaung di bawah PT MBN.

In 2017, Perum BULOG established a subsidiary PT Mitra BUMDes Nusantara (PT MBN) with the initial shareholder composition of Perum BULOG 90% and Kopelindo 10% based on the Deed of Establishment No. 41 dated April 4, 2017 through notary Otty Hari Chandra Ubayani, SH. In accordance with the decision of the Ministry of SOEs, the composition of the shareholders of PT MBN was changed to several strategic SOEs, with the composition of the shareholders of Perum BULOG (30%) PT Danareksa (Persero) (20%), PT Pertamina (Persero) (10%), PT Perusahaan Perdagangan Indonesia (Persero) (10%), PT Rajawali Nusantara Indonesia (Persero) (10%) PT Pupuk Indonesia (Persero) (10%) and PT Perkebunan Nusantara III (Persero) (10%), so that PT MBN became a subsidiary of the SOEs above. PT MBN's share capital investment will be increased by Rp200 billion. The purpose of establishing PT MBN is to empower a fair rural economy.

PT MBN will establish a subsidiary of PT Mitra BUMDes at Regency level (PT MBK) or Village level (PT MBD) which will then establish business cooperation with BUMDes. Until 2021, 29 subsidiaries have been formed under PT MBN.

Komposisi Kepemilikan PT MBN

Shareholder Composition of PT MBN



Alamat dan Kontak PT MBN

PT MBN Address and Contact Person

Jl. Proklamasi No. 29 Jakarta Pusat 10320, DKI Jakarta
Telp. (021) 21393278
Faks. (021) 21393278
Surel/*Email*: mbn@mitrabumdes.co.id
Situs web/*Website*: mitrabumdes.co.id

Manajemen PT MBN

PT MBN Management

Dewan Komisaris / *Board of Commissioners:*
Bagya Mulyanto
Indra Muda Salim
Romdin Azhar

Direksi / *Board of Directors:*
Wiyoto
Supriyanto
M. Drajad Asmara

Kinerja Keuangan PT MBN Financial Performance of PT MBN	**2021 (Rp-juta)** (Rp-million)	**2020 (Rp-juta)** (Rp-million)	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	**Persentase (%)** Percentage (%)
Aset Assets	111.357	107.054	4.303	4,02
Liabilitas Liabilities	19.258	7.757	11.500	148,25
Ekuitas Equity	92.100	99.296	(7.196)	(7,25)
Pendapatan Revenue	405.059	482.721	(77.662)	(16,09)
Beban Usaha Operating Expenses	16.294	15.290	1.004	6,57
Laba Setelah Pajak Profit After Tax	(7.641)	(3.079)	(4.562)	(148,16)
Total Laba Komprehensif Total Profit Comprehensive	(7.641)	(3.015)	(4.626)	(153,43)

Informasi tentang Kronologis Penerbitan dan Pencatatan Saham serta Kronologis Penerbitan dan Pencatatan Efek Lainnya

Information on the Chronology of Issuing and/or Listing of Share and Other Securities

Sejak berdirinya hingga akhir tahun 2021, Perum BULOG berbentuk Perusahaan Umum dengan modal seluruhnya dimiliki Negara Republik Indonesia berupa kekayaan negara yang dipisahkan dan tidak terbagi atas saham. Dengan demikian, tidak terdapat informasi terkait kronologis penerbitan dan pencatatan saham.

Perum BULOG juga tidak pernah menerbitkan efek yang diperdagangkan di bursa efek mana pun, sehingga tidak terdapat informasi terkait kronologis penerbitan dan pencatatan efek lainnya.

Since its establishment until the end of 2021, Perum BULOG is a Public Company whose capital is owned by the state in the form of state assets segregated and not divided into shares. Thus, there is no information related to the chronology of the issuance and listing of shares.

Perum BULOG has also never issued securities traded on any stock exchange, so there is no information related to the chronology of the issuance and listing of other securities.

Lembaga dan Profesi Penunjang

Supporting Institutions and Professions

Kantor Akuntan Publik Public Accounting Firm	
Kosasih, Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan (Crowe Indonesia) No. Registrasi: 854/KM.1/2015 Cyber 2 Tower Lt. 20 Unit D-E-F Jl. H.R Rasuna Said Blok X-5, Jakarta Selatan 12950, DKI Jakarta Telp. +6221 2553 9200 Faks. ++6221 2553 9298 Situs Web: www.crowe.id Bentuk Jasa: Audit Umum Laporan Keuangan Konsolidasian Tahun Buku 2021 Jasa Lainnya: - Periode Penugasan: 13 September 2021 s.d. 21 Februari 2022 Biaya: Rp1.238.500.000,-	Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan (Crowe Indonesia) Registration No.: 854/KM.1/2015 Cyber 2 Tower 20th Floor Unit D-E-F Jl. H.R Rasuna Said Blok X-5, Jakarta Selatan 12950, DKI Jakarta Phone. +6221 2553 9200 Fax. ++6221 2553 9298 Webiste: www.crowe.id Services: General Audit of Consolidated Financial Statement of Perum Bulog for Fiscal Year 2021 Other services:- Service Period: 13 September 2021 to 21 February 2022 Fee: Rp1,238,500,000
Akuntan Publik Public Accountant	
Dr. Nunu Nurdiyaman, CPA No. Izin: AP.0269 Bentuk Jasa: Termasuk dalam Kantor Akuntan Publik Biaya: Termasuk dalam biaya Kantor Akuntan Publik	Dr. Nunu Nurdiyaman, CPA Permit No.: AP.0269 Services: Included in the Public Accounting Firm Fee: Included in the Public Accounting Firm Fees

Penghargaan dan Sertifikasi

Awards and Certifications

Nama Penghargaan Award Name	**Tahun** Year	**Keterangan** Description	**Dokumentasi** Documentation
Top Official Store Award 2021	2021	Corporate	
Indonesia Digital PR Award 2021 - E-Awarding TOP Digital PR Award 2021	2021	Corporate	
The Indonesian Living Legend Companies 2021	2021	Corporate	
The Best GRC For Corporate Compliance - GRC Award 2021	2021	Corporate	
Corporate Branding PR Award 2021 in Pangan Corporate Branding PR Award 2021 in Food	2021	Corporate	
Perusahaan BUMN Aset Rp 25 Triliun Sampai Dengan Di Bawah Rp 50 Triliun – 10th Infobank Digital Brand Awards 2021 State-Owned Enterprise with Assets of IDR 25 Trillion to Below IDR 50 Trillion – 10th Infobank Digital Brand Awards 2021	2021	Corporate	
Berita Satu Public Leader Awards 2021	2021	Corporate	

Nama Penghargaan Award Name	**Tahun** Year	**Keterangan** Description	**Dokumentasi** Documentation
Best TJSL 2021 With Outstanding Community Environmental Greening Programs - Category Food and Fertilizer industry	2021	Corporate	
Brand Popularity - Food Category - 3rd BUMN Corporate Brand Awards 2021	2021	Corporate	
Brand Image - Food Category - 3rd BUMN Corporate Brand Awards 2021	2021	Corporate	
Social Economy Contribution - Food Category - 3rd BUMN Corporate Brand Awards 2021	2021	Corporate	
The Best Corporation Project For Food Logistic Industry - Digital Culture Excellence Award 2021	2021	Corporate	
The Best Corporate Marketing Performances – BUMN Branding & Marketing Award 2021	2021	Corporate	
Technology Enhancement – BUMN Branding & Marketing Award 2021	2021	Corporate	

Sertifikasi yang Masih Berlaku di Tahun 2021
Certifications Still Valid in 2021

Sertifikat ISO 9001:2015 tentang Sistem Manajemen Mutu
ISO 9001:2015 Certificate on Quality Management System

Deskripsi Sertifikasi: Sertifikasi ISO 9001:2015 untuk Sistem Manajemen Mutu pada "*Warehousing and Storage of Agricultural Commodity (such as: Rice and Raw Rice)*".
Lembaga yang Mengeluarkan Sertifikasi: Intertek dengan akreditasi Nasional dari KAN (Komite Akreditasi Nasional).
Masa Berlaku: 24 Juli 2021 S.d. 23 Juli 2024.

Description: ISO 9001:2015 Certification for Quality Management System on "Warehousing and Storage of Agricultural Commodity" (such as: Rice and Raw Rice)".
Issuing Institute: Intertek with National accreditation from National Accreditation Committee (KAN)
Validity Period: 24 July 2021 to 23 July 2024.

Sertifikat ISO 9001:2015 tentang Sistem Manajemen Mutu
ISO 9001:2015 Certificate on Quality Management System

Deskripsi Sertifikasi: Sertifikasi ISO 9001:2015 untuk Sistem Manajemen Mutu pada "*White Sugar Re-Packing*".
Lembaga yang Mengeluarkan Sertifikasi: IMS International dengan akreditasi Internasional dari IAF (International Accreditation Forum).
Masa Berlaku: 23 November 2021 s.d. 23 November 2023.

Description: ISO 9001:2015 Certification for Quality Management System on "White Sugar Re-Packing".
Issuing Institute: IMS International with International accreditation from the IAF (International Accreditation Forum).
Validity Period: 23 November 2021 to 23 November 2023.

Sertifikat ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan (SMAP)
ISO 37001:2016 Certificate on Anti-Bribery Management System (SMAP)

Deskripsi Sertifikasi: Procurement of Rice & On Farm, Other Food, and Goods & Services carried out by the Head Office and Regional Offices of DKI Jakarta & Banten.
Lembaga yang Mengeluarkan Sertifikasi: Komite Akreditasi Nasional (KAN).
Masa Berlaku: 9 November 2020 s.d. 9 November 2023

Description: Procurement of Rice & On Farm, Other Food, and Goods & Services carried out by the Head Office and Regional Offices of DKI Jakarta & Banten.
Issuing Institute: National Accreditation Committee (KAN)
Validity Period: 9 November 2020 to 9 November 2023

Informasi pada Situs Web Perusahaan

Information on the Company's Website

Perum BULOG memiliki situs web dengan alamat www.bulog.co.id sebagai situs web formal yang memuat seluruh informasi korporasi. Perum BULOG selalu berupaya menyempurnakan situs web tersebut secara berkala agar menjadi semakin informatif dan mudah untuk diakses oleh para pemangku kepentingan.

Situs web Perum BULOG juga memuat informasi mengenai praktik GCG yang telah diterapkan oleh Perum BULOG antara lain Struktur Organisasi dan Manajemen (memuat susunan terbaru dari Dewan Pengawas dan Direksi, dan struktur pemilik modal), *Core Values*, saluran pengaduan pelanggaran atau *Whistleblowing System* (WBS) maupun berbagai informasi publik yang dapat membantu masyarakat luas memahami kerangka dan metode kerja Perum BULOG.

Sesuai Undang-Undang No. 14 Tahun 2008 tentang Keterbukaan Informasi Publik, Perum BULOG wajib menyajikan informasi yang diperuntukkan bagi kepentingan publik. Untuk itu, Perum BULOG memberikan kesempatan kepada masyarakat luas untuk mengajukan permohonan informasi untuk data dan informasi yang dibutuhkan terkait pelaksanaan tugas yang dilakukan oleh Perum BULOG.

Perum BULOG has a website that can be accessed through www.bulog.co.id as a formal website that contains all corporate information. Perum BULOG always strives to improve the website on a regular basis to make it more informative and accessible to stakeholders.

The website also contains information on GCG practices that have been implemented by Perum BULOG, among others, Organizational Structure and Management (containing the latest composition of the Board of Commissioners and Board of Directors, and the structure of shareholders), Core Values, the whistleblowing system (WBS) as well as various public information that can help the public understand the framework and working methods of Perum BULOG.

According to Law No. 14 of 2008 concerning Public Information Disclosure, Perum BULOG is obliged to present information intended for the public interest. For this reason, Perum BULOG provides an opportunity for the wider community to submit requests for information for data and information needed related to the implementation of tasks carried out by Perum BULOG.

Mekanisme Permohonan Informasi
Information Request Mechanism

01

Pemohon Informasi mengajukan permintaan informasi kepada PPID (Bagian Hubungan dan Masyarakat), dengan mengisi formulir permohonan informasi publik dengan melampirkan fotokopi identitas pemohon melalui surat dan email/website.

Requester submits a request for information to PPID (Relationship and Community Section), by filling out a public information request form by attaching a photocopy of the requester's identity by letter and email/website.

02

Permintaan Permohonan Informasi Publik kemudian akan diproses oleh Bagian Hubungan Masyarakat dan Kelembagaan.

The request then processed by Public Relations and Institutional Section.

03

Kabag Hubungan Masyarakat dan Kelembagaan menyerahkan informasi sesuai dengan permohonan pemohon informasi. Jika informasi yang diminta termasuk kategori pengecualian, maka akan disampaikan alasan penolakan sesuai dengan peraturan yang berlaku.

The Public Relation and Institutional Section Head provide information as requested. If the information belongs to the exception category, the requester will be informed of the reason of the refusal according to the applicable regulations.

04

Penyampaian pemberitahuan secara tertulis kepada Pemohon Informasi Publik, paling lambat 14 (empat belas) hari kerja sejak diterimanya permintaan.

4. Information will be provided in written to the Requester, not later than 14 (fourteen) working days since the request is accepted.

VIVA

PiCK
Bateral
Luar Biasa
BOSS FOOD

BULOG
Bersama Mewujudkan Kedaulatan Pangan

04

Analisis dan Pembahasan Manajemen

Management Discussion and Analysis

Tinjauan Perekonomian dan Industri

Economy and Industry Review

KONDISI PEREKONOMIAN TAHUN 2021

Tahun 2021 diawali dengan optimisme pasca situasi dan kondisi di tahun 2020 akibat pandemi COVID-19, terutama karena masifnya program vaksin massal yang diharapkan dapat mendorong mobilitas masyarakat kembali normal. Namun, kemunculan varian baru Delta di pertengahan tahun 2021 kembali meningkatkan tensi ketidakpastian, yang menyebabkan koreksi perekonomian di berbagai negara. Dalam laporan *World Economic Outlook Update* edisi Oktober 2021 yang dirilis oleh International Monetary Fund (IMF), perekonomian dunia terkoreksi dari sebelumnya diproyeksikan tumbuh 6,0% pada triwulan II 2021 menjadi 5,9% pada triwulan III 2021; Tiongkok terkoreksi dari sebelumnya diproyeksikan tumbuh 8,1% pada triwulan II 2021 menjadi 8,0% pada triwulan III 2021, negara ASEAN-5 dari 4,3% pada triwulan II 2021 menjadi 2,9% pada triwulan III 2021. Sedangkan Amerika Serikat dan kawasan Eropa justru mengalami kenaikan.

Meskipun pada semester II 2021 berbagai negara mengalami koreksi pertumbuhan ekonomi ke bawah, pencapaian tersebut masih jauh di atas pertumbuhan ekonomi di tahun 2020. Mengutip laporan *World Economic Outlook Update* edisi Januari 2022, pertumbuhan perekonomian dunia di tahun 2021 secara keseluruhan mencapai 5,9%, jauh di atas tahun 2020 sebesar defisit 3,1%. Seluruh negara dan kawasan mencatatkan pertumbuhan perekonomian yang positif, berbanding terbalik dengan kondisi di tahun 2020. Hal ini menunjukkan pemulihan yang berangsur-angsur terjadi.

Dari laporan yang dirilis oleh Badan Pusat Statistik (BPS), di tengah situasi yang masih diliputi ketidakpastian, perekonomian Indonesia di sepanjang tahun 2021 berhasil tumbuh 3,69%, jauh membaik dari tahun 2020 di mana Indonesia mencatat pertumbuhan ekonomi defisit 2,07%. Dari sisi pengeluaran atau konsumsi, Ekspor dan Impor mampu tumbuh cukup mengagumkan hingga 29,83% dan 29,60% di sepanjang tahun 2021. Di sisi lain, Konsumsi Rumah Tangga sebagai penopang utama yang berkontribusi hingga 52,91% dari struktur PDB nasional berdasarkan pengeluaran hanya tumbuh 3,55%.

Minimnya pertumbuhan Konsumsi Rumah Tangga tak lepas dari kebijakan pembatasan kegiatan sosial yang masih dilakukan di tahun 2021, meskipun pertumbuhan minim ini jauh lebih baik dari kondisi di tahun 2020 di mana Konsumsi Rumah Tangga mencatat defisit 3,61%. Kondisi ini menggambarkan pola konsumsi masyarakat yang mulai berhati-hati dalam menghadapi situasi dan kondisi yang masih dibayang-bayangi ketidakpastian. Hal ini juga tercermin dari sektor perbankan. Per Desember 2021 pertumbuhan kredit perbankan melaju meninggalkan zona kontraksi, tumbuh sebesar 5,24%, jauh membaik dari kondisi di tahun 2020 di mana

2021 ECONOMIC CONDITION

The year 2021 begins with optimism after the COVID-19 pandemic-related circumstances in 2020, especially in light of the massive vaccination effort that is expected to enable people's mobility to return to normal. However, the emergence of the new Delta variant in mid-2021 once again caused uncertainty, which led to economic corrections in several countries. In the October 2021 edition of the World Economic Outlook Update released by the International Monetary Fund (IMF), the world economy has corrected from previously projected growth of 6.0% in the second quarter of 2021 to 5.9% in the third quarter of 2021; China has corrected from previously projected growth of 8.1% in the second quarter of 2021 to 8.0% in the third quarter of 2021, ASEAN-5 countries from 4.3% in the second quarter of 2021 to 2.9% in the third quarter of 2021. While the United States and the European region experienced an increase.

Even though in the second semester of 2021 several countries experienced downward corrections in economic growth, the achievement was still far above economic growth in 2020. Quoting the January 2022 edition of the World Economic Outlook Update report, world economic growth in 2021 as a whole reached 5.9%, far above the 2020 deficit of 3.1%. All countries and regions recorded positive economic growth, in contrast to conditions in 2020. This demonstrates a gradual recovery.

From a report released by the Central Statistics Agency (BPS), amidst a situation that is still filled with uncertainty, the Indonesian economy throughout 2021 managed to grow 3.69%, much improved from 2020 where Indonesia recorded a deficit economic growth of 2.07%. From the expenditure or consumption side, exports and imports were able to grow quite impressively up to 29.83% and 29.60% throughout 2021. On the other hand, household consumption is the main pillar which contributes up to 52.91% of the national GDP structure based on spending grew only 3.55%.

The minimal growth in household consumption is closely related to the policy of social restriction in 2021, although this minimal growth is still far better than conditions in 2020 where household consumption recorded a deficit of 3.61%. This circumstance illustrates the consuming habits of people who are beginning to exercise caution while coping with uncertainty. The banking sector shows the same circumstance. As of December 2021, bank credit growth accelerated beyond the contraction zone, growing by 5.24%, much improved from conditions in 2020 where disbursed credit growth recorded a deficit of 2.41%. This

pertumbuhan kredit yang disalurkan mencatat defisit 2,41%. Hal ini menunjukkan perekonomian yang mulai menggeliat dan keyakinan pelaku usaha untuk dapat menggerakkan kembali kegiatannya. Di sisi lain, simpanan Dana Pihak Ketiga (DPK) perbankan di tahun 2021 masih menunjukkan pertumbuhan, yang mencerminkan kehati-hatian masyarakat dalam melakukan konsumsinya. Hal ini juga tercermin dari meningkatnya kepercayaan masyarakat pada dana investasi, seperti di pasar modal. Sepanjang tahun 2021, Bursa Efek Indonesia (BEI) mencatatkan kenaikan Indeks Harga Saham Gabungan (IHSG) dengan penutupan di level 6.580,6, dibanding periode sama tahun lalu sebesar 5.240,9.

demonstrates how the economy is beginning to stretch and how the business actors are confident to resume their activities. On the other hand, banking Third Party Funds (DPK) deposits in 2021 still show growth, which reflects the caution of the public in consuming them. This is also reflected in the increasing public confidence in investment funds, such as in the capital market. Throughout 2021, the Indonesia Stock Exchange (IDX) recorded an increase in the Jakarta Composite Index (IHSG) by closing at 6,580.6, compared to the same period last year of 5,240.9.

Pertumbuhan yang minim dari Konsumsi Rumah Tangga berimbas pada stabilnya inflasi. Mengutip data BPS, inflasi Indeks Harga Konsumen (IHK) di tahun 2021 tetap rendah dan berada di bawah kisaran sasaran 3,0±1%. Inflasi IHK tahun 2021 tercatat sebesar 1,87%, sedikit di atas inflasi IHK tahun 2020 sebesar 1,68%. Stabilnya inflasi ini dipengaruhi oleh permintaan domestik yang belum menguat sebagai dampak pandemi COVID-19, pasokan yang memadai, dan sinergi regulator baik di tingkat pusat maupun daerah dalam menjaga kestabilan harga.

The minimal growth in household consumption resulted in stable inflation. Quoting BPS data, Consumer Price Index (CPI) inflation in 2021 will remain low and below the target range of 3.0 ± 1%. CPI inflation in 2021 was recorded at 1.87%, slightly above 2020 CPI inflation of 1.68%. This stable inflation is influenced by domestic demand which has not strengthened as a result of the COVID-19 pandemic, adequate supply, and regulatory synergy at both the central and regional levels in maintaining price stability.

Nilai tukar Rupiah terhadap Dolar AS juga menunjukkan statistik yang stabil. Rata-rata nilai tukar Rupiah terhadap Dolar AS di tahun 2021 sebesar Rp14.259 per Dolar AS, relatif menguat dibandingkan tahun 2020 dengan nilai tukar sebesar Rp14.525 per Dolar AS. Hal ini tak lepas dari faktor fundamental Indonesia, baik dalam mengelola krisis pandemi COVID-19 maupun menjaga stabilitas perekonomian di tengah kondisi penuh tantangan.

The Rupiah exchange rate against the US Dollar also shows stable statistics. The average Rupiah exchange rate against the US Dollar in 2021 was IDR 14,259 per US Dollar, relatively stronger compared to 2020 with an exchange rate of IDR 14,525 per US Dollar. This cannot be separated from Indonesia's fundamental factors, both in managing the COVID-19 pandemic crisis and maintaining economic stability amidst challenging conditions.

Masih menurut BPS, dari sisi Lapangan Usaha, sektor Jasa Kesehatan mencatat pertumbuhan Produk Domestik Bruto (PDB) tertinggi sebesar 12,16%, diikuti oleh Transportasi & Pergudangan dan Pengadaan Listrik & Gas yang masing-masing mencatat pertumbuhan 7,93% dan 7,81% secara *Year-on-Year* (YoY); hanya sektor Jasa Keuangan yang mencatat defisit 2,59% (YoY), sedangkan sektor lapangan usaha lainnya mencatat pertumbuhan yang bervariatif. Dari sisi komposisi, sektor Industri dan Perdagangan berkontribusi terbesar terhadap PDB nasional, dengan kontribusi masing-masing sebesar 18,80% dan 12,71%, serta pertumbuhan masing-masing sebesar 4,92% dan 5,56% (YoY).

Still according to BPS, in terms of Business Field, the Health Services sector recorded the highest Gross Domestic Product (GDP) growth of 12.16%, followed by Transportation & Warehousing and Electricity & Gas Procurement which recorded growth of 7.93% and 7.81% year-on-year (YoY), respectively; only the financial services sector recorded a deficit of 2.59% (YoY), while the other business sectors recorded varied growth. In terms of composition, the Industry and Trade sector contributed the most to national GDP, with contributions of 18.80% and 12.71% respectively, and growth of 4.92% and 5.56% (YoY) respectively.

PERKEMBANGAN BERAS DAN KOMODITAS TAHUN 2021

Komoditas Gabah dan Beras

Pantauan data BPS menunjukkan bahwa kondisi harga di sepanjang rantai pasok beras pada tahun 2021 mengalami penurunan jika dibandingkan harga pada tahun 2020. Jika memerhatikan tingkat produksi di tahun 2021 yang diprediksi lebih banyak dibanding tahun 2020 maka penurunan harga tersebut diperkirakan merupakan efek dari peningkatan ketersediaan di pasaran umum berpadu dengan penurunan daya beli masyarakat akibat pandemi COVID-19.

Pelemahan daya beli yang terjadi dari hilir yang kemudian efeknya bergerak hingga ke hulu. Kondisi demikian tidak ideal

DEVELOPMENT OF RICE AND COMMODITIES IN 2021

Grain and Rice Commodities

BPS data shows that price conditions along the rice supply chain in 2021 decreased compared to prices in 2020. Considering the production levels in 2021 which are predicted to be higher than in 2020, the price decrease is estimated to be the effect of increased availability in the market combined with a decline in people's purchasing power due to the COVID-19 pandemic.

The decline in purchasing power occurs at the downstream side and then the effect moves upstream. Such conditions are not

bagi keberlangsungan usaha tani dan pasokan pangan pokok karena memperkecil atau menutup arus pendapatan yang berpotensi menutup usaha tani.

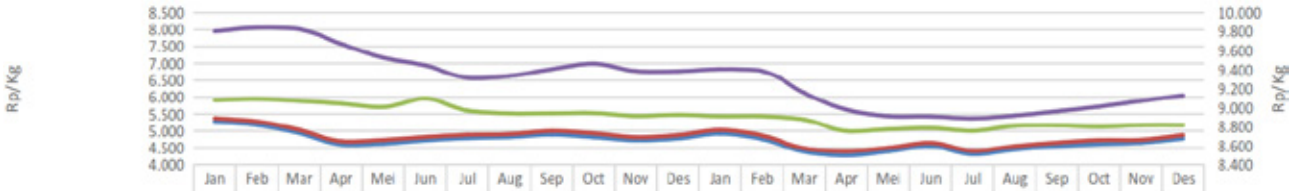
Di sepanjang tahun 2021 harga gabah dan beras di tingkat produsen bergerak dengan pola stabil dan pada titik yang lebih rendah dibanding tahun 2020. Meskipun muncul pola kenaikan harga di masa semester II tahun 2021 namun titik harganya masih berada di bawah tingkat harga waktu yang sama di tahun 2020. Terhadap hal tersebut maka perlu diwaspadai harga yang terbentuk ketika masuk masa puncak panen di bulan Maret-April 2022 karena rendahnya harga pasaran umum dapat mengakibatkan kenaikan kasus harga gabah di bawah HPP.

ideal for the sustainability of farming and staple food supplies because they reduce or block income streams which have the potential of causing farm closing.

Throughout 2021 the prices of grain and rice at the producer level move in a stable pattern and at a lower point compared to 2020. Even though a pattern of price increases emerged in the second half of 2021, the price point is still below the price level at the same time in 2020. Regarding this, it is important to keep an eye on prices in March–April 2022, when harvesting is at its peak, since low general market prices can result in an increase in the case of below the HPP grain.

Perkembangan Harga Gabah/Beras Produsen Nasional Periode 2020-2021 (Rp/Kg)

Development of Grain/Rice Prices for National Producers in 2020-2021 (Rp/Kg)



	2020												2021											
	Jan	Feb	Mar	Apr	Mei	Jun	Jul	Aug	Sep	Oct	Nov	Des	Jan	Feb	Mar	Apr	Mei	Jun	Jul	Aug	Sep	Oct	Nov	Des
GKP Petani	5.273	5.176	4.936	4.600	4.623	4.720	4.788	4.818	4.891	4.815	4.722	4.776	4.921	4.758	4.385	4.275	4.398	4.546	4.311	4.448	4.548	4.608	4.650	4.773
GKP di Penggilingan	5.371	5.276	5.030	4.692	4.730	4.819	4.883	4.905	4.996	4.928	4.815	4.875	5.026	4.863	4.481	4.398	4.498	4.645	4.408	4.545	4.649	4.725	4.735	4.876
GKG di Penggilingan	5.911	5.944	5.888	5.808	5.707	5.958	5.601	5.516	5.519	5.527	5.440	5.476	5.432	5.431	5.331	4.994	5.048	5.085	5.002	5.148	5.164	5.124	5.172	5.171
Beras di Penggilingan Medium	9.805	9.844	9.827	9.671	9.527	9.445	9.316	9.335	9.405	9.463	9.385	9.383	9.405	9.386	9.154	8.979	8.910	8.907	8.887	8.916	8.962	9.011	9.072	9.128

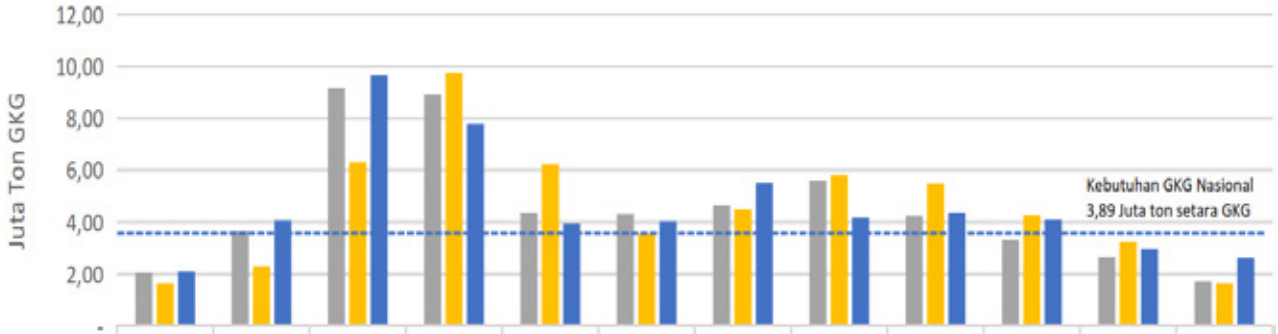
Sumber: Badan Pusat Statistik (BPS)
Source: Central Statistics Agency

Selama tahun 2021 diperkirakan produksi GKG nasional mencapai 55,27 juta ton setara GKG. Pada waktu tersebut hanya bulan Januari, November, dan Desember yang berada dalam status minus bila dibandingkan dengan perkiraan rata-rata total kebutuhan GKG nasional yang mencapai 3,89 juta ton setara GKG per bulan.

During 2021 it was estimated that national GKG production reached 55.27 million tonnes of GKG equivalent. At that time, only January, November and December were in minus status when compared to the estimated average national total demand for GKG which reached 3.89 million tonnes of GKG equivalent per month.

Produksi GKG Nasional Tahun 2019-2021 (Rp/Kg)

National GKG Production in 2019-2021 (Rp/Kg)



	Jan	Feb	Mar	Apr	Mei	Jun	Jul	Ags	Sep	Okt	Nov	Des
2019	2,04	3,63	9,17	8,94	4,37	4,31	4,64	5,60	4,23	3,31	2,65	1,70
2020	1,62	2,30	6,30	9,77	6,22	3,57	4,47	5,80	5,48	4,26	3,22	1,62
2021	2,08	4,06	9,67	7,77	3,95	4,04	5,51	4,16	4,37	4,08	2,95	2,62

Sumber: Badan Pusat Statistik (BPS)
Source: Central Statistics Agency

Cuaca selama masa semester II tahun 2021 berjenis kemarau basah di mana intensitas hujan lebih tinggi dibanding rata-rata curah hujan pada saat kemarau. Pengaruh positif dari kondisi ini adalah pasokan air yang mendukung produksi pangan, efeknya dapat dilihat pada prediksi BPS tentang produksi tahun 2021 yang lebih besar dibanding produksi tahun 2020.

Pada masa Triwulan IV tahun 2021 tercatat memiliki tingkat curah hujan yang tinggi sebagai efek dari La Nina yang muncul sejak bulan November 2021 hingga Februari 2022. Curah hujan yang tinggi tersebut berpotensi meningkatkan produksi pangan pokok terutama beras.

Di tingkat grosir, Pasar Induk Beras Cipinang (PIBC) dan BULOG melaporkan selama tahun 2021 harga beras cenderung stabil dengan tren harga yang menurun. Fluktuasi di tahun 2021 cenderung lebih stabil dibanding kondisi harga di tahun 2020. Penyebabnya adalah tingkat stok yang lebih tinggi di tahun 2021 dibanding tahun 2020 akibat permintaan konsumen yang menurun.

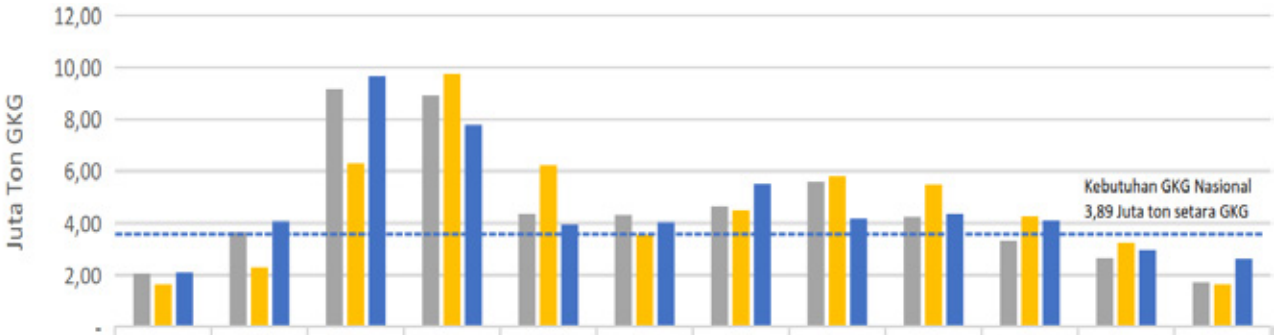
The weather during semester II of 2021 was of the wet dry type where the rain intensity is higher than the average rainfall during the dry season. The positive influence of this condition is the supply of water which supports food production, the effect of which can be seen in BPS predictions that production in 2021 will be greater than production in 2020.

During the fourth quarter of 2021, it was recorded that there was a high level of rainfall as a result of the La Nina that occurred from November 2021 to February 2022. This high rainfall has the potential to increase staple food production, especially rice.

At the wholesale level, the Cipinang Rice Main Market (PIBC) and BULOG report that during 2021 rice prices tended to be stable with a downward price trend. Fluctuations in 2021 tended to be more stable than the price conditions in 2020. The reason is that stock levels are higher in 2021 compared to 2020 due to declining consumer demand.

Perkembangan Harga Grosir Beras Nasional Tahun 2020-2021 (Rp/Kg)

Development of National Rice Wholesale Prices in 2020-2021 (Rp/Kg)



	Jan	Feb	Mar	Apr	Mei	Jun	Jul	Ags	Sep	Okt	Nov	Des
2019	2,04	3,63	9,17	8,94	4,37	4,31	4,64	5,60	4,23	3,31	2,65	1,70
2020	1,62	2,30	6,30	9,77	6,22	3,57	4,47	5,80	5,48	4,26	3,22	1,62
2021	2,08	4,06	9,67	7,77	3,95	4,04	5,51	4,16	4,37	4,08	2,95	2,62

Sumber: PIBC dan BULOG, diolah.
Source: PIBC and BULOG, processed.

Pergerakan stok di PIBC pada tahun 2021 memiliki pola menurun yang merupakan kelanjutan sejak bulan Juni tahun 2021. Tingkat stoknya bergerak terus menurun hingga akhir tahun setelah sebelumnya sempat pulih di bulan April-Mei tahun 2021.

Serupa dengan kondisi harga di tingkat produsen, harga tingkat eceran pada tahun 2021 juga memiliki tingkat harga lebih rendah dibanding waktu yang sama tahun 2020. Kondisi tersebut terjadi pada data BULOG, BPS, dan PIHPS.

Harga eceran beras selama tahun 2021 bergerak meningkat sejak semester II setelah sebelumnya mengalami penurunan dari tahun 2020 seiring penurunan produksi dan pemulihan daya beli masyarakat. Perlu diperhatikan bahwa posisi harga di akhir tahun 2021 berada di bawah tingkat harga pada awal

The stock movement at PIBC in 2021 has a downward pattern which is a continuation since June 2021. The stock level has continued to decline until the end of the year after previously recovering in April-May 2021.

Similar to the condition of prices at the producer level, retail level prices in 2021 also have lower price levels compared to the same time in 2020. This condition occurs in BULOG, BPS and PIHPS data.

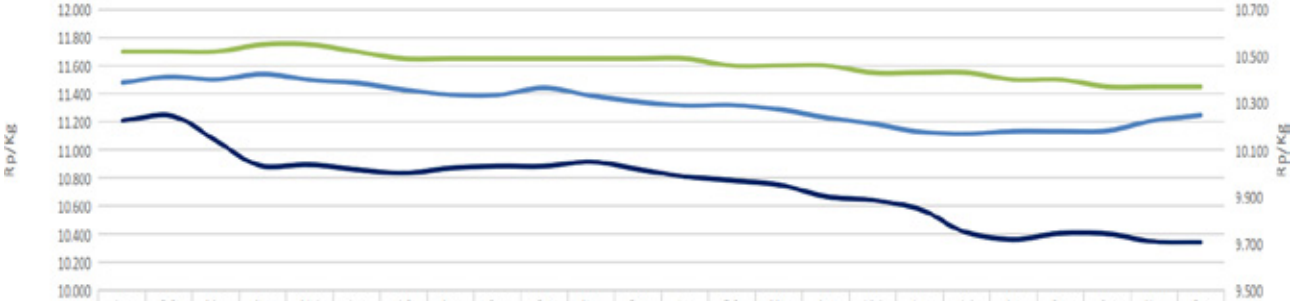
The retail price of rice during 2021 has been moving up since the second semester after previously experiencing a decline from 2020 due to decreased production and the recovery of people's purchasing power. It's to be noted that the price position at the end of 2021 was below the price level at the beginning of 2020.

tahun 2020. Kondisi demikian dipadu tingkat produksi yang tinggi karena baiknya pasokan air sebagaimana disampaikan pada bagian sebelumnya maka dapat menyebabkan tekanan harga di tingkat hulu terutama pada masa-masa puncak panen di tahun 2022.

This condition combined with high production levels due to good water supply as mentioned in the previous section can cause price pressures at the upstream level, especially during peak harvest times in 2022.

Perkembangan Harga Beras Eceran Tahun 2020-2021 (Rp/Kg)

Retail Rice Prices Development in 2020-2021 (Rp/Kg)



	Jan	Feb	Mar	Apr	Mei	Jun	Jul	Aug	Sep	Oct	Nov	Des	Jan	Feb	Mar	Apr	Mei	Jun	Jul	Aug	Sep	Oct	Nov	Des
	2020												2021											
BPS	11.478	11.520	11.501	11.540	11.499	11.476	11.429	11.393	11.391	11.442	11.385	11.343	11.315	11.318	11.288	11.231	11.186	11.129	11.114	11.133	11.133	11.137	11.210	11.248
PIHPS	11.700	11.700	11.700	11.750	11.750	11.700	11.650	11.650	11.650	11.650	11.650	11.650	11.650	11.600	11.600	11.600	11.550	11.550	11.550	11.500	11.500	11.450	11.450	11.450
BULOG	10.225	10.248	10.140	10.080	10.036	10.016	10.001	10.022	10.030	10.030	10.049	10.017	9.986	9.965	9.951	9.901	9.885	9.846	9.747	9.718	9.743	9.741	9.708	9.705

Sumber: PIHPS, BPS dan BULOG.
Source: PIHPS, BPS and BULOG.

Di tingkat global, Bank Dunia melaporkan secara umum bahwa harga beras di eksportir besar Asia Tenggara yakni Thailand dan Vietnam pada tahun 2021 dalam tren menurun dibanding tahun 2020 seiring penambahan pasokan dari masa panen. Harga beras broken 5% dari Thailand pada bulan Desember 2021 berada pada level USD393/ton, sedangkan di Vietnam harga beras broken 5% berada di level USD403/ton.

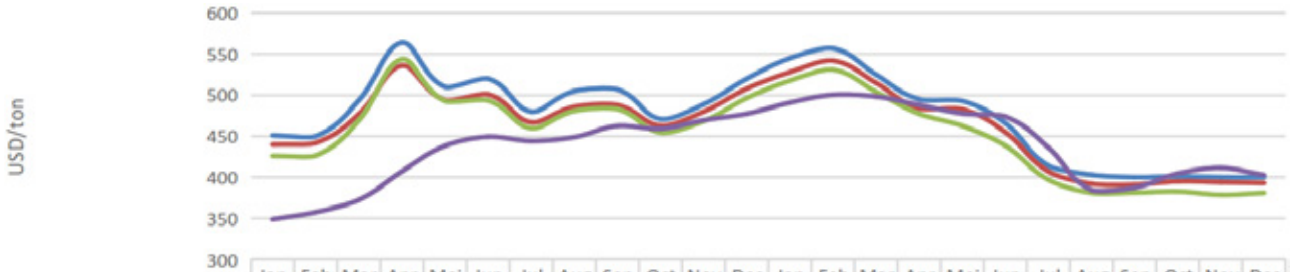
At the global level, the World Bank reports in general the rice prices in major Southeast Asian exporters, namely Thailand and Vietnam, were in downward trend in 2021 compared to 2020 as supply increases from the harvest season. The price of 5% broken rice from Thailand in December 2021 was at USD 393/ton, while in Vietnam the price of 5% broken rice was at USD 403/ton.

Sebagai informasi pasokan, masa panen utama untuk Thailand berlangsung pada bulan November-Desember di bagian utara Thailand dan bulan Maret-Mei di bagian Selatan. Sedangkan untuk Vietnam masa panen utama berlangsung pada bulan Mei-September.

As for the supply, the main harvest period for Thailand takes place in November-December in northern Thailand and March-May in the south. Whereas for Vietnam the main harvest period takes place in May-September.

Pergerakan Harga Beras di Thailand dan Vietnam Tahun 2020-2021 (USD/MT, FOB)

Rice Price Movements in Thailand and Vietnam in 2020-2021 (USD/MT, FOB)



	Jan	Feb	Mar	Apr	Mei	Jun	Jul	Aug	Sep	Oct	Nov	Des	Jan	Feb	Mar	Apr	Mei	Jun	Jul	Aug	Sep	Oct	Nov	Des
	2020												2021											
Thai 5%	451	450	494	564	510	520	480	505	507	471	489	520	545	557	525	495	493	466	414	403	400	401	400	400
Thai 25%	440	442	477	536	494	501	467	486	488	463	480	508	528	542	515	484	483	455	407	392	391	395	394	393
Thai A.1	426	426	470	544	493	494	460	481	483	455	468	497	518	531	504	477	463	439	397	381	381	383	379	381
Viet Namese 5%	349	357	373	407	438	449	444	449	463	459	470	477	491	500	498	488	478	474	436	384	387	404	411	403

Sumber: Bank Dunia
Source: World Bank

Komoditas Jagung Pipilan Kering

Berdasarkan data BULOG diketahui bahwa rata-rata harga jagung pipilan kering di produsen pada tahun 2021 berada di tingkat Rp5.536/Kg. Posisi harga produsen di tahun 2021 tersebut mengalami perubahan sebesar +3,03% dibandingkan tahun 2020. Di tingkat eceran diketahui bahwa rata-rata harga jagung pipilan kering pada tahun 2021 berada di tingkat Rp7.893/Kg. Posisi harga tersebut mengalami perubahan sebesar +1,13% dibandingkan tahun 2020. Adapun posisi harga di akhir tahun 2021 (bulan Desember) berada di tingkat Rp8.281/Kg.

Dry Shelled Corn Commodity

Based on BULOG data, the average price of dry shelled corn at producers in 2021 was at the level of IDR 5,536/Kg. The producer price position in 2021 has changed by +3.03% compared to 2020. At the retail level, the average price for dry shelled corn in 2021 was at the level of IDR 7,893/Kg. The price position has changed by +1.13% compared to 2020. The price position at the end of 2021 (December) was at the level of IDR 8,281/Kg.

Komoditas Kedelai

Berdasarkan data BULOG diketahui bahwa rata-rata harga kedelai di produsen pada tahun 2021 berada di tingkat Rp9.292/Kg. Posisi harga tersebut mengalami perubahan sebesar +6,20% dibandingkan tahun 2020. Di tingkat eceran diketahui bahwa rata-rata harga kedelai pada tahun 2021 berada di tingkat Rp11.981/Kg. Posisi harga tersebut mengalami perubahan sebesar +8,43% dibandingkan tahun 2020. Adapun posisi harga di akhir tahun 2021 (bulan Desember) berada di tingkat Rp12.235/Kg.

Soybean Commodity

Based on BULOG data, the average price of soybeans at producers in 2021 was at the level of IDR 9,292/Kg. This price position has changed by +6.20% compared to 2020. At the retail level, the average soybean price in 2021 as at the level of IDR 11,981/Kg. The price position has changed by +8.43% compared to 2020. The price position at the end of 2021 (December) was at the level of IDR 12,235/Kg.

Komoditas Daging Sapi

Berdasarkan data BPS diketahui bahwa rata-rata harga daging sapi pada tahun 2021 berada di tingkat Rp122.676/Kg. Posisi harga tersebut mengalami perubahan sebesar +3,72% dibandingkan tahun 2020. Adapun posisi harga di akhir tahun 2021 (bulan Desember) berada di tingkat Rp123.104/Kg.

Beef Commodity

Based on BPS data, the average beef price in 2021 was at the level of IDR 122,676/Kg. The price position has changed by +3.72% compared to 2020. The price position at the end of 2021 (December) was at the level of IDR 123,104/Kg.

Komoditas Gula Kristal Putih

Berdasarkan data BPS diketahui bahwa rata-rata harga gula kristal putih pada tahun 2021 berada di tingkat Rp13.686/Kg. Posisi harga tersebut mengalami perubahan sebesar -9,19% dibandingkan tahun 2020. Adapun posisi harga di akhir tahun 2021 (bulan Desember) berada di tingkat Rp13.651/Kg.

White Crystal Sugar Commodity

Based on BPS data, the average price of white crystal sugar in 2021 was at IDR 13,686/Kg. The price position has changed by -9.19% compared to 2020. The price position at the end of 2021 (December) was at the level of IDR 13,651/Kg.

Komoditas Bawang Putih

Berdasarkan data BPS diketahui bahwa rata-rata harga bawang putih pada tahun 2021 berada di tingkat Rp28.410/Kg. Posisi harga tersebut mengalami perubahan sebesar -11,84% dibandingkan tahun 2020. Adapun posisi harga di akhir tahun 2021 (bulan Desember) berada di tingkat Rp28.073/Kg.

Garlic Commodity

Based on BPS data, the average price of garlic in 2021 was at the level of IDR 28,410/Kg. The price position has changed by -11.84% compared to 2020. The price position at the end of 2021 (December) was at the level of IDR 28,073/Kg.

Komoditas Cabai Merah

Berdasarkan data BPS diketahui bahwa rata-rata harga bawang putih pada tahun 2021 berada di tingkat Rp38.425/Kg. Posisi harga tersebut mengalami perubahan sebesar +0,94% dibandingkan tahun 2020. Adapun posisi harga di akhir tahun 2021 (bulan Desember) berada di tingkat Rp46.414/Kg.

Red Chili Commodity

Based on BPS data, the average price of garlic in 2021 was at the level of IDR 38,425/Kg. The price position has changed by +0.94% compared to 2020. The price position at the end of 2021 (December) was at the level of IDR 46,414/Kg.

Kebijakan Strategis Tahun 2021

Strategic Policies in 2021

Peran Strategis Perum BULOG

Peranan Perum BULOG dalam pengelolaan bahan pangan sebagai usaha mewujudkan kedaulatan, ketersediaan stok, dan stabilisasi harga pangan pokok berada pada posisi yang strategis. Terbitnya Peraturan Pemerintah No. 13 Tahun 2016 tanggal 17 Mei 2016 tentang Perusahaan Umum (Perum) BULOG dan Peraturan Presiden No. 48 Tahun 2016 tanggal 30 Mei 2016 menjadi payung hukum akan pentingnya andil Pemerintah dalam menjaga ketersediaan, keterjangkauan, kestabilan serta pangan yang berkualitas bagi rakyat. Dinamika perubahan yang terus terjadi mempengaruhi masa depan ketahanan pangan Indonesia dalam berbagai dimensi, sehingga peran Pemerintah melalui Perum BULOG semakin diperlukan dengan harapan secara konsisten mampu menjaga ketahanan pangan.

Demi memenuhi penugasan tersebut, Perum BULOG memiliki kewajiban memenuhi ketersediaan stok pangan guna menjaga stabilitas harga. Upaya penyediaan komoditas dengan mengutamakan penyerapan pengadaan produksi dalam negeri (DN) menjadi pilihan utama. Namun, beberapa komoditas mengalami defisit pasokan akibat kurangnya produksi dalam negeri yang menimbulkan terjadi lonjakan harga. Sebagai solusinya, penyediaan stok dari luar negeri (LN) sesuai penugasan yang diberikan Pemerintah menjadi langkah yang perlu diambil. Langkah tersebut, tidak hanya sekedar mengamankan agar harga tidak melambung terlalu jauh, namun juga sebagai jaminan bahwa ketahanan pangan dalam negeri perlu diprioritaskan untuk menjaga perputaran perekonomian bangsa.

Perum BULOG Strategic Role

Perum BULOG plays a strategic role in food management to realize sovereignty, stock availability, and stabilization of staple food prices. The issuance of Government Regulation No. 13 of 2016 dated May 17, 2016 concerning Public Company (Perum) BULOG and Presidential Regulation No. 48 of 2016 dated May 30, 2016 became the legal basis for the importance of the Government's role in maintaining the availability, affordability, stability and quality of food for the people. The dynamics of changes that continue to occur affect the future of Indonesia's food security in various dimensions, so that the role of the Government through Perum BULOG is increasingly needed in the hope of being able to consistently maintain food security.

In order to fulfill this assignment, Perum BULOG has an obligation to meet the availability of food stocks in order to maintain price stability. Efforts to supply commodities by prioritizing the absorption of domestic production (DN) became the first choice. However, several commodities experienced supply deficits due to a lack of domestic production which led to price spikes. As a solution, the provision of stock from abroad according to the assignment given by the Government is a step that needs to be taken. This step is not only to secure the price, but also to guarantee that domestic food security needs to be prioritized to maintain the nation's economic cycle.

Kebijakan Strategis Tahun 2021

Sebagai pedoman dalam pengambilan keputusan dan arah kebijakan Perusahaan, Perum BULOG telah menetapkan acuan Visi, Misi serta Nilai-Nilai Perusahaan. Dalam rangka menentukan strategi dalam merealisasikan target, visi dan misi Perusahaan dalam kegiatan bisnis serta kegiatan usaha Perusahaan, Perum BULOG telah menetapkan Arahan Strategis Perusahaan sebagai berikut:

1. Penguatan perencanaan dan pengembangan bisnis yang proaktif dan komprehensif dari hulu ke hilir.
2. Kontrol dan sinergi di sepanjang rantai nilai operasional.
3. Akselerasi pengembangan jaringan distribusi dan penjualan.
4. Pengembangan kemitraan strategis dan sinergi BUMN.
5. Peningkatan komunikasi dan edukasi kepada masyarakat atas peran perusahaan dan komoditas pangan yang pengelolaannya ditugaskan kepada perusahaan.

Tema yang diangkat oleh Perum BULOG untuk tahun 2021 sesuai dengan Rencana Jangka Panjang Perusahaan (RJPP) 2020-2024

Strategic Policies in 2021

As a guide for corporate policy decisions and direction, Perum BULOG has established the vision, mission and corporate values. In order to determine a strategy to achieve the company's targets, visions and missions in the company's business activities, Perum BULOG has established the company's strategic direction as follows:

1. Strengthening proactive and comprehensive business planning and development from upstream to downstream.
2. Control and synergy along the operational value chain.
3. Acceleration of distribution and sales network development.
4. Development of strategic partnerships and SOE synergies.
5. Improving communication and education to the public on the role of the Company and food commodities whose management is assigned to the Company.

The theme chosen by Perum BULOG for 2021 in accordance with the 2020-2024 Company Long Term Plan (RJPP) is Business

adalah *Business Focus Reorientation*. Pada tahap ini fokus usaha Perum BULOG akan mengarah dari PSO ke bisnis komersial komoditas pangan setelah berkurangnya *captive market* Rastra menjadi BPNT yang dilepas ke pasar bebas. Untuk memperkuat kapabilitas bisnis komersial, maka pada tahun ini program kerja dititikberatkan pada *high capital investment return* yang meliputi percepatan penyelesaian investasi pembangunan infrastruktur pengolahan (MRMP, RTR, CDC) dan penyimpanan (Silo, Gudang Kedelai, Gudang Modern, Gudang Komoditas Pangan) yang bersumber dari dana PMN tahun 2016 serta pembangunan infrastruktur pengolahan (RTR, mesin kemas *vacuum*, mesin *mixing* beras fortifikasi, mesin kemas gula, *cold storage*) yang bersumber dari dana Perum BULOG sendiri.

Selain itu investasi juga dilakukan untuk implementasi sistem Teknologi Informasi yang handal berbasis *Enterprise Resource Planning* (ERP) dan digitalisasi sistem *warehousing* yang bertujuan untuk memperbaiki efisiensi biaya, efektivitas manajemen, dan layanan prima. Adapun ERP yang dikembangkan pada tahun 2020 ditujukan agar data operasional dan data keuangan terintegrasi dengan beberapa modul, antara lain *Inventory and Warehouse Management*, *Finance and Accounting Management*, *Purchase Management*, *Point of Sales*, *Sales Management*, dan *Dashboard*. Sedangkan pada tahun 2021, modul yang dikembangkan meliputi *Agriculture Management, Manufacture, Purchase Management, Financial*, dan *Human Resource*. Sedangkan untuk digitalisasi sistem *warehousing,* pada tahun 2021 akan mulai diuji coba di beberapa gudang modern.

Baik investasi infrastruktur pengolahan dan penyimpanan maupun investasi ERP dan digitalisasi sistem *warehousing* diharapkan dapat mendukung arahan strategis Perum BULOG dalam mewujudkan kontrol dan sinergi di sepanjang rantai nilai operasional. Untuk mendukung kegiatan bisnis dari hulu hingga ke hilir, Perum BULOG juga memperkuat kegiatan *On Farm* kemitraan di sisi hulu dalam mengamankan pasokan gabah bagi infrastruktur yang dibangun serta memperkuat fungsi perencanaan dan *market intelligence* guna memahami produk, konsumen dan kompetitor di pasar komoditas pangan. Dalam hal perencanaan, Perum BULOG akan mengimplementasikan RJPP dan RKAP yang berbasis risiko sehingga upaya mitigasi risiko menjadi bagian dari program kerja. Dilengkapi dengan transformasi budaya Perusahaan yang sedang berjalan dari tahun sebelumnya, maka Perum BULOG dapat memperbaiki keunggulan komparatifnya yang pada akhirnya akan mendorong bisnis menjadi tumbuh dan berkembang secara berkelanjutan.

Focus Reorientation. At this stage, the focus of Perum BULOG's business will shift from PSO to food commodity commercial business, as the Rastra captive market has reduced to BPNT which is released into the free market. To strengthen commercial business capabilities, this year the work program is focused on high capital investment returns which include accelerating the completion of investment in the construction of processing infrastructure (MRMP, RTR, CDC) and storage (Silos, Soybean Warehouses, Modern Warehouses, Food Commodity Warehouses) sourced from PMN funds in 2016 and construction of processing infrastructure (RTR, vacuum packaging machines, fortified rice mixing machines, sugar packaging machines, cold storage) sourced from Perum BULOG's own funds.

In addition, investments were also made for the implementation of a reliable Information Technology system based on Enterprise Resource Planning (ERP) and digitalization of the warehousing system which aims to improve cost efficiency, management effectiveness and excellent service. The ERP developed in 2020 is intended to integrate operational data and financial data with several modules, including Inventory and Warehouse Management, Finance and Accounting Management, Purchase Management, Point of Sales, Sales Management, and Dashboard. Whereas in 2021, the modules being developed include Agriculture Management, Manufacture, Purchase Management, Financial, and Human Resources. As for digitalization of the warehousing system, in 2021 trials will begin in several modern warehouses.

Both processing and storage infrastructure investment as well as ERP investment and digitalization of the warehousing system are expected to support the strategic direction of Perum BULOG in realizing control and synergy along the operational value chain. To support business activities from upstream to downstream, Perum BULOG also strengthens On Farm partnership activities on the upstream side in securing grain supply for built infrastructure and strengthening planning and market intelligence functions to understand products, consumers and competitors in the food commodity market. In terms of planning, Perum BULOG will implement risk-based RJPP and RKAP so that risk mitigation efforts become part of the work program. Complemented by the ongoing corporate culture transformation from the previous year, Perum BULOG can improve its comparative advantage which will ultimately encourage business to grow and develop in a sustainable manner.

Tinjauan Operasi per Segmen Usaha

Operation Review per Business Segment

"Sesuai dengan semangat pendiriannya, Perum BULOG mempunyai tugas melaksanakan tugas Pemerintah di bidang manajemen logistik sesuai dengan ketentuan peraturan perundang-undangan yang berlaku."

"In accordance with the spirit of its establishment, Perum BULOG has the task of carrying out government duties in the field of logistics management in accordance with the provisions of the applicable laws and regulations."

Berdasarkan Peraturan Pemerintah No. 13 Tahun 2016 tanggal 17 Mei 2016 tentang Perusahaan Umum (Perum) BULOG, Perum BULOG memiliki maksud dan tujuan untuk turut melaksanakan dan menunjang kebijakan dan program Pemerintah dan Pemerintah Daerah di bidang ekonomi dan pembangunan nasional pada umumnya terutama di bidang logistik pangan serta optimalisasi pemanfaatan sumber daya perusahaan untuk menghasilkan barang dan jasa berdasarkan prinsip pengelolaan perusahaan yang sehat.

Dalam mengelola penugasan tersebut, manajemen menerjemahkan segmen operasi menjadi 2 ("dua") segmen utama, yaitu Pelayanan Publik atau *Public Service Obligation* (PSO), dan Komersial. Hal ini juga sejalan dengan penerapan Pernyataan Standar Akuntansi Keuangan (PSAK) 5 "Segmen Operasi" dalam Laporan Keuangan Teraudit yang memberikan informasi tentang segmen berdasarkan kategori produk.

Based on Government Regulation no. 13 of 2016 dated 17 May 2016 concerning Public Company (Perum) BULOG, Perum BULOG has the intent and purpose to participate in implementing and supporting the policies and programs of the Government and Regional Governments in the field of economy and national development in general, especially in the field of food logistics and optimizing the utilization of the company's resources to produce goods and services based on the principles of sound corporate management.

In managing the assignment, the management translated the operating segments into 2 (two) main segments, namely Public Service Obligation (PSO) and Commercial. This is also in line with the application of the Statement of Financial Accounting Standards (PSAK) 5 "Operating Segments" in the Audited Financial Statements which provides information about segments based on product categories.

Segmen Operasi Perum BULOG
Perum BULOG's Operation Segment

Pelayanan Publik/ *Public Service Obligation* (PSO)

Komersial
Commercial

Untuk dapat memberikan gambaran tentang skala operasi dan bisnis dari masing-masing segmen, berikut disampaikan penjualan Perum BULOG per segmen.

To provide an overview of the scale of operations and business of each segment, the following table shows the sales of Perum BULOG per segment.

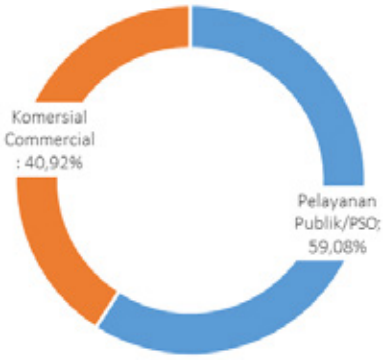
Jumlah dan Kontribusi Segmen Operasi Terhadap Penjualan Tahun 2020-2021

Number and Contribution of Operating Segments to 2020-2021 Sales

Segmen Segment	2021		2020		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah (Rp-juta) Total (Rp-million)	Kontribusi (%) Contribution (%)	Jumlah (Rp-juta) Total (Rp-million)	Kontribusi (%) Contribution (%)	Nominal (Rp-juta) Nominal (Rp-million)	Persentase (%) Percentage (%)
Pelayanan Publik/PSO Public Service Obligation	12.629.784	57,51	16.365.343	59,08	(3.735.558)	(22,83)
Komersial Commercial	9.333.062	42,49	11.332.948	40,92	(1.999.886)	(17,65)
Jumlah Penjualan Total Sales	21.962.846	100,00	27.698.291	100,00	(5.735.445)	(20,71)

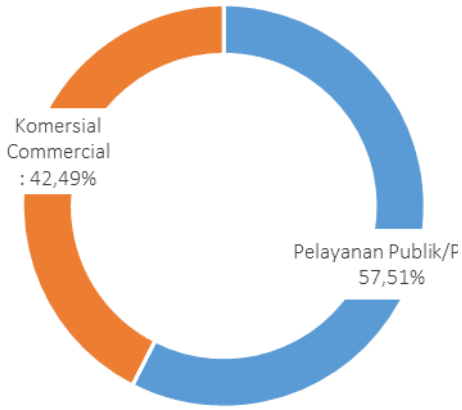
Komposisi Pendapatan Segmen Operasi Terhadap Penjualan

2020



Composition of Operating Segment Revenue toward Sales

2021



Tidak terdapat perubahan signifikan dalam komposisi pendapatan Perum BULOG. Segmen PSO masih berkontribusi terbesar, dengan komposisi 59,08% di tahun 2020 dan 57,51% di tahun 2021 terhadap total pendapatan konsolidasian.

Berikut disampaikan kinerja operasional dan keuangan masing-masing segmen, baik segmen PSO maupun komersial.

PELAYANAN PUBLIK (PSO)

Kegiatan Operasi dan Usaha serta Kinerja Produktivitas Segmen Pelayanan Publik/PSO

Sebagaimana telah dijelaskan pada bab Profil Perusahaan bagian penjelasan Bidang Usaha, segmen Pelayanan Publik/PSO didapatkan dari bantuan uang Pemerintah terhadap margin antara harga pokok dengan harga jual. PSO adalah aktivitas pelayanan umum yang membebani anggaran Pemerintah sebab harus diorganisasikan dan dipertanggungjawabkan dengan profesional sehingga dapat memenuhi tuntutan transparansi, kewajaran, dan akuntabilitas. PSO dapat diartikan sebagai bagian dari subsidi, namun perbedaannya adalah bahwa PSO merupakan biaya yang harus dikeluarkan oleh negara akibat disparitas/perbedaan harga pokok penjualan BUMN/swasta dengan harga atas produk/jasa tertentu yang ditetapkan oleh Pemerintah agar pelayanan produk/jasa tetap terjamin dan terjangkau oleh sebagian besar masyarakat (publik).

1. Pengadaan Komoditas untuk Segmen Pelayanan Publik/PSO
   Pada aspek hulu atau pengadaan PSO, di tahun 2020 telah diterbitkan Peraturan Menteri Perdagangan No. 24 Tahun 2020 tanggal 16 Maret 2020 tentang Penetapan Harga Pembelian Pemerintah (HPP) untuk Gabah atau Beras sebagai acuan harga pembelian gabah dan beras dalam rangka memenuhi ketersediaan stok Cadangan Beras Pemerintah.

There was no significant change in the composition of Perum BULOG's revenue. The PSO segment is still the largest contributor, with a composition of 59.08% in 2020 and 57.51% in 2021 of total consolidated revenue.

The following presents the operational and financial performance of each segment, both the PSO and commercial segments.

PUBLIC SERVICE OBLIGATION (PSO)

Operations and Business Activities and Productivity Performance of the PSO Segment

As explained in the Company Profile chapter regarding Business Sector, the Public Service/PSO segment is obtained from government fund assistance for the margin between the cost of goods and the selling price. PSO is a public service activity that burdens the government budget because it must be professionally organized and accounted for so that it can meet the demands of transparency, fairness, and accountability. PSO can be interpreted as part of a subsidy, but the difference is that PSO is a cost that must be incurred by the state due to the disparity/difference in the cost of goods sold by the SOE/private sector with the price for certain products/services set by the Government so that the products/services are secured and affordable by most of the people (public).

1. Commodity Procurement for PSO Segment
   In the upstream aspect or PSO procurement, in 2020 the Minister of Trade published Regulation No. 24 of 2020 dated 16 March 2020 concerning Determination of Government Purchase Prices (HPP) for Grain or Rice as a reference for the purchase price of grain and rice in order to meet the availability of the Government's Rice Reserve stock.

Realisasi Volume Pengadaan Setara Beras PSO Tahun 2020-2021

Realization of PSO Rice Equivalent Procurement Volume in 2020-2021

	2021 (Ton)	2020 (Ton)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Ton)	Persentase (%) Percentage (%)
Pengadaan Gabah Dalam Negeri PSO PSO Domestic Grain Procurement				
Pengadaan Gabah Grain Procurement	249.079	177.257	71.822	40,52
Pengadaan Eq. Beras Rice Eq. Procurement	158.165	112.558	45.607	40,52
Pengadaan Beras Dalam Negeri PSO PSO Domestic Rice Procurement	865.127	574.484	290.643	50,59
Pengadaan Beras Luar Negeri PSO PSO Overseas Rice Procurement	-	-	-	-
Jumlah Volume Pengadaan Setara Beras PSO Total Volume of PSO Rice Equivalent Procurement	1.023.292	687.042	336.250	48,94

Realisasi pengadaan gabah/beras dalam negeri untuk PSO sampai dengan akhir tahun 2021 sebesar 1.023.292 ton setara beras, mengalami kenaikan hingga 48,94% dari realisasi tahun 2020 sebanyak 687.042 ton setara beras. Kenaikan pengadaan gabah/beras ini salah satunya terutama untuk memenuhi kebutuhan penyaluran Ketersediaan Pasokan dan Stabilisasi Harga (KPSH) Januari sampai dengan Desember 2021.

Kegiatan pengadaan gabah/beras dalam negeri dilakukan sebagai upaya pemenuhan kebutuhan penjualan dengan skema *Buy to Sell* (gabah/beras komersial) serta untuk memenuhi kebutuhan penyaluran dan menjaga stok CBP (gabah/beras PSO) melalui saluran Mitra Kerja Pengadaan (MKP) dan Satker ADA DN. Dalam rangka optimalisasi pengadaan gabah/beras tahun 2021, khususnya untuk pengadaan gabah/beras PSO dilaksanakan dengan mekanisme Pengadaan Jangka Panjang Bertarget (PJPB), pengadaan reguler dan pengadaan khusus dengan mengacu pada Peraturan Menteri Perdagangan (Permendag) Nomor 24 tahun 2020 tentang Ketentuan Harga Pembelian Pemerintah untuk Gabah atau Beras.

Di samping produk setara beras, pada segmen PSO, Perum BULOG juga melakukan pengadaan pada komoditas jagung dalam negeri.

The realization of domestic grain/rice procurement for PSO until the end of 2021 was 1,023,292 tons of rice equivalent, an increase of up to 48.94% from the realization in 2020 of 687,042 tons of rice equivalent. One of the reasons for this increase in grain/rice procurement is mainly to meet the distribution needs of Supply Availability and Price Stabilization (KPSH) from January to December 2021.

The domestic grain/rice procurement activities are carried out as an effort to meet sales needs under the Buy to Sell scheme (commercial grain/rice) as well as to meet distribution needs and maintain CBP stocks (ungrain/PSO rice) through Procurement Partners (MKP) and Satker ADA DN. In order to optimize the procurement of grain/rice in 2021, in particular for PSO grain/rice, the procurement is carried out using the Targeted Long-Term Procurement (PJPB) mechanism, regular procurement and special procurement with reference to the Regulation of the Minister of Trade (Permendag) Number 24 of 2020 concerning Purchase Price Provisions Government for Grain or Rice.

In addition to rice-equivalent products, in the PSO segment, Perum BULOG also procures domestic corn commodities.

Realisasi Volume Pengadaan Jagung Dalam Negeri PSO Tahun 2020-2021

Realization of PSO Domestic Corn Procurement Volume in 2020-2021

	Volume (ton)				Nilai (Rp-juta) Value (Rp-million)			
			Kenaikan (Penurunan) Increase (Decrease)				Kenaikan (Penurunan) Increase (Decrease)	
	2021	2020	Nominal (Rp-juta) Nominal (Rp-million)	Persentase (%) Percentage (%)	2021	2020	Nominal (Rp-juta) Nominal (Rp-million)	Persentase (%) Percentage (%)
Jagung Luar Negeri Domestic Corn	30.000	-	30.000	100,00	182.537	-	182.537	100,00

Realisasi pengadaan komoditas jagung dalam negeri untuk PSO sampai dengan akhir tahun 2021 sebesar 30.000 ton, mengalami kenaikan realisasi yang tinggi dibandingkan dengan tahun 2020 dimana tidak terdapat realisasi dikarenakan tidak adanya penugasan Pemerintah terkait komoditas Jagung. Dari sisi nilai, realisasi pengadaan komoditas jagung dalam negeri untuk PSO sampai dengan akhir tahun 2021 sebesar Rp182,54 miliar. Pengadaan komoditas jagung dalam negeri untuk PSO tahun 2021 tersebut dilaksanakan di wilayah kerja Lampung, Jawa Barat, Jawa Tengah, Yogyakarta, dan Jawa Timur. Kenaikan realisasi pengadaan tersebut dikarenakan pada tahun 2021 terdapat penugasan Pemerintah kepada Perum BULOG terkait penyediaan jagung pakan ternak dengan kuantum penugasan sebanyak 30.000 ton untuk didistribusikan kepada peternak mandiri melalui koperasi peternak.

The realization of PSO domestic corn commodity until the end of 2021 was 30,000 tons, a high increase compared to 2020 where there was no realization due to the absence of Government assignments related to corn commodity. In terms of value, the realization PSO domestic corn commodity until the end of 2021 amounted to IDR 182.54 billion. Procurement of domestic corn commodity for the 2021 PSO was carried out in the working areas of Lampung, West Java, Central Java, Yogyakarta and East Java. The increase in procurement realization is due to the assignment by the Government to Perum BULOG to supply corn fodder with an assignment quantum of 30,000 tons to be distributed to independent breeders through breeder cooperatives.

2. Penyaluran Komoditas untuk Segmen Pelayanan Publik/PSO

2. Commodity Distribution for PSO Segment

Realisasi Volume Penyaluran Golongan Anggaran dan Cadangan Beras Pemerintah (CBP) Tahun 2020-2021

Realization of Distribution Volume for Budget Group and Government Rice Reserves (CBP) in 2020-2021

	2021 (Ton)	2020 (Ton)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Ton) Nominal (Ton)	Persentase (%) Percentage (%)
Penyaluran Pangsa Pasar Pemerintah Distribution for Government Segment				
Golongan Anggaran dll Budget Group etc	89.405	141.173	(51.768)	(36,67)
Penggunaan Cadangan Beras Pemerintah (CBP) Use of Government Rice Reserves (CBP)				
KPSH	767.839	1.026.942	(259.103)	(25,23)
Bencana Alam Natural Disasters	8.744	11.873	(3.129)	(26,35)
Sub Jumlah CBP Sub-total of CBP	776.583	1.038.815	(262.232)	(25,24)
Bantuan Sosial Beras Rice Social Aid	288.000	450.000	(162.000)	(36,00)
Jumlah Penyaluran/Penjualan Total Distribution/Sales	1.153.988	1.629.988	(476.000)	(29,20)

Realisasi penyaluran/penjualan produk Golongan Anggaran dan CBP sampai dengan akhir tahun 2021 sebesar 1.153.988 ton, mengalami penurunan 29,20% dari realisasi tahun 2020 sebanyak 1.629.988 ton. CBP yang dikelola Perum BULOG adalah stok milik Perum BULOG yang ditugaskan Pemerintah untuk dijaga ketersediaannya yang ditujukan untuk memenuhi kebutuhan beras masyarakat pada penanganan tanggap darurat dan untuk mengendalikan gejolak harga beras.

The realization of distribution/sales of Budget Group and CBP products by the end of 2021 amounted to 1,153,988 tons, a decrease of 29.20% from the realization in 2020 of 1,629,988 tons. CBP managed by Perum BULOG is stock owned by Perum BULOG assigned by the Government to maintain its availability to meet the needs of the community's rice for emergency responses and to control rice price fluctuations.

Realisasi penjualan beras CBP tahun 2021 untuk KPSH beras medium sebesar 767.839 ton, mengalami penurunan 25,23% dari tahun 2020 sebesar 1.026.942 ton. Terdapat peningkatan penjualan KPSH yang signifikan pada bulan Desember 2021

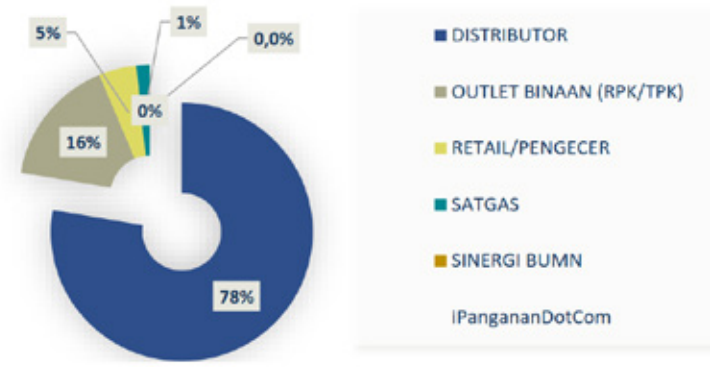
The realization of CBP rice sales in 2021 for medium rice KPSH was 767,839 tons, a decrease of 25.23% from 2020 of 1,026,942 tons. There was a significant increase in KPSH sales in December 2021 due to the trend of rising rice prices at the

disebabkan adanya tren kenaikan harga beras di tingkat eceran yang terlihat juga dari andil beras terhadap inflasi yang positif. Penggunaan CBP tahun 2021 juga telah disalurkan untuk keadaan darurat bencana dan kerawanan pangan pasca bencana sebesar 8.744 ton, mengalami penurunan 26,35% dari tahun 2020 sebesar 11.873 ton.

retail level which can also be seen from rice's positive share of inflation. In 2021 the CBP also distributed for disaster emergencies and post-disaster food insecurity of 8,744 tons, a decrease of 26.35% from 2020 of 11,873 tons.

Saluran penjualan beras untuk KPSH meliputi saluran distributor, *outlet* binaan, ritel/pengecer dan Satgas dengan masing-masing persentase kontribusi sebagaimana terlihat pada diagram di bawah ini.

Rice sales channels for KPSH include distributor channels, fostered outlets, retail/retailers and the Task Force with each contribution percentage as shown in the diagram below.



3. Persediaan

Stok setara beras yang dikelola Perum BULOG hingga akhir tahun 2021 sejumlah 1.026.177 ton, terdiri dari 1.019.419 ton sebagai stok CBP dan 6.758 ton sebagai stok komersial. Stok CBP tersebut terdiri dari stok di gudang BULOG sebanyak 807.919 ton dan stok di penggilingan mitra sebanyak 211.500 ton. Stok CBP tersebut diperkirakan cukup untuk memenuhi kebutuhan rata-rata penyaluran/penjualan pangsa pasar pemerintah selama 8 bulan.

3. Stock

The stock of rice equivalent managed by Perum BULOG until the end of 2021 was 1,026,177 tons, consisting of 1,019,419 tons as CBP stock and 6,758 tons as commercial stock. The CBP stock consists of 807,919 tons of stock at the BULOG warehouse and 211,500 tons of stock at partner mills. The CBP stock is estimated to be sufficient to meet the government's average demand for distribution/sale for 8 months.

Stok Beras Akhir Tahun, 2020-2021 | Stock of Rice at End of Year, 2020-2021

	2021 (Ton)	2020 (Ton)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Ton)	Persentase (%) Percentage (%)
Pangsa Pasar Pemerintah/Cadangan Beras Pemerintah (CBP) Market to Government/Government Rice Reserves (CBP)	1.019.419	956.138	63.281	6,62
Komersial Commercial	6.758	27.033	(20.275)	(75,00)
Jumlah Volume Pengadaan Setara Beras PSO Total Procurement Volume of PSO Rice Equivalent	1.026.177	983.170	43.007	4,37

Realisasi stok beras di akhir tahun 2021 sebanyak 1.026.177 ton, meningkat 4,37% dari realisasi tahun 2020 sebanyak 983.170 ton. Kenaikan ini disebabkan meningkatnya stok CBP yang disimpan perusahaan sehingga pada akhir tahun 2021 perusahaan menyimpan stok CBP sebesar 1 juta ton.

The realization of rice stocks at the end of 2021 was 1,026,177 tons, an increase of 4.37% from the realization in 2020 of 983,170 tons. This increase was due to the increase in CBP stocks held by the company so that by the end of 2021 the company held CBP stocks of 1 million tons.

Stok beras Perum BULOG tersebar di seluruh gudang BULOG dengan variasi ketahanan stok terhadap penyaluran/penjualan yang berbeda-beda. Dalam rangka menjaga ketahanan stok

The rice stocks of Perum BULOG are spread across BULOG warehouses with variations in stock resistance. In order to maintain stock resilience in each region, Perum BULOG

di masing-masing daerah maka Perum BULOG melakukan penyebaran stok dari Kanwil/Kancab yang memiliki surplus persediaan beras ke Kanwil/Kancab yang defisit.

Penyebaran stok juga dilakukan dengan mempertimbangkan penyebaran terhadap stok yang telah disimpan lama ke daerah yang memiliki potensi penyaluran/penjualan, pemenuhan jenis beras sesuai preferensi konsumen serta mengantisipasi kebutuhan *space* gudang di wilayah surplus untuk memenuhi rencana pengadaan dalam negeri.

Berikut adalah persediaan Pangan Lain.

distributes stock from the Regional Offices which have a surplus of rice supplies to the Regional Offices which are in deficit.

Stock distribution is also carried out by moving stocks that have been stored for a long time to areas with potential for distribution/sale, fulfillment of rice types according to consumer preferences and anticipating the need for warehouse space in surplus areas to fulfill domestic procurement plans.

The following is the stock of Other Food.

Stok Persediaan Pangan Lain Akhir Tahun, 2020-2021 / Stock of Other Food Supplies at End of Year, 2020-2021

	2021 (Ton)	2020 (Ton)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Ton) Nominal (Ton)	Persentase (%) Percentage (%)
Gula Pasir Sugar	16.582	8.987	7.595	84,51
Jagung Corn	50	-	50	-
Bawang Merah Shallot	-	1,1	(1)	-
Bawang Putih Garlic	1,7	0,2	2	750,00
Bawang Bombay Onion	-	-	-	-
Cabai Chili	-	-	-	-
Minyak Goreng (kilo liter) Cooking oil (kilo liter)	1.668	192	1.476	768,75
Daging Sapi Beef	305,0	0,5	305	60.900,00
Daging Kerbau Buffalo meat	16.472,0	144,0	16.328	11.338,89
Kedelai Soybean	-	-	-	-
Tepung Terigu Wheat flour	714	422	292	69,19
Daging Ayam Chicken Meat	16,2	2,6	14	523,08
Telur Ayam Chicken Egg	19	28	(9)	(32,14)

Profitabilitas Segmen Pelayanan Publik/PSO

Berikut disampaikan kinerja keuangan dan profitabilitas dari segmen Pelayanan Publik.

PSO Segment Profitability

The following is the financial performance and profitability of the PSO segment.

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase (%) Percentage (%)
Penjualan Sales	12.629.784	16.365.343	(3.735.558)	(22,83)
Beban Pokok Penjualan Cost of Goods Sold	9.868.224	13.564.192	(3.694.968)	(27,24)

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase (%) Percentage (%)
Laba Kotor Gross Profit	2.761.561	2.802.150	(40.589)	(1,45)
Beban Usaha Operating Expenses				
Beban Umum dan Administrasi General and Administrative Expenses				
Beban Pegawai Employee Expenses	989.728	876.146	113.582	12,96
Beban Kantor Office Expenses	338.175	346.517	(8.343)	(2,41)
Beban Pajak Tax Expenses	57.700	59.126	(1.426)	(2,41)
Beban Penyisihan dan Penyusutan Provision and Depreciation Expenses	102.863	96.562	6.301	6,53
Jumlah Beban Umum dan Administrasi Total General and Administrative Expenses	1.488.466	1.378.352	110.114	7,99
Beban Eksploitasi Exploitation Expenses	227.163	165.379	61.784	37,36
Beban Penjualan Selling Expenses	96	26.679	(26.583)	(99,64)
Jumlah Beban Usaha Total Operating Expenses	1.715.725	1.570.409	145.316	9,25
Laba Usaha Operating Profit	1.045.836	1.231.741	(185.905)	(15,09)
Pendapatan (Beban) Lain-lain Other Income (Expenses)				
Pendapatan Income	1.090.952	154.612	936.340	605,61
Beban Expenses	(1.520.619)	(1.429.281)	(91.338)	6,39
Total Beban Lain-lain Total of Other Expenses	(429.667)	(1.274.669)	845.002	(66,29)
Laba (Rugi) Sebelum Pajak Penghasilan Profit (Loss) Before Income Tax	616.169	(42.928)	659.097	(1.535,35)
Total Manfaat (Beban) Pajak Penghasilan Total Income Tax Benefit (Expense)	53.951	6.971	46.980	673,98
Laba (Rugi) Neto Net Profit (Loss)	670.120	(35.957)	706.077	(1.963,67)
Pendapatan Komprehensif Lain Other Comprehensive Income	73.355	72.534	821	1,13
Total Laba Komprehensif Total Comprehensive Profit	743.475	36.577	706.898	1.932,63

Penurunan pendapatan di segmen PSO pada tahun 2021 murni disebabkan karena terdapat penurunan penyaluran KPSH dan penyaluran Bantuan Sosial jika dibandingkan dengan tahun 2020.

The revenue decrease in the PSO segment in 2021 was purely due to a decrease in KPSH distribution and Social Aid distribution when compared to 2020.

KOMERSIAL

Kegiatan Operasi dan Usaha serta Kinerja Produktivitas Segmen Komersial

Selain menjalankan peran PSO, Perum BULOG diharapkan dapat beroperasi pada tingkat yang menguntungkan sesuai dengan amanat Undang-undang No. 19 Tahun 2003 tentang BUMN. Sehubungan dengan hal tersebut, BULOG juga melaksanakan kegiatan melalui segmen komersial. Perum BULOG mengkategorikan kegiatan dalam bisnis komersialnya menjadi 2 (dua) kegiatan, yaitu perdagangan komoditas mencakup pengadaan dan penyaluran/penjualan, serta kegiatan bisnis dari Unit Bisnis dan Entitas Anak Usaha/Asosiasi.

1. Perdagangan
   Kegiatan perdagangan komoditas oleh Perum BULOG dilaksanakan bukan semata untuk menghasilkan laba, namun juga mengemban misi mulia dalam kerangka stabilitas harga pangan pokok. Berdasarkan Peraturan Presiden No. 48 Tahun 2016 tentang Penugasan kepada Perusahaan Umum (Perum) BULOG dalam Rangka Ketahanan Pangan Nasional, Perum BULOG ditugaskan untuk menjaga ketersediaan pangan dan stabilisasi harga pangan pada tingkat konsumen dan produsen untuk jenis pangan pokok beras, jagung, dan kedelai.

   Sedangkan untuk ke-8 jenis pangan pokok lainnya seperti gula, minyak goreng, tepung terigu, bawang merah, cabe, daging sapi, daging ayam ras, dan telur ayam selain menjadi tugas Perum BULOG juga dapat dilaksanakan oleh BUMN lainnya. Selain sebagai pelaksanaan penugasan berdasarkan Peraturan Presiden, perdagangan komoditas dapat dilakukan Perum BULOG untuk menjawab kebutuhan komoditas pangan di Indonesia seiring dengan meningkatnya jumlah penduduk.

   Dalam bisnis perdagangan komoditas, Perum BULOG ikut berperan dalam saluran *Business to Consumer* (B2C) melalui penjualan langsung ke pengguna maupun *Business to Business* (B2B) melalui saluran penjualan distributor.

Pengadaan untuk Segmen Komersial

Realisasi Volume Pengadaan Setara Beras Komersial Tahun 2020-2021

COMMERCIAL

Operations and Business Activities and Productivity Performance of the Commercial Segment

In addition to carrying out the PSO role, Perum BULOG is expected to operate at a profitable level in accordance with the mandate of Law no. 19 of 2003 concerning SOE. In this regard, BULOG also carries out activities through the commercial segment. Perum BULOG categorizes activities in its commercial business into 2 (two) activities, namely commodity trading including procurement and distribution/sales, and business activities from Business Units and Subsidiaries/Associations.

1. Trading
   The commodity trading activities by Perum BULOG are carried out not only to generate profits, but also to carry out a noble mission to maintain stability in staple food prices. Based on Presidential Regulation No. 48 of 2016 concerning Assignments to Public Company (Perum) BULOG in the Context of National Food Security, Perum BULOG is assigned to maintain food availability and stabilize food prices at the consumer and producer levels for staple food types of rice, corn, and soybeans.

   As for the other 8 types of staple food, such as sugar, cooking oil, wheat flour, onions, chilies, beef, broiler meat, and chicken eggs, are not exclusively the task of Perum BULOG, but can also carried out by other SOEs. Apart from carrying out assignments based on Presidential Regulations, Perum BULOG can also carry out commodity trading to respond to the needs of food commodities in Indonesia along with the increasing population.

   In the commodity trading business, Perum BULOG plays a role in the Business to Consumer (B2C) channel through direct sales to users and Business to Business (B2B) through distributor sales channels.

Procurement for Commercial Segment

Realization of Commercial Rice Equivalent Procurement Volume in 2020-2021

	2021 (Ton)	2020 (Ton)	Kenaikan (Penurunan)	
			Nominal (Ton)	Persentase (%)
Pengadaan Gabah Dalam Negeri Komersial Commercial Domestic Grain Procurement				
Pengadaan Gabah Grain Procurement	97	2.134	(2.037)	(95,45)
Pengadaan Eq. Beras Rice Eq. Procurement	62	1.355	(1.293)	(95,42)

	2021 (Ton)	2020 (Ton)	Kenaikan (Penurunan)	
			Nominal (Ton)	Persentase (%)
Pengadaan Beras Dalam Negeri Komersial Commercial Domestic Rice Procurement	192.957	568.110	(375.153)	(66,04)
Pengadaan Beras Luar Negeri Komersial Commercial Overseas Rice Procurement	-	-	-	-
Pengadaan Pangan Pendukung Beras Rice Supporting Food Procurement	64	36	28	77,78
Jumlah Volume Pengadaan Setara Beras Komersial Total Volume of Commercial Rice Equivalent Procurement	193.083	569.501	(376.418)	(66,10)

Realisasi pengadaan gabah/beras dalam negeri untuk komersial sampai dengan akhir tahun 2021 sebesar 193.083 ton setara beras, mengalami penurunan hingga 66,10% dari realisasi tahun 2020 sebanyak 569.501 ton setara beras. Penurunan ini terutama disebabkan adanya persaingan permintaan beras karena dampak pandemi COVID-19. Beras bantuan diindikasikan sedang membanjiri konsumen, sehingga permintaan beras relatif rendah yang pada akhirnya berdampak pada penjualan/pengadaan Perum BULOG.

The realization of domestic grain/rice procurement for commercial purposes by the end of 2021 was 193,083 tons of rice equivalent, a decrease of 66.10% from the 2020 realization of 569,501 tons of rice equivalent. This decline was mainly due to competition in demand for rice due to the impact of the COVID-19 pandemic. The aid rice is in surplus, consequently the demand for rice is relatively low which in turn has an impact on the sales/procurement of Perum BULOG.

Di samping itu, pada tahun 2021 Perum BULOG memiliki program *On Farm* dengan target sebesar 160.000 Ha setara dengan produksi GKP sebesar ±800.000 ton. Sampai dengan akhir tahun 2021, realisasi luas lahan program *On Farm* sebanyak 76.801 hektar atau 48% terhadap target.

In addition, in 2021 Perum BULOG has an On Farm program with a target of 160,000 Ha, equivalent to GKP production of ±800,000 tons. Until the end of 2021, the actual land area of the On Farm program is 76,801 hectares or 48% of the target.

Selain pengadaan gabah/beras dan kegiatan *On Farm*, Perum BULOG juga melakukan kegiatan pengadaan pangan pendukung beras berupa *Fortified Rice Kernel* (FRK) yang akan diolah menjadi beras berfortifikasi dengan merek Beras Fortivit. Perum BULOG telah membuat Perjanjian Jual Beli (PJB) FRK dengan DSM Singapore Industrial Pte. Ltd sebanyak 100 ton yang terbagi ke dalam beberapa *batch*. Per 31 Desember 2021, Perum BULOG telah menerima seluruh FRK.

In addition to the procurement of grain/rice and On Farm activities, Perum BULOG also conducts procurement of rice supporting food in the form of Fortified Rice Kernel (FRK) which will be processed into fortified rice under the brand Fortivit Rice. Perum BULOG has entered into a Sale and Purchase Agreement (PJB) for FRK with DSM Singapore Industrial Pte. Ltd as much as 100 tons divided into several batches. As of 31 December 2021, Perum BULOG has received all FRKs.

Berikut adalah pengadaan Pangan Non Beras untuk segmen Komersial.

The following is the procurement of Non-Rice Food for the Commercial segment.

Realisasi Pengadaan Komoditas Pangan Lain Komersial Tahun 2020-2021

Procurement Realization of Other Commercial Food Commodities in 2020-2021

	Volume (ton) Volume (ton)				Nilai (Rp-juta) Value (Rp-million)			
	2021	2020	Kenaikan (Penurunan) Increase (Decrease)		2021	2020	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase (%) Percentage (%)			Nominal	Persentase (%) Percentage (%)
Jagung Luar Negeri (ton) Overseas Corn (ton)	-	-	-	-	-	-	-	-
Jagung Dalam Negeri (ton) Domestic Corn (ton)	49,89	373,10	(323)	(86,63)	248	1.327	(1.079)	(81,28)
Kedelai Luar Negeri (ton) Overseas Soybean (ton)	-	-	-	-	-	-	-	-

	Volume (ton) Volume (ton)				Nilai (Rp-juta) Value (Rp-million)			
	2021	2020	Kenaikan (Penurunan) Increase (Decrease)		2021	2020	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase (%) Percentage (%)			Nominal	Persentase (%) Percentage (%)
Kedelai Dalam Negeri (ton) Domestic Soybean (ton)	4.30	5,60	(1,3)	(23,21)	41	60	(19)	(31,58)
Gula Pasir Luar Negeri (ton) Overseas Sugar (ton)	-	46.572,15	-	-	-	271.004	(271.004)	-
Gula Pasir Dalam Negeri (ton) Domestic Sugar (ton)	13.561,06	52.026,09	(38.465)	(73,93)	145.428	554.539	(409.111)	(73,77)
Minyak Goreng (kilo liter) Cooking Oil (kilo liter)	3.707,24	16.626,73	(12.919)	(77,70)	47.802	172.940	(125.138)	(72,36)
Tepung Terigu (ton) Wheat Flour (ton)	1.502,95	6.107,33	(4.604)	(75,39)	10.790	39.102	(28.312)	(72,41)
Daging Kerbau Luar Negeri (ton) Overseas Buffalo Meat (ton)	83.248,01	33.895,67	49.352	145,60	4.061.102	1.656.920	2.404.182	145,10
Daging Sapi (ton) Beef (ton)	14,70	445,62	(431)	(96,70)	1.180	34.476	(33.296)	(96,58)
Daging Ayam (ton) Chicken Meat (ton)	291,39	290,21	1	0,41	9.558	9.306	252	2,71
Bawang Putih (ton) Garlic (ton)	49,31	85,70	(36)	(42,46)	1.173	2.071	(898)	(43,36)
Bawang Merah (ton) Shallot (ton)	44,92	36,67	8	22,50	1.186	1.271	(85)	(6,66)
Bawang Bombai Luar Negeri (ton) Overseas Onions (ton)	-	-	-	-	-	-	-	-
Telur Ayam (ton) Chicken Egg (ton)	1.166,79	7.222,84	(6.056)	(83,85)	25.063	168.716	(143.653)	(85,15)
Cabai (ton) Chili (ton)	1,71	1,80	(0,09)	(5,00)	48	56	(8)	(14,90)
Pangan Pokok Lain (ton) Other Staple Foods (ton)	-	-	-	-	29.509	502.670	(473.161)	(94,13)
Sosialisasi dan Evaluasi Pengadaan (ton) Procurement Outreach and Evaluation	-	-	-	-	-	-	-	-
Dukungan Pengadaan Pangan Lain (ton) Other Food Procurement Support	-	-	-	-	-	-	-	-
Jumlah Total					4.333.129	3.414.458	918.671	26,91

Tabel di atas merupakan perbandingan realisasi pengadaan pangan lain periode tahun 2020 dan 2021 dengan persentase kenaikan dan/atau penurunan pada setiap komoditi. Dari data tersebut menggambarkan bahwa realisasi pengadaan pangan lain bersifat fluktuatif dan sangat dinamis setiap tahunnya, dipengaruhi oleh ada atau tidaknya penugasan pemerintah khususnya komoditi impor dan juga dipengaruhi oleh kebutuhan komersial setiap tahunnya.

Secara keseluruhan, pengadaan dari komoditas pangan lainnya untuk segmen komersial meningkat 26,91% dibandingkan tahun sebelumnya.

Berdasarkan tabel di atas dapat dijelaskan bahwa kenaikan persentase pengadaan komoditi non beras tahun 2021 terhadap tahun 2020 terdapat pada komoditi daging kerbau, yaitu kenaikan sebesar 145,60%, hal tersebut disebabkan

The table above shows a comparison of the realization of other food procurement in 2020 and 2021 periods with the percentage increases and/or decreases for each commodity. The data illustrates that the realization of other food procurement is fluctuating and very dynamic every year, influenced by the government assignments, especially for imported commodities and also influenced by commercial needs every year.

Overall, the procurement of other food commodities for the commercial segment increased by 26.91% compared to the previous year.

Based on the table above, the highest increase in the percentage of procurement of non-rice commodities in 2021 compared to 2020 is in the buffalo meat commodity, which increase 145.60%, this is because in 2020 the import

pada tahun 2020 kuota impor tidak dapat direalisasikan seluruhnya karena pemberlakuan kebijakan *lockdown* oleh Pemerintah India sampai bulan Mei 2020 dalam rangka pengendalian pandemi COVID-19, dan importasi daging kerbau mulai dapat dilakukan di bulan Juni 2020 dengan pasokan yang masih terbatas, sementara di tahun 2021 pada kondisi importasi yang sudah stabil Perum BULOG dapat merealisasikan seluruh kontrak pengadaan dengan *supplier*.

Sementara penurunan realisasi yang relatif besar di tahun 2021 terhadap tahun 2020 terdapat pada komoditi daging sapi, yaitu adanya penurunan sebesar 96,70%. Hal tersebut dikarenakan pada tahun 2020 terdapat pengadaan daging sapi melalui kontrak terpusat untuk memenuhi kebutuhan komersial, sementara pada tahun 2021 pengadaan daging sapi hanya dilaksanakan oleh beberapa kanwil dengan kebutuhan yang relatif kecil.

Adapun kendala yang menjadi faktor penyebab rendahnya realisasi komoditi pangan lain pada tahun 2021 adalah sebagai berikut:

a. Masih terbatasnya penugasan pemerintah kepada Perum BULOG terkait komoditi-komoditi impor seperti jagung & kedelai;
b. Waktu pengiriman daging kerbau impor menjadi lebih lama karena adanya kepadatan/kongesti di pelabuhan transit;
c. Belum adanya penugasan importasi komoditi GKP LN dan penyerapan Gula DN (Gula Petani); dan
d. Untuk komoditi hasil industri seperti minyak goreng dan tepung terigu, Perum BULOG masih melakukan maklon dengan pabrikan swasta sehingga produksi baik dari jumlah maupun waktu disesuaikan dengan ketersediaan slot/jadwal yang tersedia di pabrikan swasta.

Penyaluran Komoditas untuk Segmen Komersial

Penjualan/penyaluran segmen Komersial dilakukan melalui 2 (dua) saluran, yaitu ritel/langsung dan grosir/distributor. Komoditi yang dijual melalui saluran penjualan ritel telah dikemas dengan merek KITA, diantaranya komoditi beras, gula pasir, minyak goreng, tepung terigu, dan daging kerbau beku. Selain komoditas merek KITA, juga dijual komoditas daging sapi, daging ayam, bawang merah, bawang putih, telur, dan komoditas lain untuk saluran penjualan ritel.

Saat ini, Perum BULOG juga mengembangkan *umbrella brand* Befood untuk komoditi komersial produk dan non beras seperti tepung, bihun dan daging ayam. Selain merek KITA dan *brand* Befood, penjualan melalui saluran ritel juga menyediakan komoditi daging sapi, telur, bawang merah, bawang putih, cabai, dan komoditi lain sesuai kebutuhan permintaan konsumen.

quota coud not be realized entirely due to the lockdown policy by the India Government until May 2020 to control the COVID-19 pandemic, and imports of buffalo meat then began in June 2020 with limited supply, while in 2021 under stable import conditions Perum BULOG can realize all procurement contracts with suppliers.

Meanwhile, the relatively large decrease in realization in 2021 compared to 2020 was in the beef commodity, namely a decrease of 96.70%. This is because in 2020 there was beef procurement through centralized contracts to meet commercial needs, while in 2021 beef procurement was only carried out by several regional offices with relatively small needs.

The obstacles causing the low realization of other food commodities in 2021 are as follows:

a. Government assignments to Perum BULOG are still limited regarding imported commodities such as corn & soybeans;
b. The delivery time for imported buffalo meat is longer due to congestion at the transit port;
c. There is no assignment for the import of GKP LN commodities and the absorption of DN Sugar (Farmers' Sugar); and
d. For industrial product commodities such as cooking oil and wheat flour, Perum BULOG still conducts tolling with private manufacturers, hence the production, both in terms of quantity and time, is following the availability of slots/schedules of the manufacturers.

Commodity Distribution for Commercial Segment

The sales/distribution of Commercial segment is carried out through 2 (two) channels, namely retail/direct and wholesale/distributor. Commodities sold through retail sales channels have been packaged under the KITA brand, including rice, granulated sugar, cooking oil, wheat flour and frozen buffalo meat. Apart from KITA brand commodities, beef, chicken, shallots, garlic, eggs and other commodities for retail sales channels are also sold.

Currently, Perum BULOG is also developing Befood umbrella brand for commercial and non-rice commodity products such as flour, vermicelli and chicken meat. Apart from the KITA brand and the Befood brand, sales through retail channels also provide beef, eggs, shallots, garlic, chilies and other commodities according to consumer demand.

Saluran penjualan ritel meliputi penjualan outlet *offline* dan *online.* Penjualan outlet *offline* meliputi kegiatan penjualan melalui outlet binaan yaitu Rumah Pangan Kita (RPK) dan Toko Pangan Kita (TPK), penjualan langsung kepada konsumen seperti pasar rakyat, perorangan, hotel, restoran, katering, perusahaan/lembaga/dinas/instansi, penjualan ke *general trade* (toko/agen/koperasi) dan *modern trade.* Penjualan *online,* Perum BULOG melakukan penjualan di *platform marketplace* baik melalui layanan *official store* yang dikelola sendiri maupun bekerja sama dengan pihak ketiga.

Retail sales channels include offline and online outlet sales. Offline outlet sales include sales activities through fostered outlets namely Rumah Pangan Kita (RPK) and Toko Pangan Kita (TPK), direct sales to consumers such as people's markets, individuals, hotels, restaurants, catering, companies/institutions/offices/agencies, sales to general trade (shops/agents/cooperatives) and modern trade. As for Online sales, Perum BULOG sells on the marketplace platform either through official store services that are managed by BULOG or in collaboration with third parties.

Realisasi Penjualan/Penyaluran Beras dan Komoditas Komersial Tahun 2020-2021

Realization of Sales/Distribution of Rice and Commercial Commodities in 2020-2021

	Volume Volume				Nilai Value			
	2021	2020	Kenaikan (Penurunan) Increase (Decrease)		2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase (%) Percentage (%)			Nominal (Rp-juta)	Persentase (%) Percentage (%)
Beras (ton) Rice (ton)	204.738	644.920	(440.182)	(68,25)	2.047.335	6.754.110	(4.706.775)	(69,69)
Jagung (ton) Corn (ton)	100	476	(376)	(79,01)	480	1.735	(1.255)	(72,33)
Gula (ton) Sugar (ton)	21.094	83.794	(62.700)	(74,83)	236.664	1.155.007	(918.343)	(79,51)
Daging Kerbau (ton) Buffalo Meat (ton)	99.497	27.757	71.740	258,46	5.898.301	1.627.167	4.271.134	262,49
Daging Sapi (ton) Beef (ton)	318	172	146	84,96	27.406	14.875	12.531	84,24
Daging Ayam (ton) Chicken Meat (ton)	305	274	31	11,32	10.463	9.027	1.436	15,91
Minyak Goreng (kilo liter) Cooking Oil (kilo liter)	5.181	16.418	(11.237)	(68,44)	67.509	185.751	(118.242)	(63,66)
Tepung Terigu (ton) Wheat Flour (ton)	1.793	6.019	(4.226)	(70,21)	13.858	46.260	(32.402)	(70,04)
Bawang Merah (ton) Shallot (ton)	44	37	7	18,57	1.219	1.358	(139)	(10,27)
Bawang Putih (ton) Garlic (ton)	51	84	(33)	(39,54)	1.280	2.147	(867)	(40,40)
Bawang Bombay (ton) Onions (ton)	-	-	-	-	-	-	-	-
Telur (ton) Egg (ton)	1.157	7.252	(6.095)	(84,05)	26.241	176.590	(150.349)	(85,14)
Cabai (ton) Chili (ton)	1,71	2,00	(0,29)	(14,50)	50	58	(8)	(13,93)
Kedelai (ton) Soybean (ton)	4,30	6,00	(1,70)	(28,33)	43	62	(19)	(31,40)
Komoditas lain (ton) Other commodities (ton)	-	-	-	-	44.692	519.193	(474.501)	(91,39)
Jumlah Total	334.284	787.211	(452.927)	(57,54)	8.375.539	10.493.340	(2.117.801)	(20,18)

Secara keseluruhan, penjualan/penyaluran komoditas dari segmen Komersial mengalami penurunan. Dari sisi volume mengalami penurunan 57%, sedangkan dari sisi nilai penjualan mengalami penurunan 20,18%.

Overall, the sales/distribution of Commercial segment commodities decreased. In terms of volume, it decreased by 57%, while in terms of sales value, it decreased by 20.18%.

Penjualan beras di tahun 2021 sebesar 204.738 ton yang dibandingkan dengan capaian realisasi penjualan beras di tahun 2020, mengalami penurunan yang cukup signifikan sebesar 68%. Penurunan tersebut terjadi karena menurunnya permintaan dan pelayanan paket sembako/natura untuk instansi/dinas/lembaga. Pelayanan paket sembako/natura yang sangat tinggi di tahun 2020 merupakan bantuan yang diberikan kepada masyarakat dan pegawai terdampak COVID-19. Sedangkan di tahun 2021, sebagian besar bantuan dialihkan dalam bentuk bantuan tunai.

Sales of rice in 2021 amounted to 204,738 tons, which experienced a significant decrease of 68 compared to the realization of rice sales in 2020. This decrease was due to a decrease in demand of basic food packages/natura for agencies/offices/institutions. The basic food/natura package service which was very high in 2020 is the aid provided to the community and employees affected by COVID-19. Whereas in 2021, most of the aid was diverted in the form of cash.

Realisasi penjualan gula di tahun 2021 sebanyak 21.094 ton. Jumlah tersebut mengalami penurunan dibandingkan pencapaian tahun sebelumnya sebanyak 75%, dimana realisasi di tahun 2020 sejumlah 83.794 ton. Penyebab turunnya realisasi penjualan gula di tahun 2021 dibanding tahun sebelumnya diantaranya karena harga jual yang kurang kompetitif di pasaran dan keterbatasan suplai gula di periode Triwulan IV tahun 2021.

The realization of sugar sales in 2021 was 21,094 tons. This number decreased compared to the previous year's achievement of 75%, of which the realization in 2020 was 83,794 tons. The reason for the decrease in sugar sales in 2021 was partly due to the less competitive selling price on the market and the limited supply of sugar in the fourth quarter of 2021.

Penjualan daging kerbau beku di tahun 2021 sebanyak 99,97 ton. Realisasi penjualan daging kerbau tahun 2021 mengalami kenaikan yang sangat signifikan dibandingkan realisasi tahun 2020 sebesar 258%. Kenaikan tersebut karena ketersediaan stok yang cukup stabil di sepanjang tahun 2021.

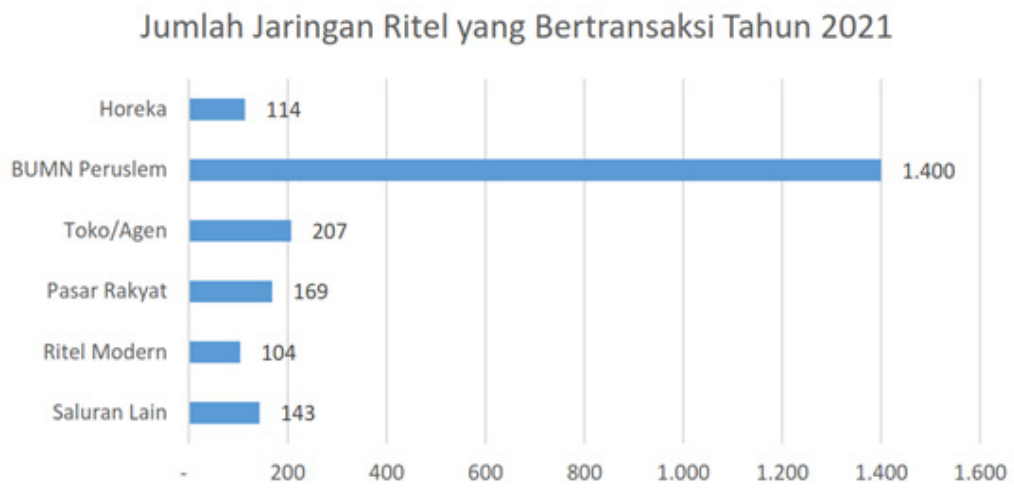
As for the sales of frozen buffalo meat in 2021 was 99.97 tons. The sales realization of buffalo meat in 2021 experienced a very significant increase compared to the realization in 2020 of 258%. This increase is due to the availability of stock which is quite stable throughout 2021.

Salah satu saluran penjualan yang dilakukan Perum BULOG adalah RPK dan TPK sebagai ritel binaan. Di akhir tahun 2021, jumlah RPK terdaftar sebanyak 61.429 gerai, di mana sebanyak 6.843 gerai RPK melayani BPNT/Program Sembako. Dari total RPK yang terdaftar tersebut, sebanyak 18.602 gerai melakukan transaksi di tahun 2021 atau sebesar 30,28% dari total RPK.

One of the sales channels carried out by Perum BULOG is RPK and TPK as fostered retailers. At the end of 2021, there were 61,429 registered RPK outlets, of which 6,843 RPK outlets served the BPNT/Sembako Program. Of the total registered RPK, 18,602 outlets made transactions in 2021 or 30.28% of the total RPK.

Di bawah ini disajikan jumlah jaringan ritel lainnya selain RPK.

The following graphic shows the number of retail chains other than RPK.



Titik jaringan ritel selain RPK yang bertransaksi didominasi oleh saluran BUMN-perusahaan/lembaga dengan jumlah jaringan sebanyak 1.400 mitra/konsumen di seluruh Indonesia.

Untuk merambah *online market*, Perum BULOG bekerja sama dengan *enabler* PT Storesend Indonesia (PT SSI) untuk mengembangkan toko pangan *online* dengan nama iPangananDotCom, di mana PT SSI sebagai pengelola toko pangan *online* tersebut. Perum BULOG membangun gudang *e-commerce* di 6 (enam) wilayah lain selain Jakarta, yaitu Medan, Bandung, Semarang, Yogyakarta, Surabaya, dan Makasar yang beroperasi sejak awal tahun 2020. Sebelumnya, Perum BULOG telah melakukan penjualan secara *online* sejak awal tahun 2019 yang dikelola langsung oleh Tim *e-marketplace* Pusat melalui beberapa *Platform Marketplace* dengan nama *Official Store* BULOG.

Untuk saluran grosir/distributor, komoditas yang dijual meliputi beras, gula pasir, daging kerbau beku, jagung, dan bawang bombay. Komoditas ini dijual dalam bentuk *bulky* kepada mitra distributor yang telah diseleksi dan memenuhi syarat kemitraan.

Di samping itu, Perum BULOG telah menginisiasi penjualan dengan menggunakan *platform e-commerce* sebagai saluran penjualan komoditasnya. Perum BULOG mengembangkan toko pangan *online* dengan nama iPangananDotCom dan membangun gudang *e-commerce* di wilayah Jakarta, Medan, Bandung, Semarang, Yogyakarta, Surabaya, dan Makassar. Perum BULOG juga memanfaatkan *marketplace* yang tersedia saat ini untuk dapat meningkatkan penjualannya sekaligus mempermudah akses konsumen terhadap ketersediaan produk-produk yang dimiliki Perum BULOG.

2. Unit Bisnis dan Entitas Anak Usaha
Dalam rangka pengembangan usaha dan meningkatkan kontribusi *margin* bagi perusahaan, Perum BULOG membentuk Unit Bisnis dan Anak Perusahaan. Sebagaimana diatur dalam Peraturan Pemerintah No. 7 Tahun 2003 yang telah diubah terakhir dengan Peraturan Pemerintah No. 13 Tahun 2016, Perusahaan dapat melakukan kerjasama usaha atau patungan (*joint venture*) dengan badan usaha lain, membentuk Anak Perusahaan baik melalui mekanisme *spin-off*, akuisisi maupun *merger*, melakukan penyertaan modal dalam badan usaha lain. Hal ini adalah dalam rangka mendukung pembiayaan pelaksanaan penugasan Pemerintah sesuai dengan sifat, maksud dan tujuan pendirian Perum BULOG. Pembentukan Unit Bisnis (UB) dilakukan guna mendukung proses bisnis inti perusahaan disamping sebagai salah satu upaya peningkatan kinerja perusahaan baik dari sisi operasional maupun keuangan serta merupakan cikal bakal pembentukan anak perusahaan melalui skema *spin-off*.

The retail networks other than RPK are dominated by SOE-company/institution channels with a total network of 1,400 partners/consumers throughout Indonesia.

To penetrate the online market, Perum BULOG is working with the enabler PT Storesend Indonesia (PT SSI) to develop an online food store with the name iPangananDotCom, where PT SSI is the manager of the online food store. Perum BULOG built e-commerce warehouses in 6 (six) other areas besides Jakarta, namely Medan, Bandung, Semarang, Yogyakarta, Surabaya and Makassar which have been operating since early 2020. Previously, Perum BULOG had been selling online since early 2019 which was managed directly by the Central e-marketplace Team through several Marketplace Platforms under the name BULOG Official Store.

For the wholesale/distributor channel, the commodities sold include rice, granulated sugar, frozen buffalo meat, corn and onions. These commodities are sold in bulk form to distributor partners who have been selected and meet the partnership requirements.

In addition, Perum BULOG has initiated sales using the e-commerce platform as a sales channel for its commodities. Perum BULOG developed an online food store under the name iPangananDotCom and built e-commerce warehouses in the Jakarta, Medan, Bandung, Semarang, Yogyakarta, Surabaya and Makassar areas. Perum BULOG also takes advantage of the currently available marketplace to be able to increase its sales while at the same time facilitating consumer access to the availability of products owned by Perum BULOG.

2. Business Units and Subsidiaries
In order to develop business and increase the margin for the company, Perum BULOG established Business Units and Subsidiaries. As regulated in Government Regulation no. 7 of 2003 which was last amended by Government Regulation no. 13 of 2016, the Company may enter into business cooperation or joint ventures with other business entities, forming Subsidiaries either through spin-off mechanisms, acquisitions or mergers, and make capital investments in other business entities. This is in order to support the financing of the implementation of the Government's assignment in accordance with the nature, objective and purpose of the establishment of Perum BULOG. The establishment of a Business Unit (UB) is carried out to support the company's core business processes as well as an effort to improve the company's performance both from an operational and financial perspective and is the forerunner to the formation of a subsidiary through a spin-off scheme.

Saat ini Perum BULOG memiliki 2 (dua) entitas anak usaha, yaitu:

a. PT Jasa Prima Logistik BULOG (JPLB) bergerak di bidang usaha di bidang *freight forwarding*, *warehousing* dan *project shipment*, jasa logistik dan angkutan serta usaha pendukung lainnya.
b. PT Gendhis Multi Manis (GMM) bergerak di bidang industri gula.

Sementara itu 4 (empat) Unit Bisnis (UB) yang dijalankan Perum BULOG adalah UB Jastasma yang bergerak di bidang usaha pemeriksaan kualitas dan pemberantasan hama komoditas pangan, UB Opaset bergerak di bidang optimalisasi aset, UB Industri bergerak dalam produksi dan perdagangan pangan hasil industri serta jasa pengolahan, dan UB BULOG Sentra Niaga bergerak dalam bidang perdagangan produk dan jasa layanan pergudangan.

Kinerja produktivitas Unit Bisnis dan Entitas Anak Usaha tergambarkan dari penjualan yang dikontribusikan, sebagai berikut.

Currently, Perum BULOG has 2 (two) subsidiaries, namely:

a. PT Jasa Prima Logistik BULOG (JPLB), engaged in freight forwarding, warehousing and project shipments, logistics and transportation services and other supporting businesses.
b. PT Gendhis Multi Manis (GMM), engaged in the sugar industry.

Meanwhile, the 4 (four) Business Units (UB) run by Perum BULOG are UB Jastasma which is engaged in quality inspection and eradicating food commodity pests, UB Opaset is engaged in asset optimization, UB Industri is engaged in the production and trading of industrial food products and processing services, and UB BULOG Sentra Niaga is engaged in product trading and warehousing services.

The productivity performance of Business Units and Subsidiaries is illustrated by the sales contributed, as follows.

	2021 (Rp-juta) (Rp-million)	**2020** (Rp-juta) (Rp-million)	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	**Persentase (%)** Percentage (%)
Unit Bisnis Business Unit				
UB Jastasma	103.399	115.068	(11.670)	(10,14)
UB Opaset	43.452	40.413	3.040	7,52
Sub Jumlah Unit Bisnis Sub-total Business Unit	146.851	155.481	(8.630)	(5,55)
Entitas Anak Usaha Subsidiaries				
PT JPLB	666.702	915.100	(248.398)	(27,14)
PT GMM	793.680	919.218	(125.538)	(13,66)
Sub Jumlah Entitas Anak Usaha Sub-total Subsidiaries	1.460.382	1.834.318	(373.936)	(20,39)
Jumlah Total	1.607.233	1.987.566	(382.566)	(19,23)

Pendapatan dari Unit Bisnis dan Entitas Anak Usaha tahun 2021 sebesar Rp1,61 triliun, mengalami penurunan 19,23% dari tahun 2020 sebesar Rp1,99 triliun.

Pendapatan dari Unit Bisnis tercatat mengalami penurunan 5,55% yang terutama disebabkan adanya perubahan kebijakan penyimpanan stok Perum BULOG, pelatihan dan sertifikasi SDM yang dibutuhkan dalam perluasan pangsa pasar eksternal, dan beberapa aset *idle* yang membutuhkan renovasi dalam meningkatkan nilai tambah dan minat investor. Sedangkan pendapatan dari Entitas Anak Usaha mengalami penurunan 20,39% dari tahun sebelumnya yang terutama disebabkan penurunan pendapatan internal.

The revenue from Business Units and Subsidiaries in 2021 amounted to Rp1.61 trillion, a decrease of 19.23% from 2020 of Rp1.99 trillion.

The revenue from Business Units decreased by 5.55% which was mainly due to changes in the stock keeping policy of Perum BULOG, HR training and certification needed to expand external market share, and several idle assets that needed renovation in order to increase added value and investor interest. Meanwhile, the revenue of the Subsidiaries decreased by 20.39% from the previous year which was mainly due to a decrease in internal revenue.

Profitabilitas Segmen Komersial

Berikut disampaikan kinerja keuangan dan profitabilitas dari segmen Komersial.

Commercial Segment Profitability

The following are the financial performance and profitability of Commercial segment

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Penjualan Sales	9.333.062	11.332.948	(1.999.886)	(17,65)
Beban Pokok Penjualan Cost of Goods Sold	8.666.002	10.339.421	(1.673.419)	(16,18)
Laba Kotor Gross Profit	667.060	993.527	(326.468)	(32,86)
Beban Usaha Operating Expenses				
Beban Umum dan Administrasi General and Administrative Expenses				
Beban Pegawai Employee Expenses	601.750	654.293	(52.543)	(8,03)
Beban Kantor Office Expenses	223.370	268.171	(44.801)	(16,71)
Beban Pajak Tax Expenses	38.052	67.487	(29.435)	(43,62)
Beban Penyisihan dan Penyusutan Provision and Depreciation Expenses	117.232	121.896	(4.664)	(3,83)
Jumlah Beban Umum dan Administrasi Total General and Administrative Expenses	980.404	1.111.847	(131.443)	(11,82)
Beban Eksploitasi Exploitation Expenses	30.496	86.215	(55.720)	(64,63)
Beban Penjualan Selling Expenses	44.219	209.226	(165.007)	(78,87)
Jumlah Beban Usaha Total Operating Expenses	1.053.255	1.407.288	(352.169)	(25,02)
Rugi Usaha Operating Loss	(386.195)	(413.761)	25.702	(6,21)
Pendapatan (Beban) Lain-lain Other Income (Expenses)				
Pendapatan Income	178.516	224.565	(46.049)	(20,51)
Beban Expenses	(195.490)	(544.632)	349.142	(64,11)
Total Beban Lain-lain Total of Other Expenses	(16.974)	(320.067)	303.092	(94,70)
Rugi Sebelum Pajak Penghasilan Loss Before Income Tax	(405.033)	(733.828)	328.795	(44,81)
Total Manfaat (Beban) Pajak Penghasilan Total Income Tax Benefit (Expense)	(10.147)	(51.276)	41.129	(80,21)
Rugi Neto Net Loss	(415.180)	(785.104)	369.924	(47,12)
Pendapatan Komprehensif Lain Other Comprehensive Income	618	(479)	1.097	229,02
Total Rugi Komprehensif Total Comprehensive Loss	(414.562)	(785.583)	371.021	(47,23)

Penurunan pendapatan pada segmen komersial pada tahun 2021 jika dibandingkan dengan tahun 2020 disebabkan menurunnya pangsa pasar Perusahaan dalam melayani bantuan-bantuan Pemerintah yang berhubungan dengan bantuan dampak pandemi COVID-19.

The decline in revenue in the commercial segment in 2021 compared to 2020 was due to the Company's declining market share in serving Government aid related to the impact of the COVID-19 pandemic.

Aspek Pemasaran

Marketing Aspect

Pangsa Pasar

Pada tahun 2021, pada sisi komersial Perum BULOG melakukan penjualan beberapa komoditas pangan seperti beras, gula, minyak goreng, tepung terigu dan daging kerbau kepada beberapa saluran penjualan meliputi saluran distributor, *general trade*, toko, pengecer, Rumah Pangan Kita, hotel, restoran, katering, perusahaan dan Lembaga maupun melayani penjualan secara *online* via *marketplace*.

Total penjualan yang berhasil dicapai bagian bisnis Perum BULOG yaitu kurang lebih sebesar Rp8,3 triliun. Jika dilihat dari masing-masing komoditas, daging kerbau merupakan komoditas dengan penjualan tertinggi yaitu sebesar Rp5,9 triliun, diikuti oleh beras sebesar Rp2triliun, gula sebesar Rp236 miliar, minyak goreng sebesar Rp74 miliar, kedelai sebesar Rp42 miliar, dan komoditas lainnya. Dari segi saluran penjualan, sebesar Rp6,3 triliun atau 76,1% penjualan berasal dari saluran distributor, sedangkan sebesar Rp3 triliun atau 23,9% berasal dari saluran ritel, baik *offline* maupun *online*.

Market Share

In 2021, on the commercial side, Perum BULOG sold several food commodities such as rice, sugar, cooking oil, wheat flour and buffalo meat to several sales channels including distributor channels, general trade, shops, retailers, Rumah Pangan Kita, hotels, restaurants, catering, companies and institutions as well as online sales channels via the marketplace.

The total sales achieved by the business division of Perum BULOG were approximately IDR 8.3 trillion. Buffalo meat was the commodity with the highest sales of IDR 5.9 trillion, followed by rice IDR 2 trillion, sugar IDR 236 billion, cooking oil IDR 74 billion, soybeans IDR 42 billion, and other commodities. In terms of sales channels, IDR 6.3 trillion or 76.1% of sales came from distributor channels, while IDR 3 trillion or 23.9% came from retail channels, both offline and online.

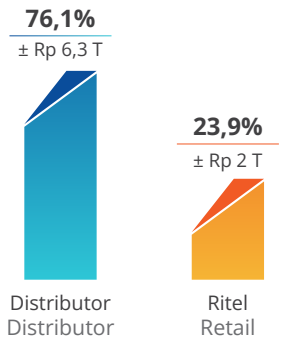
Beras Rice	Gabah Grain	Jagung Corn	Gula Sugar
± Rp 2 T	± Rp 2,4 M	± Rp 480 JT	± Rp 236 M

Daging Kerbau Buffalo Meat	Daging Sapi Beef	Daging Ayam Chicken Meat	Minyak Goreng Cooking Oil
± Rp 5.9 T	± Rp 27 M	± Rp 10 M	± Rp 74 M

Tepung Flour	Bamer Shallot	Baput Garlic	Bawang Bombay Onion
± Rp 15 M	± Rp 1.2 T	± Rp 1.2 T	-

Telur Egg	Cabai Chilli	Kedelai Soybean	Lainnya Others
± Rp 26 M	± Rp 49 JT	± Rp 42 JT	± Rp 36 M

Total Penjualan Perum BULOG Tahun 2021
Total Sales of Perum BULOG in 2021
Rp 8.386.463.799.244



Strategi dan Kegiatan Pemasaran serta Upaya Penguatan Produk dan Jasa

Perawatan dan Pengendalian Mutu

Sebagai entitas yang ditugaskan untuk mengelola logistik bahan pangan nasional, kualitas mutu menjadi salah satu upaya dari Perum BULOG dalam menjaga kepercayaan pasar. Perum BULOG memiliki prinsip Pengelolaan Hama Gudang Terpadu (PHGT) sebagai prinsip utama dalam perawatan komoditas di lingkungan Perum BULOG. PHGT mengedepankan kebersihan gudang, kemudian monitoring pelaksanaan perawatan komoditas dan gudang, lalu kegiatan preventif (*spraying*) dan kegiatan kuratif pengendalian hama seperti fumigasi apabila terjadi serangan hama.

Selain itu, Perum BULOG memiliki Laboratorium Kalibrasi yang dibangun untuk melakukan kalibrasi alat ukur milik Perum BULOG seperti meter kadar air (MKA) dan termohigrometer. Laboratorium tersebut dikepalai oleh Kepala Divisi Perawatan dan Pengendalian Mutu dan dibangun di 2 (dua) lokasi yaitu di Kantor Pusat (lantai 17) serta Kanwil Jawa Timur. Pada tanggal 14 Juni 2017 Laboratorium Akreditasi Perum BULOG telah secara resmi terakreditasi oleh Komite Akreditasi Nasional.

Strategi Pemasaran

1. Program *Strategy Branding* Produk Beras Ritel
   Melakukan studi dan kajian terhadap merek beras yang dijual untuk pasar ritel secara objektif guna meningkatkan penjualan serta menindaklanjuti rencana pengembangan *umbrella brand* Befood serta mengumpulkan data dan informasi terkait perkembangan pasar terkini pada produk beras bermerek.

2. *Forecasting* Penjualan dan Saluran Distribusi
   Penyusunan potensi Penjualan komoditi di Tahun 2022 dengan menganalisis konsumsi dan produksi komoditi secara nasional beserta *mapping* target pasar masyarakat umum, ASN, TNI dan Polri, perbankan, BUMN, serta Lembaga lainnya. Dengan melakukan Analisa *forecasting* Penjualan melalui data konsumsi dan produksi komoditi secara nasional, analisa persaingan dan pesaing produk komersial, dan penyusunan segmenting, targeting, dan positioning setiap Brand Produk Komersial.

3. *Social Media Analytic Tools*
   Perum BULOG saat ini telah melakukan komunikasi pemasaran melalui saluran digital khususnya media sosial, baik dalam bentuk posting materi iklan di akun sosial media yang dikelola oleh Perum BULOG maupun *placement/endorsement* pada beberapa akun milik *influencer* di sosial media. Dalam rangka pemilihan *influencers* yang digunakan untuk promosi di media sosial, maka dilakukan pengumpulan referensi data *influencers* yang bersumber dari *social media analytic tools*.

Marketing Strategy and Activities as well as Product and Service Improvement

Maintenance and Quality Control

As an entity tasked with managing national food logistics, maintaining quality is one of Perum BULOG's effort to uphold market trust. Perum BULOG uses Integrated Warehouse Pest Management (PHGT) as the main principle in the maintenance of commodities managed by Perum BULOG. PHGT prioritizes warehouse cleanliness, monitors commodity and warehouse maintenance, then preventive activities (spraying) and curative pest control activities such as fumigation in the event of a pest attack.

In addition, Perum BULOG has a Calibration Laboratory built to calibrate Perum BULOG's measuring instruments such as water content meters (MKA) and thermohygrometers. The laboratory is headed by the Head of the Quality Control and Maintenance Division and was built in 2 (two) locations, namely at the Head Office (17th floor) and the East Java Regional Office. On June 14, 2017 Perum BULOG Accreditation Laboratory has been officially accredited by the National Accreditation Committee.

Marketing Strategy

1. Retail Rice Product Branding Strategy Program
   Conduct studies on rice brands sold for the retail market objectively in order to increase sales and follow up on development plans for the Befood umbrella brand and collect data and information regarding the latest market developments in branded rice products.

2. Forecasting of Sales and Distribution Channels
   Preparation of potential commodity sales in 2022 by analyzing consumption and production of commodities nationally along with mapping the target market for the general public, ASN, TNI and Polri, banking, SOE, and other institutions. By conducting Sales forecasting analysis through national commodity consumption and production data, analysis of competition and commercial product competitors, and preparation of segmenting, targeting and positioning of each Commercial Product Brand.

3. Social Media Analytic Tools
   Currently, Perum BULOG has carried out marketing communications through digital channels, especially social media, both in the form of posting advertising material on social media accounts managed by Perum BULOG and placing/endorsements on several influencer accounts on social media. In selecting influencers to be used for promotion on social media, a reference collection of influencers data was collected from social media analytic tools.

4. Komunikasi Pemasaran

Publikasi produk menggunakan media luar ruang dengan target khalayak yang lebih luas, diantaranya melalui stiker *car branding* yang dipasang di mobil operasional kantor pusat dan beberapa wilayah, serta kerjasama dengan Grabcar di 7 kota (Jabodetabek, Makassar, Surabaya, Semarang, Yogyakarta, Bandung, dan Medan). Selain itu publikasi luar ruang juga dilakukan di KRL *Commuterline* Jakarta-Bogor. Serta publikasi melalui media cetak seperti majalah Marketeers, BUMN Track, Gatra, Info Bank, serta media lainnya.

a. Iklan stiker pada kendaraan operasional kantor

4. Marketing Communication

Product publication using outdoor media with a wider target audience, including through car branding stickers installed on the operational cars of the head office and several regions, as well as collaboration with Grabcar in 7 cities (Jabodetabek, Makassar, Surabaya, Semarang, Yogyakarta, Bandung, and Medan). In addition, outdoor publications are also carried out on the Jakarta-Bogor Commuterline KRL. As well as publications through print media such as Marketeers magazine, BUMN Track, Gatra, Bank Info, and other media.

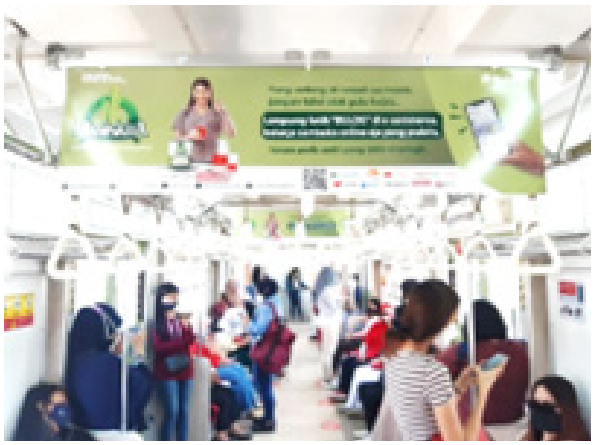
a. Advertising stickers on operational vehicles

b. Iklan stiker pada mobil Grabcar di 7 kota

b. Advertising stickers on Grabcar cars in 7 cities

c. Placement Gula Manis KITA dan Beras Fortivit serta produk online lainnya pada KRL Commuter Line

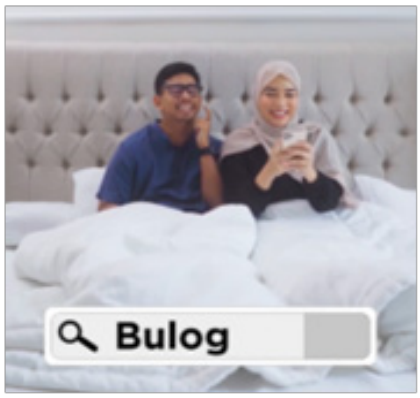
c. Placement of KITA Sweet Sugar and Fortivit Rice and other online products on KRL Commuter Line



5. Publikasi produk menggunakan media massa (cetak) antara lain majalah Marketeers, BUMN Track, Gatra, Info Bank serta media lainnya.
   a. Placement Media Cetak dan Elektronik

5. Product publication using mass media (print), including Marketeers magazine, BUMN Track, Gatra, Bank Info and other media.
   a. Placement in Print and Electronic Media

6. Publikasi produk secara *online* dengan target khalayak yang lebih tersegmen, diantaranya pemeliharaan konten di media sosial, *instagram ads*, konten promosi, promo *online*, webinar, *endorsement* artis dan influencer hingga radio *activity*.
   a. Konten Media Sosial Instagram @Pangankita_official



   b. Konten Media Sosial Instagram @RPK_Bulog

   c. Instagram Ads

6. Online product publication with a more segmented target audience, including content maintenance on social media, Instagram ads, promotional content, online promos, webinars, artist endorsements and influencers, as well as radio activity.
   a. Instagram Content @Pangankita_official

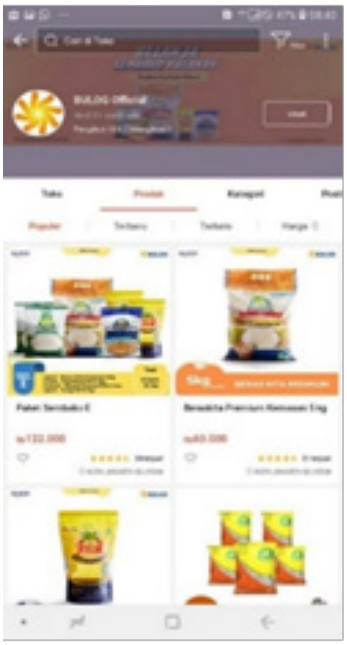
   b. Instagram Content @RPK_Bulog

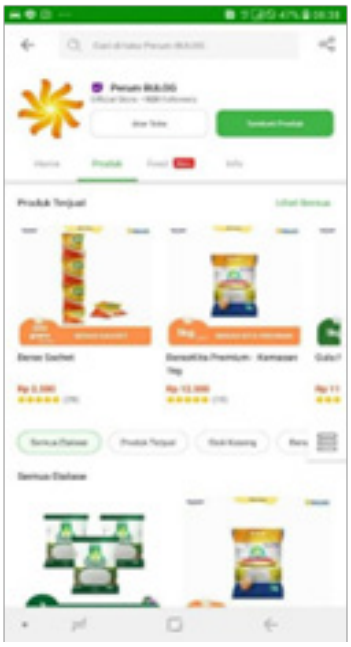
   c. Instagram Ads

d. Jumpost (Jumat Posting)

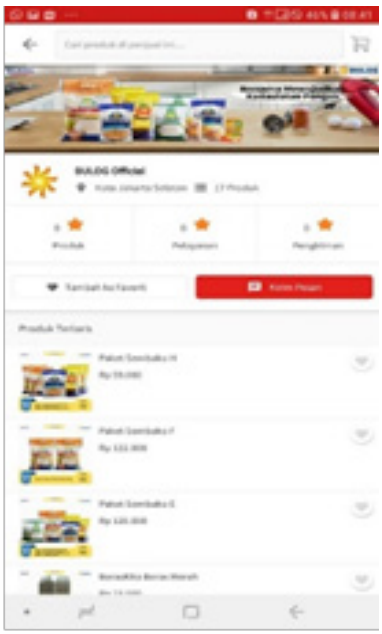
d. Jumpost (Friday Posting)

e. Iklan (Ads) pada channel E-Commerce Resmi Penjualan BULOG





e. Ads on BULOG Official E-Commerce channel

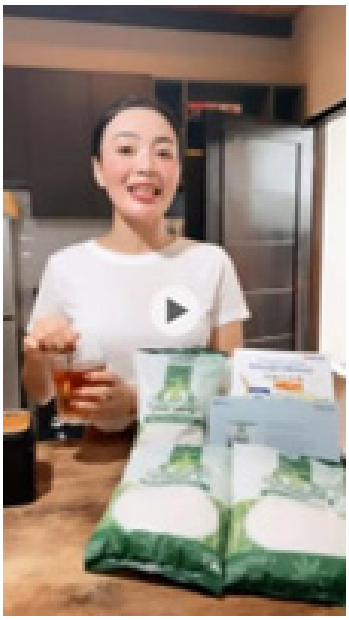


f. Webinar Nasional Meningkatkan Imunitas Tubuh Untuk Indonesia Tangguh, Indonesia Tumbuh: GAYA HIDUP SEHAT BERSAMA BERAS FORTIVIT

f. National Webinar Enhancing Immunity for Resilient Indonesia, Growing Indonesia: HEALTHY LIFESTYLE WITH FORTIVIT RICE

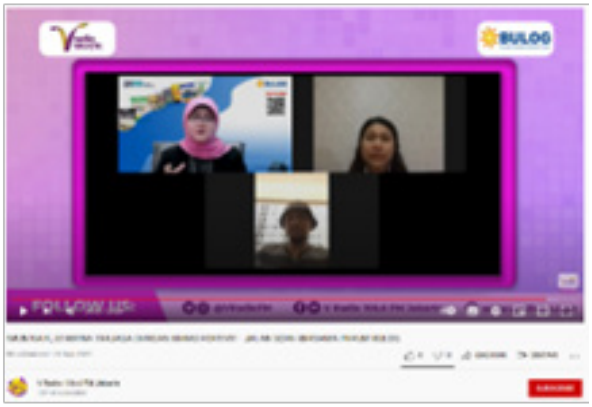
g. *Endorsement* artis, *chef* dan *influencer*

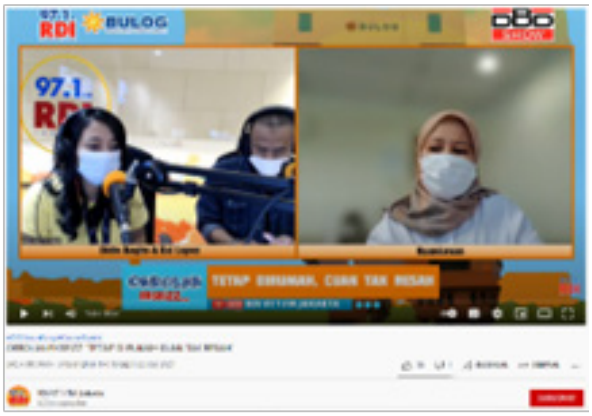
g. Endorsement by actress, chef dan influencer



h. *Talkshow* Radio secara *Online*

h. Online Radio Talkshow





i. Survei Kepuasan Pelanggan

Untuk mengukur keberhasilan kegiatan transaksional penjualan, Perum BULOG melakukan survei untuk mengukur tingkat kepuasan pelanggan produk Komersial BULOG di saluran grosir dan ritel. Survei dilakukan secara *online* dengan membagikan *link* kuisioner kepada responden.

i. Customer satisfaction survey

To measure the success of transactional sales activities, Perum BULOG conducts a survey to measure the level of customer satisfaction for BULOG Commercial products in wholesale and retail channels. The survey was conducted online by distributing questionnaire links to respondents.

Tinjauan Keuangan dan Informasi Material Lainnya

Financial Review and Other Material Information

ANALISIS KINERJA KEUANGAN

FINANCIAL PERFORMANCE ANALYSIS

Laporan Posisi Keuangan Konsolidasian

Consolidated Financial Position Statements

"Posisi Keuangan memberikan gambaran sekilas tentang kekuatan aset dan permodalan Perum BULOG. Di tahun 2021, Jumlah Aset Perum BULOG mencapai Rp23,04 triliun. Sedangkan pada Liabilitas dan Ekuitas, komposisi terdiri dari Liabilitas sebesar 62,78% dan Ekuitas sebesar 37,22%"

"Financial Position provides a glimpse of the strength of Perum BULOG's assets and capital. In 2021, the Total Assets of Perum BULOG reached Rp23.04 trillion. Meanwhile, in Liabilities and Equity, the composition consists of Liabilities at 62.78% and Equity at 37.22%."

Posisi Keuangan Financial Position	**2021** (Rp-juta) (Rp-million)	**2020** (Rp-juta) (Rp-million)	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	**Persentase** (%) Percentage (%)
Aset Assets				
Aset Lancar Current assets	16.217.343	15.104.050	1.113.292	7,37
Aset Tidak Lancar Non-Current Assets	6.818.601	6.539.207	279.394	4,27
Jumlah Aset Total Assets	23.035.944	21.643.258	1.392.686	6,43
Liabilitas dan Ekuitas Liability and Equity				
Liabilitas Liability				
Liabilitas Jangka Pendek Current Liabilities	13.650.113	12.485.721	1.164.393	9,33
Liabilitas Jangka Panjang Non-Current Liabilities	812.604	914.933	(102.330)	(11,18)
Jumlah Liabilitas Total Liabilities	14.462.717	13.400.654	1.062.063	7,93
Ekuitas Equity	8.573.227	8.242.604	330.623	4,01
Jumlah Liabilitas dan Ekuitas Total Liability and Equity	23.035.944	21.643.258	1.392.686	6,43

Aset Assets	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
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Jumlah Aset Total Assets	23.035.944	21.643.258	1.392.686	6,43

Kinerja Aset dipengaruhi oleh Aset Lancar dan Aset Tidak Lancar. Dibandingkan tahun 2020, Total Aset Lancar tahun 2021 mengalami kenaikan sebesar 7,37%, begitu juga dengan Total Aset Tidak Lancar tahun 2021 mengalami kenaikan sebesar 4,27%, sebagaimana diuraikan di bawah ini.

The Asset Performance is affected by Current Assets and Non-Current Assets. Compared to 2020, Total Current Assets in 2021 increased by 7.37%, and Total Non-Current Assets increased by 4.27%, as describ!ed below.

Aset Lancar

Current Assets

Aset Lancar Current Assets	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Kas dan setara kas Cash and Cash Equivalent	3.175.614	3.497.204	(321.590)	(9,20)
Piutang usaha - neto Trade Receivables - net	694.710	1.205.308	(510.597)	(42,36)
Piutang lain-lain - neto Other Receivables - net	12.007	1.576	10.431	661,84
Uang muka Advances	6.330	8.645	(2.315)	(26,78)
Pekerjaan dalam proses Work in process	20.456	47.430	(26.975)	(56,87)
Persediaan - neto Inventories - net	7.099.236	9.693.601	(2.594.365)	(26,76)
Pajak dibayar di muka Prepaid tax	24.534	64.721	(40.187)	(62,09)
Biaya dibayar di muka Prepaid Expenses	7.657	8.905	(1.248)	(14,02)
Aset lancar lainnya Other Current Assets	5.176.800	576.659	4.600.141	797,72
Jumlah Aset Lancar Total Current Assets	16.217.343	15.104.050	1.113.292	7,37

Jumlah Aset Lancar tahun 2021 sebesar Rp16,22 triliun, meningkat 7,37% atau setara dengan Rp1,11 triliun dibandingkan tahun 2020 sebesar Rp15,10 triliun. Kenaikan ini terutama disebabkan kenaikan aset lancar lainnya, sebagaimana akan dijelaskan di bawah ini.

Total Current Assets in 2021 amounted to Rp 16.22 trillion, an increase of 7.37% or equivalent to Rp 1.11 trillion compared to 2020 of Rp 15.10 trillion. This increase was mainly due to an increase in other current assets, as explained below.

Perkembangan Jumlah Aset Lancar Perusahaan dapat dilihat pada bagan di bawah ini.

The development of the Company's Total Current Assets can be seen in the chart below.

Kas dan Setara Kas

Kas dan Setara Kas Perusahaan terdiri dari kas, kas pada bank, deposito (dalam bentuk Rupiah dan Dolar Amerika Serikat), serta modal kerja komersial untuk Kerja Sama Operasi (KSO).

Cash and Cash Equivalent

The Company's Cash and Cash Equivalents consist of cash, cash in banks, deposits (in Rupiah and United States Dollars), as well as commercial working capital for Joint Operations (KSO).

Kas dan Setara Kas Cash and Cash Equivalent	**2021** (Rp-juta) (Rp-million)	**2020** (Rp-juta) (Rp-million)	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	**Persentase** (%) Percentage (%)
Kas Cash	2.964	4.113	(1.149)	(27,94)
Kas pada Bank Cash in Bank	910.787	1.195.346	(284.559)	(23,81)
Deposito Deposit	2.261.002	2.297.544	(36.542)	(1,59)
Modal Kerja Komersial untuk KSO Commercial Work Capital for KSO	861	201	660	327,88
Jumlah Kas dan Setara Kas Total Cash and Cash Equivalent	3.175.614	3.497.204	(321.590)	(9,20)

Kas dan Setara Kas Perusahaan tahun 2021 sebesar Rp3,18 triliun, turun 9,20% atau setara dengan Rp321,59 miliar dibandingkan tahun 2020 sebesar Rp3,50 triliun. Penurunan terbesar pada Kas dan Setara Kas Perusahaan pada akun Kas, yaitu sebesar 27,94%.

The Company's Cash and Cash Equivalents in 2021 amounted to Rp 3.18 trillion, a decrease of 9.20% or equivalent to Rp 321.59 billion compared to 2020 of Rp 3.50 trillion. The biggest decrease was in the Cash account, which amounted to 27.94%.

Trade Receivables – Net

Piutang Usaha - Neto adalah tagihan kepada pihak lain karena penjualan kredit dari kegiatan usaha di masa yang lalu atau dari transaksi tertentu.

Trade Receivables - Net are receivables to other parties due to credit sales from past business activities or from certain transactions.

Piutang Usaha - Neto tahun 2021 sebesar Rp694,71 miliar, turun 42,36% atau setara dengan Rp510,60 miliar dibandingkan tahun 2020 sebesar Rp1,20 triliun. Penurunan ini disebabkan penurunan signifikan pada segmen PSO, yaitu piutang Kementerian Perdagangan turun sebesar Rp474,68 miliar atau turun 73,68%, dan Piutang Golongan Anggaran turun sebesar Rp127,03 miliar.

Trade Receivables - Net in 2021 amounted to Rp 694.71 billion, a decrease of 42.36% or equivalent to Rp 510.60 billion compared to 2020 of Rp 1.20 trillion. This decrease was due to a significant decrease in the PSO segment, namely the Ministry of Trade's receivables decreased by Rp 474.68 billion, or decreased by 73.68%, and Budget Class Receivables decreased by Rp 127.03 billion.

Piutang Lain-lain - Neto

Piutang Lain-lain - Neto adalah piutang yang timbul dari aktivitas di luar usaha normal Perusahaan.

Other Receivables - Net

Other Receivables - Net are receivables arising from activities outside the normal business of the Company.

Piutang Usaha Lain-lain - Neto tahun 2021 sebesar Rp12,01 miliar, meningkat 661,84% atau setara dengan Rp10,43 miliar dibandingkan tahun 2020 sebesar Rp1,58 miliar.

Other Trade Receivables - Net in 2021 amounted to Rp 12.01 billion, an increase of 661.84% or equivalent to Rp 10.43 billion compared to 2020 of Rp 1.58 billion.

Uang Muka adalah pengeluaran kas atau bank yang akan digunakan untuk pembayaran atas pengadaan barang, jasa dan kegiatan penunjang operasional Perusahaan yang dilakukan oleh Perusahaan sebelum barang, jasa dan kegiatan penunjang operasional Perusahaan tersebut diterima dan dipertanggungjawabkan kepada Perusahaan.

Advances are cash or bank disbursements to be used for payment for the procurement of goods, services and company operational support activities carried out by the Company before the goods, services and operational support activities of the Company are received and accounted for to the Company.

Uang Muka tahun 2021 sebesar Rp6,33 miliar, turun 26,78% atau setara dengan Rp2,31 miliar dibandingkan tahun 2020 sebesar Rp8,64 miliar.

Advances in 2021 amounted to Rp 6.33 billion, a decrease of 26.78% or the equivalent of Rp 2.31 billion compared to 2020 of Rp 8.64 billion.

Pekerjaan Dalam Proses adalah pekerjaan pengangkutan yang masih dalam proses penyelesaian.

Work in Process is a transportation job that is still in the process of completion.

Pekerjaan Dalam Proses tahun 2021 sebesar Rp20,46 miliar, turun 56,87% atau setara dengan Rp26,97 miliar dibandingkan tahun 2020 sebesar Rp47,43 miliar.

Work in Process in 2021 amounted to Rp 20.46 billion, a decrease of 56.87% or equivalent to Rp 26.97 billion compared to 2020 of Rp 47.43 billion.

Persediaan - Neto adalah aset yang dikuasai untuk dijual dalam kegiatan usaha normal, aset yang dalam proses produksi untuk penjualan tersebut dan aset dalam bentuk bahan atau perlengkapan untuk digunakan dalam proses produksi atau pemberian jasa.

Inventories - Net are assets held for sale in the normal course of business, assets in the process of being produced for the sale and assets in the form of materials or supplies for use in the production process or providing services.

Persediaan - Neto tahun 2021 sebesar Rp7,10 triliun, turun 26,76% atau setara dengan Rp2,69 triliun dibandingkan tahun 2020 sebesar Rp9,69 triliun. Penurunan ini disebabkan persediaan Beras PSO yang turun sebesar Rp1,36 triliun atau 18,28%, Daging Kerbau turun sebesar Rp846,89 miliar atau turun 99,11%, dan Beras Komersial sebesar Rp201,82 miliar atau turun 73,69%.

Inventories - Net in 2021 amounted to Rp 7.10 trillion, a decrease of 26.76% or equivalent to Rp 2.69 trillion compared to 2020 of Rp 9.69 trillion. This decrease was due to the supply of PSO Rice which decreased by Rp 1.36 trillion or 18.28%, Buffalo Meat decreased by Rp 846.89 billion or decreased 99.11%, and Commercial Rice amounted to Rp 201.82 billion or decreased 73.69%.

Pajak Dibayar di Muka adalah seluruh pembayaran pajak yang dapat diperhitungkan dengan kewajiban pajak terkait dan kelebihan pembayaran pajak yang akan ditagih kembali atau dikompensasikan terhadap kewajiban pajak masa berikutnya.

Prepaid Tax is all tax payments that can be calculated with related tax obligations and tax overpayments that will be billed back or compensated against future tax obligations.

Pajak Dibayar di Muka tahun 2021 sebesar Rp24,53 miliar, turun 62,09% atau setara dengan Rp40,19 miliar dibandingkan tahun 2020 sebesar Rp64,72 miliar.

Prepaid Tax in 2021 amounted to Rp 24.53 billion, a decrease of 62.09% or equivalent to Rp 40.19 billion compared to 2020 of Rp 64.72 billion.

Prepaid Expenses

Biaya Dibayar di Muka adalah pengeluaran yang telah terjadi dan digunakan untuk aktivitas Perusahaan di masa datang yang memiliki masa manfaat satu tahun atau lebih.

Prepaid Expenses

Prepaid Expenses are expenses that have been incurred and are used for future activities of the Company which have a useful life of one year or more.

Biaya Dibayar di Muka tahun 2021 sebesar Rp7,66 miliar, turun 14,02% atau setara dengan Rp1,25 miliar dibandingkan tahun 2020 sebesar Rp8,90 miliar.

Prepaid Expenses in 2021 amounted to Rp 7.66 billion, a decrease of 14.02% or the equivalent of Rp 1.25 billion compared to 2020 of IDR 8.90 billion.

Aset Lancar Lainnya adalah aset Perusahaan di luar aset lancar yang bersifat akun sementara seperti selisih harga, yaitu berupa dokumen tagihan kepada Pemerintah yang belum diverifikasi dan juga termasuk aset lancar lainnya.

Other Current Assets are company assets other than current assets which are temporary accounts such as price differences; namely in the form of invoice documents to the Government that have not been verified and also include other current assets.

Aset Lancar Lainnya tahun 2021 sebesar Rp5,18 triliun, meningkat signifikan 797,72% atau setara dengan Rp4,60 triliun dibandingkan tahun 2020 sebesar Rp576,66 miliar. Kenaikan ini disebabkan adanya kenaikan selisih harga penyaluran Bansos PPKM dan selisih harga penyaluran CBP.

Other Current Assets in 2021 amounted to Rp 5.18 trillion, a significant increase of 797.72% or equivalent to Rp 4.60 trillion compared to 2020 of Rp 576.66 billion. This increase was due to an increase in the price difference for the PPKM social aid distribution and the difference in the price for CBP distribution.

Aset Tidak Lancar Non-current Assets	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Investasi pada entitas asosiasi Investment in associated entities	25.816	28.029	(2.213)	(7,89)
Aset tetap - neto Fixed assets - net	3.981.796	3.799.103	182.692	4,81
Properti investasi - neto Investment property - net	224.028	232.254	(8.227)	(3,54)
Aset tak berwujud - neto Intangible assets - net	5.852	18.563	(12.710)	(68,47)
Goodwill	94.215	94.215	-	-
Taksiran tagihan pajak Estimated tax bill	365.291	457.615	(92.324)	(20,18)
Aset pajak tangguhan – neto Deferred tax assets - net	1.478.345	1.437.296	41.049	2,86
Aset hak guna – neto Right of Use Assets - net	55.471	56.380	(908)	(1,61)
Aset lain-lain Other assets	587.787	415.752	172.034	41,38
Jumlah Aset Tidak Lancar Total Non-Current Assets	6.818.601	6.539.207	279.394	4,27

Jumlah Aset Tidak Lancar tahun 2021 sebesar Rp6,82 triliun, meningkat 4,27% atau setara dengan Rp279,39 miliar dibandingkan tahun 2020 sebesar Rp6,54 triliun. Kenaikan ini terutama disebabkan adanya kenaikan aset lain-lain sebesar 41,38%, sebagaimana akan dijelaskan di bawah ini.

Perkembangan Jumlah Aset Tidak Lancar Perusahaan dapat dilihat pada bagan di bawah ini.

Investment in Associated Entities

Investasi pada Entitas Asosiasi adalah investasi pada entitas yang mana investor memiliki pengaruh signifikan.

Investasi pada Entitas Asosiasi tahun 2021 sebesar Rp25,82 miliar, turun 7,89% atau setara dengan Rp2,21 miliar dibandingkan tahun 2020 sebesar Rp28,03 miliar.

Fixed assets – Net

Aset Tetap - Neto adalah aset berwujud yang dimiliki untuk digunakan dalam produksi atau penyediaan barang atau jasa, untuk direntalkan kepada pihak lain, atau untuk tujuan administratif dan diperkirakan untuk digunakan selama lebih dari satu tahun.

Aset Tetap - Neto tahun 2021 sebesar Rp3,98 triliun, meningkat 4,81% atau setara dengan Rp182,69 miliar dibandingkan tahun 2020 sebesar Rp3,80 triliun.

Investment property – Net

Properti Investasi - Neto adalah properti dalam bentuk tanah atau bangunan atau bagian dari bangunan atau kedua-duanya yang dikuasai oleh Perusahaan (atau oleh penyewa sebagai aset

Total Non-Current Assets in 2021 amounted to Rp 6.82 trillion, an increase of 4.27% or equivalent to Rp 279.39 billion compared to 2020 of Rp 6.54 trillion. This increase was mainly due to an increase in other assets of 41.38%, as explained below.

The development of the Company's Non-Current Assets can be seen in the chart below.

Investment in Associated Entities

Investments in Associated Entities are investments in entities over which the investor has significant influence.

Investments in Associated Entities in 2021 amounted to Rp 25.82 billion, a decrease of 7.89% or equivalent to Rp 2.21 billion compared to 2020 of Rp 28.03 billion.

Fixed assets – Net

Fixed Assets - Net are tangible assets held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and are expected to be used for more than one year.

Fixed Assets - Net in 2021 amounted to Rp 3.98 trillion, an increase of 4.81% or equivalent to Rp 182.69 billion compared to 2020 of Rp 3.80 trillion.

Investment property – Net

Investment Property - Net is property in the form of land or buildings or part of buildings or both held by the Company (or by the lessee as a usufructuary asset) to generate rental income or

hak guna) untuk menghasilkan pendapatan rental atau untuk kenaikan nilai atau keduanya, dan tidak untuk digunakan dalam produksi atau penyediaan barang atau jasa atau untuk tujuan administratif, atau dijual dalam kegiatan usaha sehari-hari.

Properti Investasi Neto tahun 2021 sebesar Rp224,03 miliar, turun 3,54% atau setara dengan Rp8,23 miliar dibandingkan tahun 2020 sebesar Rp232,25 miliar.

Intangible assets – Net

Aset Takberwujud - Neto adalah aset tidak berwujud adalah aset non-moneter yang dapat diidentifikasi tanpa wujud fisik. Aset Takberwujud - Neto tahun 2021 sebesar Rp5,85 miliar, turun 68,47% atau setara dengan Rp12,71 miliar dibandingkan tahun 2020 sebesar Rp18,56 miliar.

Goodwill

Goodwill adalah suatu bagian aset dalam neraca keuangan Perusahaan, yang masuk dalam kategori aset yang tidak berwujud.

Goodwill tahun 2021 sebesar Rp94,21 miliar. Saldo ini tidak terdapat perubahan dibandingkan tahun 2020.

Estimated Tax Bill

Taksiran Tagihan Pajak tahun 2021 sebesar Rp365,29 miliar, turun 20,18% atau setara dengan Rp92,32 miliar dibandingkan tahun 2020 sebesar Rp457,61 miliar.

Deferred Tax Assets - Net

Aset Pajak Tangguhan - Neto adalah jumlah pajak penghasilan yang dapat dipulihkan pada periode mendatang sebagai akibat adanya perbedaan temporer dapat dikurangkan, akumulasi rugi pajak belum dikompensasi dan akumulasi kredit pajak belum dimanfaatkan, dalam hal peraturan perpajakan mengizinkan.

Aset Pajak Tangguhan - Neto tahun 2021 sebesar Rp1,48 triliun, meningkat 2,86% atau setara dengan Rp41,05 miliar dibandingkan tahun 2020 sebesar Rp1,44 triliun.

Aset Hak Guna - Neto adalah aset yang merepresentasikan hak penyewa untuk menggunakan aset pendasar selama masa sewa.

Aset Hak Guna - Neto tahun 2021 sebesar Rp55,47 miliar, turun 1,61% atau setara dengan Rp908 juta dibandingkan tahun 2020 sebesar Rp56,38 miliar.

Aset Lain-lain adalah akun-akun yang tidak dapat digolongkan dalam kelompok aset lancar dan aset tetap di atas disajikan dalam kelompok aset lain-lain.

Aset Lain-lain tahun 2021 sebesar Rp587,79 miliar, meningkat 41,38% atau setara dengan Rp172,03 miliar dibandingkan tahun 2020 sebesar Rp415,75 miliar. Kenaikan ini disebabkan adanya kenaikan pada Bank Hasil Penjualan sebesar Rp153,7 miliar.

for capital appreciation or both, and not for use in the production or supply of goods or services or for administrative purposes; or sold in the daily business activities.

Investment Property - Net in 2021 amounted to Rp 224.03 billion, a decrease of 3.54% or equivalent to Rp 8.23 billion compared to 2020 of Rp 232.25 billion.

Intangible assets – Net

Intangible Assets - Net is intangible assets or non-monetary assets that can be identified without physical form. Intangible Assets - Net in 2021 amounted to Rp 5.85 billion, a decrease of 68.47% or equivalent to Rp 12.71 billion compared to 2020 of Rp 18.56 billion.

Goodwill

Goodwill is a part of assets in the company's balance sheet, which is included in the category of intangible assets.

Goodwill in 2021 is Rp 94.21 billion. There is no changes compared to 2020.

Estimated Tax Bill

The estimated tax bill for 2021 is Rp 365.29 billion, a decrease of 20.18% or equivalent to Rp 92.32 billion compared to 2020 of Rp 457.61 billion.

Deferred Tax Assets - Net

Deferred Tax Assets – Net is the amount of income tax that can be recovered in future periods as a result of deductible temporary differences, unused tax losses accumulated and unused tax credit accumulations, if the tax regulations permit.

Deferred Tax Assets - Net in 2021 amounted to Rp 1.48 trillion, an increase of 2.86% or equivalent to Rp 41.05 billion compared to 2020 of Rp 1.44 trillion.

Right of Use Assets - Net is an asset that represents the lessee's right to use the underlying asset during the lease term.

Right of Use Assets - Net in 2021 amounted to Rp 55.47 billion, a decrease of 1.61% or equivalent to Rp 908 million compared to 2020 of Rp 56.38 billion.

Other Assets are assets that are not included in current assets and fixed assets.

Other assets in 2021 amounted to Rp 587.79 billion, an increase of 41.38% or equivalent to Rp 172.03 billion compared to 2020 of Rp 415.75 billion. This increase was due to an increase in Bank Sales Proceeds of Rp 153.7 billion.

Liabilitas / Liabilities

Liabilitas Liabilities	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease) Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Liabilitas Jangka Pendek Current Liabilities	13.650.113	12.485.721	1.164.393	9,33
Liabilitas Jangka Panjang Non-Current Liabilities	812.604	914.933	(102.330)	(11,18)
Jumlah Liabilitas Total Liabilities	14.462.717	13.400.654	1.062.063	7,93

Liabilitas Perusahaan dipengaruhi oleh Liabilitas Jangka Pendek dan Liabilitas Jangka Panjang. Dibandingkan tahun 2020, Jumlah Liabilitas Jangka Pendek tahun 2021 mengalami kenaikan sebesar 9,33%, sedangkan Liabilitas Jangka Panjang tahun 2021 mengalami penurunan sebesar 11,18%, sebagaimana diuraikan di bawah ini.

The Company's liabilities are affected by Current Liabilities and Non-Current Liabilities. Compared to 2020, Total Current Liabilities Liabilities in 2021 increased by 9.33%, while Non-Current Liabilities in 2021 decreased by 11.18%, as described below.

Liabilitas Jangka Pendek / Current Liabilities

Liabilitas Jangka Pendek Current Liabilities	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease) Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Utang bank jangka pendek Short term bank loans	12.511.751	11.311.788	1.199.962	10,61
Utang usaha Trade payables	454.675	504.932	(50.257)	(9,95)
Utang pajak Tax payables	68.675	68.652	23	0,03
Biaya yang masih harus dibayar Accrued expenses	432.325	457.270	(24.945)	(5,46)
Uang muka penjualan Sales advances	28.576	19.294	9.283	48,11
Liabilitas jangka panjang yang jatuh tempo dalam satu tahun: Current maturities of long-term liabilities:				
Utang bank Bank loans	95.000	75.163	19.837	26,39
Utang pembiayaan konsumen Consumer financing payables	3.184	4.198	(1.014)	(24,15)
Liabilitas Sewa Lease Liability	55.928	44.425	11.503	25,89
Jumlah Liabilitas Jangka Pendek Total Current Liabilities	13.650.113	12.485.721	1.164.393	9,33

Jumlah Liabilitas Jangka Pendek tahun 2021 sebesar Rp13,65 triliun, meningkat 9,33% atau setara dengan Rp1,16 triliun dibandingkan Jumlah Liabilitas Jangka Pendek tahun 2020 sebesar Rp12,49 triliun.

Total Current Liabilities in 2021 amounted to Rp 13.65 trillion, an increase of 9.33% or the equivalent of Rp 1.16 trillion compared to Total Current Liabilities in 2020 of Rp 12.49 trillion.

Perkembangan Jumlah Liabilitas Jangka Pendek Perusahaan dapat dilihat pada bagan di bawah ini.

The development of the Company's Total Current Liabilities can be seen in the chart below.

Utang Bank Jangka Pendek

Utang Bank Jangka pendek adalah liabilitas Perusahaan kepada bank yang timbul dari penarikan fasilitas pinjaman bank.

Utang Bank Jangka Pendek tahun 2021 sebesar Rp12,51 triliun, meningkat 10,61% atau setara dengan Rp1,20 triliun dibandingkan tahun 2020 sebesar Rp11,31 triliun. Kenaikan ini disebabkan Utang Bank BJB PSO atas komoditi Beras yang naik menjadi Rp1,75 triliun dibandingkan per 31 Desember 2020 Audited.

Utang Usaha

Utang usaha adalah liabilitas Perusahaan kepada Pemerintah dan pihak lain yang timbul dari kegiatan operasional.

Utang Usaha tahun 2021 sebesar Rp454,67 miliar, turun 9,95% atau setara dengan Rp50,26 miliar dibandingkan tahun 2020 sebesar Rp504,93 miliar. Penurunan ini disebabkan Utang Penyaluran mengalami penurunan sebesar Rp94,16 miliar atas Utang Penyaluran Golongan Anggaran turun sebesar Rp137,02 miliar. Meskipun terdapat penurunan pada Utang Penyaluran Golongan Anggaran, namun terdapat kenaikan yang signifikan pada Utang Penyaluran Lainnya sebesar Rp27,12 miliar atas Utang Penyaluran Daging Kerbau dan Utang Penyaluran CBP yang naik sebesar Rp16,34 miliar.

Utang Pajak

Utang Pajak adalah kewajiban yang timbul dari transaksi yang merupakan obyek pajak yang belum disetor ke kas negara.

Utang Pajak tahun 2021 sebesar Rp68,67 miliar, meningkat 0,03% atau setara dengan Rp24 juta dibandingkan tahun 2020 sebesar Rp68,65 miliar.

Biaya yang Masih Harus Dibayar

Biaya yang Masih Harus Dibayar adalah beban periode berjalan dalam periode satu tahun, yang akan dilakukan pembayarannya setelah tanggal laporan posisi keuangan.

Biaya yang Masih Harus Dibayar tahun 2021 sebesar Rp432,32 miliar, turun 5,46% atau setara dengan Rp24,94 miliar dibandingkan tahun 2020 sebesar Rp457,27 miliar.

Uang Muka Penjualan

Uang Muka Penjualan adalah Pendapatan ditangguhkan diakui pada saat uang diterima dari pelanggan/pembeli sebesar jumlah uang yang diterima dan disesuaikan dengan pendapatan yang telah menjadi hak Perusahaan sampai dengan saat pisah batas.

Uang Muka Penjualan tahun 2021 sebesar Rp28,58 miliar, meningkat 48,11% atau setara dengan Rp9,28 miliar dibandingkan tahun 2020 sebesar Rp19,29 miliar.

Short-term Bank Loans

Short-term bank loans are the Company's liabilities to banks arising from the drawdown of bank loan facilities.

Short-term bank loans in 2021 amounted to Rp 12.51 trillion, an increase of 10.61% or equivalent to Rp 1.20 trillion compared to 2020 of Rp 11.31 trillion. This increase was due to Bank BJB PSO's debt for the commodity Rice, which increased to Rp 1.75 trillion compared to Audited December 31, 2020.

Trade Payables

Trade payables are the Company's liabilities to the Government and other parties arising from operational activities.

Trade Payables in 2021 amounted to Rp 454.67 billion, a decrease of 9.95% or the equivalent of Rp 50.26 billion compared to 2020 of Rp 504.93 billion. This decrease was due to the Debt Distribution which decreased by Rp 94.16 billion, while the Payable for Distribution of the Budget Class decreased by Rp 137.02 billion. Even though there was a decrease in Payables for Distribution of Budget Group, there was a significant increase in Payables for Other Distributions of Rp 27.12 billion, for Payables for Buffalo Meat and Payables for CBP which increased by Rp 16.34 billion.

Tax Payables

Tax payables are obligations arising from transactions which are tax objects that have not been deposited into the state treasury.

Taxes payable in 2021 amounted to Rp 68.67 billion, an increase of 0.03% or equivalent to Rp 24 million compared to 2020 of Rp 68.65 billion.

Accrued Expenses

Accrued Expenses are expenses for the current period within a period of one year, which will be paid after the statement of financial position date.

Accrued Expenses in 2021 amounted to Rp 432.32 billion, a decrease of 5.46% or equivalent to Rp 24.94 billion compared to 2020 of Rp 457.27 billion.

Sales Advances

Sales Advances are deferred income recognized when money is received from customers/buyers in the amount of money received and adjusted to the income that has become the Company's right up to the cut-off time.

Sales advances in 2021 amounted to Rp 28.58 billion, an increase of 48.11% or the equivalent of Rp 9.28 billion compared to 2020 of Rp 19.29 billion.

Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun

Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun terdiri dari Utang Bank yang Jatuh Tempo dalam Satu Tahun, Utang Pembiayaan Konsumen dan Liabilitas Sewa.

1. Utang Bank yang Jatuh Tempo dalam Satu Tahun
   Utang Bank yang Jatuh Tempo dalam Satu Tahun adalah liabilitas jangka Panjang yang jatuh tempo pembayaran dalam satu tahun berjalan.
   Utang Bank yang Jatuh Tempo dalam Satu Tahun tahun 2021 sebesar Rp95,00 miliar, meningkat 26,39% atau setara dengan Rp19,84 miliar dibandingkan tahun 2020 sebesar Rp75,16 miliar.
2. Utang Pembiayaan Konsumen
   Utang Pembiayaan Konsumen tahun 2021 sebesar Rp3,18 miliar, turun 24,15% atau setara dengan Rp1,01 miliar dibandingkan tahun 2020 sebesar Rp4,20 miliar.
3. Liabilitas Sewa
   Liabilitas Sewa tahun tahun 2021 sebesar Rp55,93 miliar, meningkat 25,89% atau setara dengan Rp11,50 miliar dibandingkan tahun 2020 sebesar Rp44,42 miliar.

Current Maturities of Long-term Liabilities

Current Maturities of Long-term Liabilities consist of bank loans maturing in one year, consumer financing payables and lease liabilities.

1. Bank Loans Maturing in One Year
   Bank Loans Maturing in One Year are long-term liabilities that mature in payment within one year.

   Bank Loans Maturing in One Year in 2021 is Rp 95.00 billion, an increase of 26.39% or equivalent to Rp 19.84 billion compared to 2020 of Rp 75.16 billion.
2. Consumer Financing Payables
   Consumer Financing Payables in 2021 amounted to Rp 3.18 billion, a decrease of 24.15% or the equivalent of Rp 1.01 billion compared to 2020 of Rp 4.20 billion.
3. Lease liabilities
   Lease liabilities in 2021 amounted to Rp 55.93 billion, an increase of 25.89% or equivalent to Rp 11.50 billion compared to 2020 of Rp 44.42 billion.

Liabilitas Jangka Panjang / **Non-Current Liabilities**

Liabilitas Jangka Panjang Non-Current Liabilities	**2021** (Rp-juta) (Rp-million)	**2020** (Rp-juta) (Rp-million)	**Kenaikan (Penurunan)** Increase (Decrease) **Nominal** (Rp-juta) (Rp-million)	**Persentase** (%) Percentage (%)
Liabilitas imbalan kerja Employee benefits liability	170.989	179.131	(8.142)	(4,55)
Liabilitas pajak tangguhan – neto Deferred tax liability - net	28.878	19.299	9.579	49,64
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun: Long-term liabilities - net current maturities:				
Utang bank Bank loans	610.937	700.095	(89.158)	(12,74)
Utang pembiayaan konsumen Consumer financing payables	106	2.922	(2.816)	(96,37)
Liabilitas Sewa Lease Liability	1.694	13.487	(11.793)	(87,44)
Jumlah Liabilitas Jangka Panjang Total Non-Current Liabilities	812.604	914.933	(102.329)	(11,18)

Jumlah Liabilitas Jangka Panjang tahun 2021 sebesar Rp812,60 miliar, turun 11,18% atau setara dengan Rp102,33 miliar dibandingkan Jumlah Liabilitas Jangka Panjang tahun 2020 sebesar Rp914,93 miliar.

Total Non-Current Liabilities in 2021 amounted to Rp 812.60 billion, decreased by 11.18% or equivalent to Rp 102.33 billion compared to Total Non-Current Liabilities in 2020 of Rp 914.93 billion.

Perkembangan Jumlah Liabilitas Jangka Panjang Perusahaan dapat dilihat pada bagan di bawah ini.

The development of the Company's Non-Current Liabilities can be seen in the chart below.

Liabilitas Imbalan Kerja

Liabilitas Imbalan Kerja adalah kewajiban yang timbul dari imbalan kerja.

Employee Benefits Liability

Employee Benefits Liabilities are obligations arising from employee benefits.

Liabilitas Imbalan Kerja tahun 2021 sebesar Rp170,99 miliar, turun 4,55% atau setara dengan Rp8,14 miliar dibandingkan tahun 2020 sebesar Rp179,13 miliar.

Employee Benefits Liabilities in 2021 amounted to Rp 170.99 billion, decreased by 4.55% or equivalent to Rp 8.14 billion compared to 2020 of Rp 179.13 billion.

Liabilitas Pajak Tangguhan – Neto

Liabilitas Pajak Tangguhan - Neto adalah jumlah pajak penghasilan terutang pada periode masa depan sebagai akibat perbedaan temporer kena pajak.

Deferred Tax Liability - Net

Deferred Tax Liability - Net is the amount of income tax payable in future periods as a result of taxable temporary differences.

Liabilitas Pajak Tangguhan - Neto tahun 2021 sebesar Rp28,88 miliar, meningkat 49,64% atau setara dengan Rp9,58 miliar dibandingkan tahun 2020 sebesar Rp19,30 miliar.

Deferred Tax Liability - Net in 2021 amounted to Rp 28.88 billion, an increase of 49.64% or equivalent to Rp 9.58 billion compared to 2020 of Rp 19.30 billion.

Liabilitas Jangka Panjang - Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun:

Liabilitas Jangka Panjang – Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun terdiri dari Utang Bank, Utang Pembiayaan Konsumen dan Liabilitas Sewa.

1. Utang Bank Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun
   Utang Bank Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun tahun 2021 sebesar Rp610,94 miliar, turun 12,74% atau setara dengan Rp89,16 miliar dibandingkan tahun 2020 sebesar Rp700,09 miliar.
2. Utang Pembiayaan Konsumen
   Utang Pembiayaan Konsumen tahun 2021 sebesar Rp106,08 juta, turun 96,37% atau setara dengan Rp2,82 miliar dibandingkan tahun 2020 sebesar Rp2,92 miliar.
3. Liabilitas Sewa
   Liabilitas Sewa tahun 2021 sebesar Rp1,69 miliar, turun 87,44% atau setara dengan Rp11,79 miliar dibandingkan tahun 2020 sebesar Rp13,49 miliar.

Long-term Liabilities - Net Current Maturities:

Long-term Liabilities - Net Current Maturities consist of Bank Loans, Consumer Financing Payables and Lease Liabilities.

1. Bank Loans After Deducting Part Maturing in One Year
   Bank Loans After Deducting Part Maturing in One Year amounted to Rp 610.94 billion, a decrease of 12.74% or the equivalent of Rp 89.16 billion compared to 2020 of Rp 700.09 billion.
2. Consumer Financing Payables
   Consumer Financing Payables in 2021 amounted to Rp 106.08 million, a decrease of 96.37% or equivalent to Rp 2.82 billion compared to 2020 of Rp 2.92 billion.
3. Lease Liabilities
   Lease Liabilities in 2021 amounted to Rp 1.69 billion, decreased by 87.44% or equivalent to Rp 11.79 billion compared to 2020 of Rp 13.49 billion.

Ekuitas / Equity

Ekuitas Equity	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease) Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%))
Modal Pemerintah Government Capital	12.522.387	12.522.387	-	-
Defisit Deficit	(3.827.210)	(4.175.413)	348.203	(8,34)
Jumlah ekuitas yang dapat diatribusikan kepada: Total equity attributable to:				
Pemilik entitas induk Owner of the parent entity	8.695.177	8.346.974	348.203	4,17
Kepentingan non pengendali Non-controlling interest	(121.949)	(104.370)	(17.580)	16,84
Jumlah Ekuitas – Neto Total Equity - Net	8.573.227	8.242.604	330.623	4,01

Dibandingkan tahun 2020, Jumlah Ekuitas tahun 2021 mengalami kenaikan sebesar 4,01%, sebagaimana akan dijelaskan secara rinci di bawah ini.

Modal Pemerintah
Modal Pemerintah adalah jumlah modal yang berasal dari kekayaan negara melalui keputusan Menteri Keuangan. Modal Pemerintah tahun 2021 sebesar Rp12,52 triliun. Saldo ini tidak terdapat perubahan dibandingkan tahun 2020.

Defisit
Defisit adalah akumulasi rugi Perusahaan.

Defisit tahun 2021 sebesar minus Rp3,83 triliun, turun 8,34% atau setara dengan Rp348,20 miliar dibandingkan tahun 2020 sebesar minus Rp4,17 triliun. Penurunan ini disebabkan kinerja Perusahaan yang menghasilkan laba komprehensif sebesar Rp330,78 miliar.

Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk adalah bagian ekuitas yang menjadi milik Entitas Induk senilai dengan kepemilikan saham.

Jumlah Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk tahun 2021 sebesar Rp8,69 triliun, meningkat 4,17% atau setara dengan Rp348,20 miliar dibandingkan tahun 2020 sebesar Rp8,35 triliun.

Ekuitas yang Dapat Diatribusikan kepada Kepentingan Non Pengendali
Ekuitas yang Dapat Diatribusikan kepada Kepentingan Non Pengendali adalah bagian ekuitas pemilik selain induk di anak Perusahaan yang dikendalikan oleh induk Perusahaan.

Jumlah Ekuitas yang Dapat Diatribusikan kepada Kepentingan Non Pengendali tahun 2021 sebesar defisit Rp121,95 miliar, meningkat 16,84% atau setara dengan Rp17,58 miliar dibandingkan tahun 2020 sebesar defisit Rp104,37 miliar.

Compared to 2020, Total Equity in 2021 increased by 4.01%, as explained in detail below.

Government Capital
Government Capital is the amount of capital originating from state assets through a decision of the Minister of Finance. Government Capital in 2021 was Rp12.52 trillion. There was no change in the balance compared to 2020.

Deficit
Deficit is the company's accumulated losses.

The deficit in 2021 was minus Rp 3.83 trillion, down 8.34% or equivalent to Rp 348.20 billion compared to 2020 of minus Rp 4.17 trillion. This decrease was due to the Company's performance which resulted in a comprehensive profit of Rp 330.78 billion.

Total Equity Attributable to Owner of the Parent Entity
Equity Attributable to Owner of the Parent Entity is the share of equity that belongs to the Parent Entity equal to the ownership of shares.

Total Equity Attributable to Owner of the Parent Entity in 2021 amounted to Rp 8.69 trillion, an increase of 4.17% or the equivalent of Rp 348.20 billion compared to 2020 of Rp 8.35 trillion.

Total Equity Attributable to Non-controlling Interest

Equity Attributable to Non-Controlling Interest is the share of owner's equity other than the parent in a subsidiary controlled by the parent company.

Total Equity Attributable to Non-Controlling Interest in 2021 amounted to a deficit of Rp 121.95 billion, an increase of 16.84% or equivalent to Rp 17.58 billion compared to 2020 of a deficit of Rp 104.37 billion.

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

"Di tahun 2021 Perum BULOG mencatatkan peningkatan nilai penjualan yang terutama didapatkan dari segmen Public Service Obligation (PSO)."
"In 2021 Perum BULOG recorded an increase in sales value, which was mainly obtained from the Public Service Obligation (PSO) segment."

	2021 (Rp-juta)	2020 (Rp-juta)	Kenaikan (Penurunan)	
			Nominal (Rp-juta)	Persentase (%)
Pendapatan Revenue	21.962.846	27.698.291	(5.735.445)	(20,71)
Beban Pokok Pendapatan Cost of Goods Sold	18.534.226	23.903.613	(5.369.387)	(22,46)
Laba Bruto Gross Profit	3.428.620	3.794.677	(366.057)	(9,65)
Beban Usaha Operating Expenses				
Beban Umum dan administrasi General and Administrative Expenses	2.467.005	2.489.152	(22.147)	(0,89)
Beban Eksploitasi Exploitation Expenses	257.658	251.594	6.064	2,41
Beban Penjualan Selling Expenses	44.315	235.905	(191.590)	(81,21)
Jumlah Beban Usaha Total Operating Expenses	2.768.978	2.976.651	(207.673)	(6,98)
Laba Usaha Operating Profit	659.642	818.026	(158.384)	(19,36)
Pendapatan (Beban) Lain-lain Other Income (Expenses)				
Pendapatan Lain-lain Other Income	1.269.468	379.177	890.291	234,80
Beban Lain-lain Other Expenses	(1.716.109)	(1.973.913)	257.804	(13,06)
Jumlah Pendapatan (Beban) Lain-lain Total Other Income (Expenses)	(446.641)	(1.594.736)	1.148.094	(71,99)
Laba (Rugi) Sebelum Pajak Penghasilan Profit (Loss) Before Income Tax	213.001	(776.710)	989.710	(127,42)
Manfaat (Beban) Pajak Penghasilan Income Tax Benefit (Expense)	43.804	(44.306)	88.109	(198,87)
Laba (Rugi) Neto Tahun Berjalan Net Profit (Loss) for the year	256.804	(821.015)	1.077.820	(131,28)
Pendapatan Komprehensif Lain Other Comprehensive Income				
Item yang tidak akan direklasifikasikan ke laba rugi pada periode berikutnya: Items that will not be reclassified to profit or loss in the next period:				
Pengukuran kembali atas liabilitas imbalan kerja Remeasurement of employee benefit liabilities	89.842	109.049	(19.208)	(17,61)
Pajak penghasilan terkait Related income tax	(15.868)	(37.004)	21.136	(57,12)
Bagian pendapatan komprehensif lain entitas asosiasi Other comprehensive income of associated entities	-	10	(10)	-
Penghasilan komprehensif lain - Setelah Pajak Other Comprehensive Income – After Tax	73.973	72.055	1.919	2,66
Total Laba (Rugi) Komprehensif Total Comprehensive Profit (Loss)	330.778	(748.961)	1.079.738	(144,16)
Laba (Rugi) Neto yang dapat diatribusikan kepada: Net Profit (loss) attributable to:				
Pemilik entitas induk Owner of the parent entity	274.392	(822.852)	1.097.244	(133,35)
Kepentingan non pengendali Non-controlling interest	(17.588)	1.837	(19.425)	(1.057,43)
	256.804	(821.015)	1.077.820	(131,28)

	2021 (Rp-juta)	2020 (Rp-juta)	Kenaikan (Penurunan)	
			Nominal (Rp-juta)	Persentase (%)
Total Laba (Rugi) Komprehensif yang dapat diatribusikan kepada: Total comprehensive profit (loss) attributable to:				
Pemilik entitas induk Owner of the parent entity	348.203	(750.684)	1.098.887	(146,38)
Kepentingan non pengendali Non-controlling interest	(17.425)	1.723	(19.148)	(1.111,32)
	330.778	(748.961)	1.079.738	(144,16)

Pendapatan

Seperti yang telah diuraikan secara rinci pada bagian Tinjauan Operasi per Segmen Usaha, Pendapatan Perum BULOG diperoleh dari 2 (dua) segmen, yaitu segmen Pelayanan Publik/*Public Service Obligation* (PSO), dan segmen Komersial.

Pendapatan Perum BULOG tahun 2021 sebesar Rp21,96 triliun, turun 20,71% atau setara dengan Rp5,73 triliun dibandingkan tahun 2020 sebesar Rp27,70 triliun. Penurunan ini disebabkan penurunan penjualan komoditi Beras PSO sebesar Rp.3,95 triliun atau 24,11%, dan komoditi Beras Komersial sebesar Rp4,69 triliun atau 69,61%.

Revenue

As described in detail in Operations Review per Business Segment section, Perum BULOG's sales were obtained from 2 (two) segments, namely the Public Service Obligation (PSO) segment and the Commercial segment.

Perum BULOG's revenue in 2021 was Rp 21.96 trillion, a decrease of 20.71% or the equivalent of Rp 5.73 trillion compared to 2020 of Rp 27.70 trillion. This decrease was due to a decrease in sales of the PSO Rice commodity by Rp 3.95 trillion or 24.11%, and the Commercial Rice commodity by Rp 4.69 trillion or 69.61%.

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
PSO				
Beras Rice	12.419.564	16.365.082	(3.945.518)	(24,11)
Jagung Corn	210.000	-	210.000	-
Karung Sack	220	260	(40)	(15,38)
Sub Jumlah PSO Sub-total PSO	12.629.784	16.365.343	(3.735.558)	(22,83)
Komersial Commercial				
Daging Meat	5.936.170	1.651.069	4.285.101	259,53
Beras Rice	2.047.335	6.735.945	(4.688.610)	(69,61)
Gula pasir Sugar	898.902	1.703.905	(805.003)	(47,24)
Jasa angkutan Transportation Services	252.343	252.159	184	0,07
Minyak goreng Cooking Oil	67.509	185.751	(118.242)	(63,66)
Sembako Basic foods	42.583	519.193	(476.610)	(91,80)
Sewa aset (Catatan 13) Assets Rental (notes 13)	41.446	37.133	4.313	11,61

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Telur Egg	26.241	176.590	(150.350)	(85,14)
Terigu Wheat	13.860	46.260	(32.401)	(70,04)
Bawang Onion	2.498	3.505	(1.007)	(28,73)
Gabah Grain	2.109	18.165	(16.056)	(88,39)
UB Jastasma	1.493	1.416	77	5,45
Jagung Corn	480	1.735	(1.255)	(72,33)
Cabai Chilli	50	58	(8)	(14,34)
Kedelai Soybean	43	62	(20)	(31,47)
Sub Jumlah Komersial Sub-total Commercial	9.333.062	11.332.948	(1.999.886)	(17,65)
Jumlah Penjualan Total Sales	21.962.846	27.698.291	(5.735.445)	(20,71)

Beban Pokok Pendapatan

Beban Pokok Pendapatan terdiri dari beban pokok pendapatan untuk segmen PSO dan Komersial.

Beban Pokok Pendapatan tahun 2021 sebesar Rp18,53 triliun, turun 22,46% atau setara dengan Rp5,37 triliun dibandingkan tahun 2020 sebesar Rp23,90 triliun. Penurunan ini disebabkan penurunan beban pokok pendapatan komoditi Beras PSO sebesar Rp3,88 triliun atau 28,60%, dan komoditi Beras Komersial sebesar Rp4,17 triliun atau 67,90%.

Rincian Beban Pokok Pendapatan Perusahaan dapat dilihat pada tabel di bawah ini.

Cost of Goods Sold

Cost of Goods Sold consists of cost of goods sold for the PSO and Commercial segments.

Cost of Goods Sold in 2021 was Rp 18.53 trillion, down 22.46% or equivalent to Rp 5.37 trillion compared to 2020 of Rp 23.90 trillion. This decrease was due to a decrease in the cost of goods sold of the PSO Rice commodity by Rp 3.88 trillion or 28.60%, and the Commercial Rice commodity by Rp 4.17 trillion or 67.90%.

Details of the Company's Cost of Goods Sold can be seen in the table below.

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
PSO				
Beras Rice	9.684.486	13.563.179	(3.878.693)	(28,60)
Jagung Corn	182.921	-	182.921	-
Karung Sack	817	745	72	9,67
Sub Jumlah PSO Sub-total PSO	9.868.224	13.563.923	(3.695.699)	(27,25)
Komersial Commercial				
Daging Meat	5.138.231	1.421.826	3.716.405	261,38

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Beras Rice	1.970.994	6.139.972	(4.168.978)	(67,90)
Gula pasir Sugar	788.579	1.080.734	(292.156)	(27,03)
Jasa angkutan Transportation Services	582.395	799.134	(216.739)	(27,12)
Minyak goreng Cooking Oil	61.098	169.174	(108.076)	(63,88)
UB Jastasma	45.242	52.201	(6.960)	(13,33)
Sembako Basic foods	36.829	446.036	(409.208)	(91,74)
Telur Egg	24.826	169.209	(144.383)	(85,33)
Terigu Wheat	12.371	38.289	(25.918)	(67,69)
Gabah Grain	2.520	18.086	(15.566)	(86,06)
Bawang Onion	2.381	3.295	(914)	(27,74)
Jagung Corn	448	1.617	(1.169)	(72,27)
Cabai Chilli	48	56	(8)	(14,96)
Kedelai Soybean	41	60	(19)	(31,88)
Sub Jumlah Komersial Sub-total Commercial	8.666.002	10.339.690	(1.673.688)	(16,19)
Jumlah Beban Pokok Pendapatan Total Cost of Goods Sold	18.534.226	23.903.613	(5.369.387)	(22,46)

Laba Bruto

Laba Bruto didapatkan dari akun Penjualan yang diakumulasikan dengan Beban Pokok Penjualan.

Laba Bruto tahun 2021 sebesar Rp3,43 triliun, turun 9,65% atau setara dengan Rp366,06 miliar dibandingkan tahun 2020, dimana Perusahaan mencatat Laba Bruto sebesar Rp3,79 triliun.

Beban Usaha

Beban Usaha terdiri dari beban beban umum dan administrasi, beban eksploitasi dan beban penjualan.

Beban Usaha tahun 2021 sebesar Rp2,77 triliun, turun 6,98% atau setara dengan Rp207,67 miliar dibandingkan tahun 2020 sebesar Rp2,98 triliun. Penurunan ini terutama disebabkan Biaya Penjualan mengalami penurunan sebesar Rp191,59 miliar atau turun 81,22%, sebagaimana akan dijelaskan secara rinci di bawah ini.

Gross Profit

Gross Profit is obtained from the Sales account which is accumulated with Cost of Goods Sold.

Gross Profit in 2021 was Rp 3.43 trillion, down 9.65% or equivalent to Rp 366.06 billion compared to 2020, where the Company recorded a gross profit of Rp 3.79 trillion.

Operating Expenses

Operating Expenses consist of general and administrative expenses, exploitation expenses and selling expenses.

Operating expenses in 2021 amounted to Rp 2.77 trillion, a decrease of 6.98% or equivalent to Rp 207.67 billion compared to 2020 of Rp 2.98 trillion. This decrease was mainly due to a decrease in Selling Costs of Rp191.59 billion or a decrease of 81.22%, as explained in detail below.

Beban Umum dan Administrasi | General and Administrative Expenses

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease) Nominal (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease) Persentase (%) Percentage (%)
Beban Pegawai Employee Expenses				
Kesejahteraan Welfare	672.262	635.797	36.465	5,74
Tunjangan Allowance	669.427	619.106	50.320	8,13
Gaji dan honor Salary and honorarium	239.544	266.115	(26.571)	(9,98)
Kesehatan Health	4.872	3.292	1.580	48,00
Lainnya Others	5.373	6.129	(756)	(12,34)
Jumlah Beban Pegawai Total Employee Expenses	1.591.478	1.530.439	61.039	3,99
Beban Kantor Office Expenses				
Pemeliharaan Maintenance	334.079	353.165	(19.085)	(5,40)
Keperluan kantor Office Supplies	87.055	103.685	(16.630)	(16,04)
Operasional Operational	46.995	47.267	(272)	(0,58)
Rapat/ Seminar Meetings/Seminars	43.136	43.753	(618)	(1,41)
Sewa (Catatan 15) Rental (Notes 15)	29.294	43.489	(14.196)	(32,64)
Program kemitraan bina lingkungan Community development program	5.631	7.933	(2.302)	(29,02)
Pendidikan dan pelatihan Education and training	4.172	2.799	1.373	49,06
Penelitian dan pengembangan Research and development	913	2.439	(1.526)	(62,58)
Lainnya Other	9.935	9.110	824	9,05
Jumlah Beban Kantor Total Office Expenses	561.209	613.642	(52.433)	(8,54)
Beban Pajak Tax Expenses				
Pajak penghasilan: Income Tax:				
Pasal 4 (2) Article 4 (2)	5.938	2.222	3.716	167,24
Pasal 21 Article 21	86.199	96.709	(10.510)	(10,87)
Pasal 22 Article 22	33	29	4	13,79
Pasal 23 Article 23	34	84	(50)	(59,58)
SKP/STP Pajak pertambahan nilai SKP/STP Value added tax	3.547	27.569	(24.022)	(87,13)
Jumlah Beban Pajak Total Tax Expenses	95.752	126.613	(30.861)	(24,37)

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Penyisihan dan Penyusutan Provision and Depreciation				
Beban penurunan nilai: Provisions for impairment losses				
Persediaan Inventories	2.000	-	2.000	-
Piutang usaha Trade Receivables	33.186	37.222	(4.036)	(10,84)
Piutang lainnya Other Receivables	2.872	644	2.227	345,62
Aset program Plan Assets	-	1.084	(1.084)	(100,00)
Sub Total	38.058	38.950	(892)	(2,29)
Beban penyusutan aset tetap: Depreciation of property, plant and equipment:				
Bangunan Buildings	68.113	66.379	1.735	2,61
Inventaris Equipment	30.651	30.001	650	2,17
Kendaraan Vehicles	15.777	16.033	(257)	(1,60)
Mesin Machineries	27.594	23.889	3.705	15,51
Sub Total	142.135	136.302	5.833	4,28
Beban penyusutan aset hak guna Depreciation of usufructuary assets	35.707	38.447	(2.741)	(7,13)
Beban penyusutan properti investasi Depreciation of investment properties	1.326	1.325	1	0,02
Amortisasi aset takberwujud Amortization of intangible assets	1.341	3.434	(2.093)	(60,95)
Jumlah Penyisihan dan Penyusutan Total Provision and Depreciation	218.566	218.458	108	0,05
Jumlah Beban Umum dan Administrasi Total General and Administrative Expenses	2.467.005	2.489.152	(22.147)	(0,89)

Beban Umum dan Administrasi tahun 2021 sebesar Rp2,47 triliun, turun 0,89% atau setara dengan Rp22,15 miliar dibandingkan tahun 2020 sebesar Rp2,49 triliun. Penurunan ini terutama disebabkan Beban Kantor mengalami penurunan 8,54%, begitu juga dengan Beban pajak yang mengalami penurunan 24,37%, namun di sisi lain beban pegawai mengalami kenaikan 3,99%.

General and Administrative Expenses in 2021 amounted to Rp 2.47 trillion, a decrease of 0.89% or the equivalent of Rp 22.15 billion compared to 2020 of Rp 2.49 trillion. This decrease was mainly due to office expenses which decreased by 8.54%, as well as tax expenses which decreased by 24.37%, but on the other hand employee expenses increased by 3.99%.

Beban Eksploitasi Exploitation Expenses

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Eksploitasi umum General Exploitation	5.446	23.815	(18.369)	(77,13)
Susut Shrinkage	217.803	164.406	53.396	32,48
Movement	34.410	63.373	(28.964)	(45,70)
Jumlah Beban Eksploitasi Total Exploitation Expenses	257.658	251.594	6.064	2,41

Beban Eksploitasi tahun 2021 sebesar Rp257,66 miliar, meningkat 2,41% atau setara dengan Rp6,06 miliar dibandingkan tahun 2020 sebesar Rp251,59 miliar. Kenaikan ini terutama disebabkan kenaikan Biaya Susut sebesar Rp53,40 miliar atau sebesar 32,48%.

Exploitation Expenses in 2021 amounted to Rp 257.66 billion, an increase of 2.41% or equivalent to Rp 6.06 billion compared to 2020 of Rp 251.59 billion. This increase was mainly due to an increase in Depreciation Costs of Rp 53.40 billion or 32.48%.

Beban Penjualan / **Selling Expenses**

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Operasional komersial Commercial operations	21.128	191.613	(170.484)	(88,97)
Uitslag beras/gabah Uitslag rice/ grain	14.390	21.079	(6.689)	(31,73)
Promosi lainya Other promotion	8.377	17.605	(9.228)	(52,42)
Operasional bansos Bansos operations	414	5.600	(5.185)	(92,60)
Uitslag gula pasir Uitslag sugar	5	8	(3)	(37,50)
Jumlah Beban Penjualan Total Selling Expenses	44.315	235.905	(191.590)	(81,22)

Beban Penjualan tahun 2021 sebesar Rp44,32 miliar, turun 81,22% atau setara dengan Rp191,59 miliar dibandingkan tahun 2020 sebesar Rp235,90 miliar. Penurunan ini terutama disebabkan penurunan Biaya Operasional Komersial sebesar Rp170,48 miliar atau 88,97%.

Selling Expenses in 2021 amounted to Rp 44.32 billion, a decrease of 81.22% or equivalent to Rp 191.59 billion compared to 2020 of Rp 235.90 billion. This decrease was mainly due to a decrease in Commercial Operations Expenses of Rp 170.48 billion or 88.97%.

Laba Usaha

Laba Usaha didapatkan dari akun Laba Bruto yang diakumulasikan dengan Beban Usaha.

Laba Usaha tahun 2021 sebesar Rp659,64 miliar, turun 19,36% atau setara dengan Rp158,38 miliar dibandingkan tahun 2020, dimana Perusahaan mencatat Laba Usaha sebesar Rp818,03 miliar. Penurunan ini terutama disebabkan Pendapatan Perum BULOG tahun 2021 sebesar Rp21,96 triliun, mengalami penurunan 20,71% atau setara dengan Rp5,73 triliun dibandingkan tahun 2020 sebesar Rp27,70 triliun.

Operating Profit

Operating Profit is obtained from the Gross Profit account which is accumulated with Operating Expenses.

Operating profit in 2021 was Rp 659.64 billion, down 19.36% or equivalent to Rp 158.38 billion compared to 2020, where the Company recorded an operating profit of Rp 818.03 billion. This decrease was mainly due to the decrease in the Revenue of Perum BULOG in 2021, which decreased 20.71% or the equivalent of Rp 5.73 trillion compared to 2020 of Rp 27.70 trillion.

Pendapatan (Beban) Lain-lain - Neto

Pendapatan (Beban) Lain-lain - Neto terdiri dari pendapatan keuangan, pendapatan lain-lain, beban keuangan dan beban lain-lain.

Other Income (Expenses) - Net

Other Income (Expenses) - Net consists of finance income, other income, finance cost and other expenses.

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Pendapatan keuangan Finance Income	115.076	230.058	(114.983)	(49,98)
Pendapatan lain-lain Other income	1.154.392	149.119	1.005.273	674,14

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Beban keuangan Finance cost	(1.241.458)	(1.670.724)	429.266	(25,69)
Beban lain-lain Other expenses	(474.651)	(303.188)	(171.462)	56,55
Pendapatan (Beban) Lain-lain – Neto Other Income (Expenses) - Net	(446.641)	(1.594.736)	1.148.094	(71,99)

Di tahun 2021 Perum BULOG mencatat akumulasi Beban Lain-lain - Neto sebesar Rp446,64 miliar, turun 71,99% atau setara dengan Rp1,15 triliun dibandingkan tahun 2020, dimana Perusahaan mencatat akumulasi Beban Lain-lain - Neto sebesar Rp1,59 triliun. Penurunan ini terutama disebabkan Pendapatan Lain-lain sebesar Rp1,01 triliun yang mengalami kenaikan 674,14 %.

In 2021 Perum BULOG recorded an accumulation of Other Expenses - Net of Rp 446.64 billion, a decrease of 71.99% or equivalent to Rp 1.15 trillion compared to 2020, where the Company recorded an accumulation of Other Expenses - Net of Rp 1.59 trillion. This decrease was mainly due to an increase in Other Income of 674.14%.

Pendapatan Keuangan

Pendapatan Keuangan didapatkan dari jasa giro dan bunga deposito. Pendapatan Keuangan tahun 2021 sebesar Rp115,07 miliar, turun 49,98% atau setara dengan Rp114,98 miliar dibandingkan tahun 2020 sebesar Rp230,06 miliar.

Finance Income

Financial income is obtained from demand deposits and deposit interest. Financial Income in 2021 was Rp 115.07 billion, down 49.98% or equivalent to Rp 114.98 billion compared to 2020 of Rp 230.06 billion.

Pendapatan Lain-lain / **Other income**

	2021 (Rp-juta)	2020 (Rp-juta)	Kenaikan (Penurunan)	
			Nominal (Rp-juta)	Persentase (%)
Beras/gabah Rice/grain	1.040.744	39.773	1.000.972	2.516,72
Selisih kurs Foreign exchange gain	13.180	6.901	6.280	91,00
Pemulihan penyisihan kerugian kredit ekspektasian Reversal of allowance for expected credit losses	3.086	5.264	(2.179)	(41,38)
Karung Sack	2.634	1.643	991	60,35
Laba penjualan aset tetap Gain on sale of property, plant and equipment	2.147	347	1.800	518,73
Pendapatan sewa aset Rent income	1.736	914	822	90,03
Gula pasir Sugar	61	6.747	(6.686)	(99,09)
Lainnya Others	90.804	87.531	3.273	3,74
Jumlah Pendapatan Lain-lain Total Other Income	1.154.392	149.119	1.005.273	674,14

Pendapatan Lain-lain tahun 2021 sebesar Rp1,15 triliun, meningkat signifikan 674,14% atau setara dengan Rp1,00 triliun dibandingkan tahun 2020 sebesar Rp149,12 miliar. Kenaikan ini disebabkan oleh penerimaan penggantian KPSH 2020 sebesar Rp607,79 miliar dan penerimaan penggantian Bencal 2020 sebesar Rp6,99 miliar.

Other income in 2021 amounted to Rp 1.15 trillion, a significant increase of 674.14% or equivalent to Rp 1.00 trillion compared to 2020 of Rp 149.12 billion. This increase was contributed by the 2020 KPSH reimbursement receipts of Rp 607.79 billion and the 2020 Bencal reimbursement receipts of Rp 6.99 billion.

Beban Keuangan | Finance cost

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease) Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Bunga bank Bank interest	1.154.503	1.609.332	(454.830)	(28,26)
Biaya bank Bank charges	71.696	44.653	27.043	60,56
Jasa giro dan deposito Current account and time deposits	9.928	11.466	(1.538)	(13,42)
Bunga aset hak guna Interest on usufructuary assets	5.332	5.273	59	1,12
Jumlah Beban Keuangan Total Finance Cost	1.241.458	1.670.724	(429.266)	(25,69)

Beban Keuangan tahun 2021 sebesar Rp1,24 triliun, turun 25,69% atau setara dengan Rp429,27 miliar dibandingkan tahun 2020 sebesar Rp1,67 triliun. Penurunan ini disebabkan Bunga Bank sebesar Rp454,83 miliar yang mengalami penurunan 28,26%.

Finance Cost in 2021 amounted to Rp 1.24 trillion, a decrease of 25.69% or equivalent to Rp 429.27 billion compared to 2020 of Rp 1.67 trillion. This decrease was due to bank interest of Rp 454.83 billion, which decreased by 28.26%.

Beban Lain-lain | Other expenses

	2021 (Rp-juta)	2020 (Rp-juta)	Kenaikan (Penurunan) Nominal (Rp-juta)	Persentase (%)
Beras/gabah Rice/grain	430.981	70.473	360.508	511,56
Rugi selisih kurs Foreign exchange loss	9.125	18	9.107	49.566,52
Karung Sack	5.814	116	5.698	4.903,15
Rugi penghapusan aset tetap Loss on write-off of property, plant and equipment	5.018	-	5.018	-
Gula pasir Sugar	3.478	200.186	(196.707)	(98,26)
Bagian kerugian entitas asosiasi Share in loss of associate	2.213	1.455	758	52,11
Lainnya Others	18.021	30.941	(12.920)	(41,76)
Jumlah Beban Lain-lain Total Other Expenses	474.651	303.188	171.462	56,55

Beban Lain-lain tahun 2021 sebesar Rp474,65 miliar, meningkat 56,55% atau setara dengan Rp171,46 miliar dibandingkan tahun 2020 sebesar Rp303,19 miliar. Kenaikan ini disebabkan oleh Beban Lain-lain atas komoditi beras/gabah sebesar Rp360,51 miliar yang mengalami kenaikan 511,56%.

Other Expenses in 2021 amounted to Rp 474.65 billion, an increase of 56.55% or equivalent to Rp 171.46 billion compared to 2020 of Rp 303.19 billion. This increase was caused by Other Expenses on rice/unhulled commodities amounting to Rp 360.51 billion, which experienced an increase of 511.56%.

Laba (Rugi) Sebelum Pajak Penghasilan

Laba (Rugi) Sebelum Pajak Penghasilan didapatkan dari akun Laba (Rugi) Usaha yang diakumulasikan dengan Pendapatan (Beban) Lain-lain.

Profit (Loss) Before Income Tax

Profit (Loss) Before Income Tax is obtained from the Business Profit (Loss) account which is accumulated with Other Income (Expenses).

Perum BULOG mencatat Laba Sebelum Pajak Penghasilan tahun 2021 sebesar Rp213,00 miliar, meningkat 127,42% atau setara dengan Rp989,71 miliar dibandingkan tahun 2020, dimana Perusahaan mencatat Rugi Sebelum Pajak Penghasilan sebesar Rp776,71 miliar. Kenaikan ini disebabkan kenaikan Pendapatan Lain-lain.

Manfaat (Beban) Pajak Penghasilan

Manfaat (Beban) Pajak Penghasilan merupakan dampak dari perbedaan temporer yang menyebabkan jumlah pajak terpulihkan atau pajak penghasilan terutang pada periode masa depan.

Di tahun 2021 Perum BULOG membukukan Manfaat Pajak Penghasilan sebesar Rp43,80 miliar, meningkat 198,87% atau setara dengan Rp88,11 miliar dibandingkan tahun 2020, dimana Perusahaan membukukan Beban Pajak Penghasilan sebesar Rp44,31 miliar.

Laba (Rugi) Neto Tahun Berjalan

Laba (Rugi) Neto Tahun Berjalan didapatkan dari akun Laba (Rugi) Sebelum Pajak Penghasilan yang diakumulasikan dengan Manfaat (Beban) Pajak Penghasilan Badan.

Di tahun 2021 Perum BULOG mencatat Laba Neto Tahun Berjalan sebesar Rp256,80 miliar, meningkat 131,28% atau setara dengan Rp1,08 triliun dibandingkan tahun 2020, dimana Perusahaan mencatat Rugi Neto Tahun Berjalan sebesar Rp821,01 miliar. Kenaikan ini terutama disebabkan kenaikan Pendapatan Lain-lain.

Pendapatan Komprehensif Lain

Pendapatan Komprehensif Lain terdiri dari *item* yang tidak akan direklasifikasi ke laba (rugi) pada periode berikutnya, yaitu Pengukuran Kembali atas Liabilitas Imbalan Kerja, Pajak Penghasilan Terkait, serta Bagian Pendapatan Komprehensif Lain Entitas Asosiasi.

Pendapatan Komprehensif Lain tahun 2021 sebesar Rp73,97 miliar, meningkat 2,66% atau setara dengan Rp1,92 miliar dibandingkan tahun 2020 sebesar Rp72,05 miliar.

Total Laba (Rugi) Komprehensif

Total Laba (Rugi) Komprehensif didapatkan dari akun Laba (Rugi) Neto yang diakumulasikan dengan Pendapatan Komprehensif Lain.

Perum BULOG mencatat Total Laba Komprehensif tahun 2021 sebesar Rp330,78 miliar, meningkat 144,16% atau setara dengan Rp1,08 triliun dibandingkan tahun 2020, dimana Perusahaan mencatat Total Rugi Komprehensif sebesar Rp748,96 miliar. Kenaikan ini terutama disebabkan kenaikan Pendapatan Lain-lain.

Laba (Rugi) Neto yang Dapat Diatribusikan Kepada Pemilik Entitas Induk

Perum BULOG mencatat Laba Neto yang Dapat Diatribusikan Kepada Pemilik Entitas Induk tahun 2021 sebesar Rp274,39 miliar, meningkat 133,35% atau setara dengan Rp1,10 triliun dibandingkan tahun 2020 dimana Perusahaan mencatat Rugi sebesar Rp822,85 miliar.

Perum BULOG recorded Profit Before Income Tax in 2021 of Rp 213.00 billion, an increase of 127.42% or equivalent to Rp 989.71 billion compared to 2020, where the Company recorded a Loss Before Income Tax of Rp 776.71 billion. This increase was due to an increase in other income.

Income Tax Benefit (Expense)

Income Tax Benefit (Expense) is the effect of temporary difference that causes the amount of recoverable tax or income tax to be payable in future periods.

In 2021 Perum BULOG recorded Income Tax Benefits of Rp 43.80 billion, an increase of 198.87% or the equivalent of Rp 88.11 billion compared to 2020, where the Company posted Income Tax Expenses of Rp 44.31 billion.

Net Profit (Loss) for the Year

Net Profit (Loss) for the Year is obtained from the Profit (Loss) Before Income Tax account which is accumulated with the Corporate Income Tax Benefit (Expense).

In 2021 Perum BULOG recorded a Net Profit for the Year of Rp 256.80 billion, an increase of 131.28% or equivalent to Rp 1.08 trillion compared to 2020, where the Company recorded a Net Loss for the Year of Rp 821.01 billion. This increase was primarily due to an increase in other income.

Other Comprehensive Income

Other Comprehensive Income consists of items that will not be reclassified to profit (loss) in the next period, namely Remeasurement of Employee Benefits Liabilities, Related Income Taxes, and Shares of Other Comprehensive Income of Associated Entities.

Other Comprehensive Income in 2021 amounted to Rp 73.97 billion, an increase of 2.66% or equivalent to Rp 1.92 billion compared to 2020 of Rp 72.05 billion.

Total Comprehensive Profit (Loss)

Total Comprehensive Profit (Loss) is obtained from the Net Profit (Loss) account which is accumulated with Other Comprehensive Income.

Perum BULOG recorded a Total Comprehensive Profit for 2021 of Rp 330.78 billion, an increase of 144.16% or equivalent to Rp 1.08 trillion compared to 2020, where the Company recorded a Total Comprehensive Loss of Rp 748.96 billion. This increase was primarily due to an increase in other income.

Net Profit (Loss) Attributable to Owner of Parent Entity

Perum BULOG recorded Net Profit Attributable to Owner of the Parent Entity in 2021 of Rp 274.39 billion, an increase of 133.35% or equivalent to Rp 1.10 trillion compared to 2020 where the Company recorded a loss of Rp 822.85 billion.

Laba (Rugi) Neto yang Dapat Diatribusikan Kepada Kepentingan Non Pengendali

Perum BULOG mencatat Rugi Neto yang Dapat Diatribusikan Kepada Kepentingan Non Pengendali tahun 2021 sebesar Rp17,59 miliar, turun sangat signifikan 1.057,43% atau setara dengan Rp19,42 miliar dibandingkan tahun 2020, dimana Perusahaan mencatat Laba Neto yang Dapat Diatribusikan Kepada Kepentingan Non Pengendali sebesar Rp1,84 miliar.

Net Profit (Loss) Attributable to Non-controlling Interest

Perum BULOG recorded a Net Loss Attributable to Non-Controlling Interests in 2021 of Rp 17.59 billion, a very significant decrease of 1,057.43% or equivalent to Rp 19.42 billion compared to 2020, where the Company recorded Net Profit Attributable to Non-Controlling Interests of Rp 1.84 billion.

Total Laba (Rugi) Komprehensif yang Dapat Diatribusikan Kepada Pemilik Entitas Induk

Perum BULOG mencatat Total Laba Komprehensif yang Dapat Diatribusikan Kepada Pemilik Entitas Induk di tahun 2021 sebesar Rp348,20 miliar, meningkat 146,38% atau setara dengan Rp1,10 triliun dibandingkan tahun 2020, dimana Perusahaan mencatat Total Rugi Komprehensif yang Dapat Diatribusikan Kepada Pemilik Entitas Induk sebesar Rp750,68 miliar.

Total Comprehensive Profit (Loss) Attributable to Owner of Parent Entity

Perum BULOG recorded Total Comprehensive Profit Attributable to Owner of the Parent Entity in 2021 of Rp 348.20 billion, an increase of 146.38% or equivalent to Rp 1.10 trillion compared to 2020, where the Company recorded Total Comprehensive Loss Attributable to Owner of the Parent Entity of Rp 750.68 billion.

Total Rugi Komprehensif yang Dapat Diatribusikan Kepada Kepentingan Non Pengendali

Perum BULOG mencatat Total Rugi Komprehensif yang Dapat Diatribusikan Kepada Kepentingan Non Pengendali tahun 2021 sebesar Rp17,42 miliar, turun 1.111,32% atau setara dengan Rp19,15 miliar dibandingkan tahun 2020, dimana Perusahaan mencatat Total Laba Komprehensif yang Dapat Diatribusikan Kepada Kepentingan Non Pengendali sebesar Rp1,72 miliar.

Total Comprehensive Loss Attributable to Non-controlling Interest

Perum BULOG recorded a Total Comprehensive Loss Attributable to Non-Controlling Interests in 2021 of Rp 17.42 billion, a decrease of 1,111.32% or equivalent to Rp 19.15 billion compared to 2020, where the Company recorded Total Comprehensive Profit Attributable to Non-Controlling Interests of Rp 1.72 billion.

Laporan Arus Kas Konsolidasian

Consolidated Statements of Cash Flows

Arus Kas 2020-2021

Cash Flow 2020-2021

	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Arus Kas dari Aktivitas Operasi Cash flows from Operating Activities	(1.049.172)	9.015.967	(10.065.139)	(111,64)
Arus Kas dari Aktivitas Investasi Cash flows from Investing Activities	(363.522)	(372.982)	9.460	(2,54)
Arus Kas dari Aktivitas Pendanaan Cash flows from Financing Activities	1.087.048	(13.509.932)	14.596.980	(108,05)
Kenaikan (Penurunan) Neto Kas dan Setara Kas Net Increase (Decrease) in Cash and Cash Equivalents	(325.645)	(4.866.947)	4.541.301	(93,31)
Pengaruh perubahan kurs mata uang asing terhadap kas dan setara kas Effect of foreign exchange on cash and cash equivalents	4.055	6.882	(2.827)	(41,08)
Kas dan Setara Kas pada Awal Tahun Cash and Cash Equivalents at Beginning of the Year	3.497.204	8.357.269	(4.860.064)	(58,15)
Kas dan Setara Kas pada Akhir Tahun Cash and Cash Equivalents at End of the Year	3.175.614	3.497.204	(321.590)	(9,20)

Di sepanjang tahun 2021, Kas dan Setara Kas Perum BULOG mengalami penurunan 9,20% atau setara Rp321,59 miliar, dari tahun 2020 sebesar Rp3,50 triliun. Penurunan ini terutama disebabkan penurunan arus kas dari aktivitas operasi sebesar Rp10,06 triliun atau setara dengan 111,64%, sebagaimana akan diuraikan secara rinci di bawah ini.

Throughout 2021, Perum BULOG's Cash and Cash Equivalents decreased by 9.20% or the equivalent of Rp 321.59 billion, from 2020 of Rp 3.50 trillion. This decrease was mainly due to a decrease in cash flows from operating activities of Rp 10.06 trillion or equivalent to 111.64%, as described in detail below.

Arus Kas dari Aktivitas Operasi | Cash flows from Operating Activities

Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities	**2021** (Rp-juta) (Rp-million)	**2020** (Rp-juta) (Rp-million)	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	**Persentase** (%) Percentage (%)
Penerimaan kas dari pelanggan Cash receipts from customers	22.482.726	28.884.655	(6.401.929)	(22,16)
Pembayaran kas kepada pemasok, karyawan dan beban operasi lainnya Cash paid to suppliers, employees and other expenses	(22.478.961)	(18.946.741)	(3.532.220)	18,64
Kas diperoleh dari operasi Cash from Operations	3.765	9.937.914	(9.934.149)	(99,96)
Pembayaran bunga Interest paid	(1.273.067)	(1.659.273)	386.206	(23,28)
Pembayaran pajak Tax paid	(17.314)	(32.448)	15.134	(46,64)
Penerimaan bunga Interest received	115.076	230.058	(114.983)	(49,98)
Penerimaan pajak Tax received	122.368	539.715	(417.347)	(77,33)
Kas Neto Diperoleh dari/(Digunakan untuk) Aktivitas Operasi Net Cash from/(Used in) Operating Activities	(1.049.172)	9.015.967	(10.065.139)	(111,64)

Kas Neto yang Digunakan untuk Aktivitas Operasi tahun 2021 sebesar Rp1,05 triliun, turun 111,64% atau setara dengan Rp10,06 triliun dibandingkan tahun 2020 di mana Kas Neto yang Diperoleh dari Aktivitas Operasi sebesar Rp9,02 triliun. Penurunan ini terutama disebabkan penerimaan kas dari pelanggan turun Rp6,40 triliun, seperti yang akan diuraikan di bawah ini.

Penerimaan Kas dari Pelanggan

Penerimaan Kas dari Pelanggan merupakan penerimaan kas Perum BULOG yang diterima oleh pelanggan/konsumen.

Penerimaan Kas dari Pelanggan tahun 2021 sebesar Rp22,48 triliun, turun 22,16% atau setara dengan Rp6,40 triliun dibandingkan tahun 2020 sebesar Rp28,88 triliun.

Pembayaran Ke Pemasok, Karyawan, dan Beban Operasi Lainnya

Pembayaran ke Pemasok, Karyawan dan Beban Operasi Lainnya tahun 2021 sebesar Rp22,48 triliun, meningkat 18,64% atau setara dengan Rp3,53 triliun dibandingkan tahun 2020 sebesar Rp18,95 triliun.

Kas dari Operasi

Kas dari Operasi adalah kas yang berasal dari aktivitas penghasil utama pendapatan entitas dan aktivitas lain yang bukan merupakan aktivitas investasi dan aktivitas pendanaan.

Kas dari Operasi tahun 2021 sebesar Rp3,76 miliar, turun 99,96% atau setara dengan Rp9,93 triliun dibandingkan tahun 2020 sebesar Rp9,94 triliun.

Net Cash Used in Operating Activities in 2021 amounted to Rp 1.05 trillion, a decrease of 111.64% or the equivalent of Rp 10.06 trillion compared to 2020 where Net Cash from Operating Activities was Rp 9.02 trillion. This decrease was primarily due to a decrease in cash receipts from customers by Rp 6.40 trillion, as described below.

Cash Receipts from Customers

Cash Receipts from Customers are Perum BULOG's cash receipts received by customers/consumers.

Cash Receipts from Customers in 2021 amounted to Rp 22.48 trillion, a decrease of 22.16% or equivalent to Rp 6.40 trillion compared to 2020 of Rp 28.88 trillion.

Cash Paid to Suppliers, Employees and Other Expenses

Payments to Suppliers, Employees and Other Operating Expenses in 2021 amounted to Rp 22.48 trillion, an increase of 18.64% or the equivalent of Rp 3.53 trillion compared to 2020 of Rp 18.95 trillion.

Cash from Operations

Cash from Operations is cash that comes from the entity's main income-generating activities and other activities that are not investing and financing activities.

Cash from Operations in 2021 amounted to Rp 3.76 billion, a decrease of 99.96% or the equivalent of Rp 9.93 trillion compared to 2020 of Rp 9.94 trillion.

Pembayaran Bunga
Pembayaran Bunga adalah arus kas yang digunakan untuk pembayaran bunga.

Pembayaran Bunga tahun 2021 sebesar Rp1,27 triliun, turun 23,28% atau setara dengan Rp386,21 miliar dibandingkan tahun 2020 sebesar Rp1,66 triliun.

Pembayaran Pajak
Pembayaran Pajak adalah arus kas yang digunakan untuk pembayaran pajak.

Pembayaran Pajak tahun 2021 sebesar Rp17,31 miliar, turun 46,64% atau setara dengan Rp15,13 miliar dibandingkan tahun 2020 sebesar Rp32,45 miliar.

Penerimaan Bunga
Penerimaan Bunga adalah arus kas yang diperoleh dari Pendapatan Bunga

Penerimaan Bunga tahun 2021 sebesar Rp115,08 miliar, turun 49,98% atau setara dengan Rp114,98 miliar dibandingkan tahun 2020 sebesar Rp230,06 miliar.

Penerimaan Pajak
Penerimaan Pajak adalah arus kas yang diperoleh dari penerimaan pajak.

Penerimaan Pajak tahun 2021 sebesar Rp122,37, turun 77,33% atau setara dengan Rp417,35 miliar dibandingkan tahun 2020 sebesar Rp539,71 miliar.

Interest Paid
Interest Paid is cash flows used for interest payments.

Interest payments in 2021 amounted to Rp 1.27 trillion, a decrease of 23.28% or equivalent to Rp 386.21 billion compared to 2020 of Rp 1.66 trillion.

Tax Paid
Tax paid is cash flows used for tax payments.

Tax payments in 2021 amounted to Rp 17.31 billion, a decrease of 46.64% or equivalent to Rp 15.13 billion compared to 2020 of Rp 32.45 billion.

Interest received
Interest Received is the cash flow obtained from Interest Income.

Interest Received in 2021 amounted to Rp 115.08 billion, a decrease of 49.98% or equivalent to Rp 114.98 billion compared to 2020 of Rp 230.06 billion.

Tax received
Tax Received is cash flows obtained from tax revenues.

Tax received in 2021 was Rp 122.37, a decrease of 77.33% or equivalent to Rp 417.35 billion compared to 2020 of Rp 539.71 billion.

Arus Kas dari Aktivitas Investasi / Cash Flow from Investing Activities

Arus Kas dari Aktivitas Investasi Cash Flow from Investing Activities	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease) Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Perolehan aset tetap Acquisition of property, plant and equipment	(373.901)	(368.965)	(4.936)	1,34
Perolehan properti investasi Acquisition of investment properties	-	(749)	749	(100,00)
Perolehan aset tak berwujud Acquisitions of intangible asset	(2.275)	(14.740)	12.466	(84,57)
Hasil penjualan aset tetap Proceeds from sale of property, plant and equipment	12.654	11.473	1.181	10,29
Kas Neto Digunakan untuk Aktivitas Investasi Net Cash Used in Investing Activities	(363.522)	(372.982)	9.460	(2,54)

Kas Neto yang Digunakan untuk Aktivitas Investasi tahun 2021 sebesar Rp363,52 miliar, turun 2,54% atau setara dengan Rp9,46 miliar dibandingkan tahun 2020 sebesar Rp372,98 miliar. Penurunan ini terutama disebabkan kenaikan arus kas dari aset tak berwujud sebesar Rp12,47 miliar, seperti yang akan diuraikan di bawah ini.

Net Cash Used in Investing Activities in 2021 amounted to Rp 363.52 billion, a decrease of 2.54% or equivalent to Rp 9.46 billion compared to 2020 of Rp 372.98 billion. This decrease was mainly due to an increase in cash flows from intangible assets of Rp 12.47 billion, as described below.

Perolehan Aset Tetap
Perolehan Aset Tetap adalah arus kas yang diperoleh untuk pembelian aset tetap.

Di tahun 2021 Perolehan Aset Tetap sebesar defisit Rp373,90 miliar, meningkat 1,34% atau setara dengan Rp4,94 miliar dibandingkan tahun 2020 sebesar defisit Rp368,96 miliar.

Perolehan Properti Investasi
Perolehan Properti Investasi adalah arus kas yang digunakan untuk pembelian properti investasi.

Di tahun 2021 tidak terdapat Perolehan Properti Investasi, sedangkan di tahun 2020 Perum BULOG mencatat adanya Perolehan Properti Investasi sebesar Rp749,53 juta.

Perolehan Aset Tak Berwujud
Perolehan Aset Takberwujud adalah arus kas yang digunakan untuk pembelian aset tak berwujud.

Perolehan Aset Takberwujud tahun 2021 sebesar defisit Rp2,27 miliar, turun 84,57% atau setara dengan Rp12,47 miliar dibandingkan tahun 2020 sebesar defisit Rp14,74 miliar.

Hasil Penjualan Aset Tetap
Hasil Penjualan Aset Tetap adalah arus kas yang diperoleh dari penjualan aset tetap.

Hasil Penjualan Aset Tetap tahun 2021 sebesar Rp12,65 miliar, meningkat 10,29% atau setara dengan Rp1,18 miliar dibandingkan tahun 2020 sebesar Rp11,47 miliar.

Acquisition of property, plant and equipment
Acquisition of property, plant and equipment is the cash flow obtained for the purchase of fixed assets.

In 2021 Acquisition of property, plant and equipment amounted to a deficit of Rp 373.90 billion, an increase of 1.34% or equivalent to Rp 4.94 billion compared to 2020 of a deficit of Rp 368.96 billion.

Acquisition of investment properties
Acquisition of Investment Property is the cash flow used to purchase investment property.

In 2021 there were no Acquisitions of Investment Properties, while in 2020 Perum BULOG recorded Acquisitions of Investment Properties of Rp 749.53 million.

Acquisitions of intangible asset
Acquisition of Intangible Assets is the cash flow used to purchase intangible assets.

Acquisition of Intangible Assets in 2021 amounted to a deficit of Rp 2.27 billion, a decrease of 84.57% or the equivalent of Rp 12.47 billion compared to 2020 of a deficit of Rp 14.74 billion.

Proceeds from sale of property, plant and equipment
Proceeds from Sale of property, plant and equipment are cash flows obtained from the sale of fixed assets.

The results of the sale of fixed assets in 2021 amounted to Rp 12.65 billion, an increase of 10.29% or equivalent to Rp 1.18 billion compared to 2020 of Rp 11.47 billion.

Arus Kas dari Aktivitas Pendanaan / Cash Flows from Financing Activities

Arus Kas dari Aktivitas Pendanaan Cash Flows from Financing Activities	2021 (Rp-juta) (Rp-million)	2020 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease) Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Penerimaan dari (pembayaran untuk) utang bank jangka pendek Receipt from (payment of) of short term bank loans	1.199.962	(13.398.112)	14.598.074	108,96
Pembayaran utang bank jangka panjang Payment of long-term bank loans	(69.321)	(65.978)	(3.343)	(5,07)
Pembayaran utang pembiayaan konsumen Payment of consumer financing payable	(3.830)	(3.757)	(73)	1,93
Pembayaran liabilitas sewa Payment of lease liabilities	(34.277)	(36.813)	2.536	(6,89)
Pembayaran bunga atas liabilitas sewa Payment of lease liabilities interest	(5.332)	(5.273)	(59)	1,12
Pembayaran dividen kepada Kepentingan non pengendali Dividends paid to non-controlling interest	(154)	-	(154)	-
Kas Neto Diperoleh dari/(Digunakan untuk) Aktivitas Pendanaan Net Cash Used in Financing Activities	1,087.048	(13.509.932)	14.596.980	(108,05)

Kas Neto Digunakan untuk Aktivitas Pendanaan tahun 2021 sebesar Rp1,09 triliun, meningkat 108,05% atau setara dengan Rp14,60 triliun dibandingkan tahun 2020 sebesar Rp13,51 triliun. Kenaikan ini terutama disebabkan penerimaan dari utang bank jangka pendek sebesar Rp1,20 miliar, seperti yang akan diuraikan di bawah ini.

Penerimaan dari (Pembayaran untuk) Utang Bank Jangka Pendek
Di tahun 2021 Perum BULOG membukukan Penerimaan dari Utang Bank Jangka Pendek sebesar Rp1,20 triliun, meningkat 108,96% atau setara dengan Rp14,60 triliun dibandingkan tahun 2020 di mana Perum BULOG membukukan Pembayaran untuk Utang Bank Jangka Pendek sebesar Rp13,40 triliun.

Pembayaran Utang Bank Jangka Panjang
Pembayaran Utang Bank Jangka Panjang tahun 2021 sebesar Rp75,98 miliar, meningkat 15,17% atau setara dengan Rp10,01 miliar dibandingkan tahun 2020 sebesar Rp65,98 miliar.

Pembayaran Utang Pembiayaan Konsumen
Pembayaran Utang Pembiayaan Konsumen tahun 2021 sebesar Rp3,83 miliar, meningkat 1,93% atau setara dengan Rp73 juta dibandingkan tahun 2020 sebesar Rp3,76 miliar.

Pembayaran Liabilitas Sewa
Pembayaran Liabilitas Sewa tahun 2021 sebesar Rp34,28 miliar, turun 6,89% atau setara dengan Rp2,54 miliar dibandingkan tahun 2020 sebesar Rp36,81 miliar.

Pembayaran Bunga atas Liabilitas Sewa
Pembayaran Bunga Atas Liabilitas Sewa tahun 2021 sebesar Rp5,33 miliar, meningkat 1,12% atau setara dengan Rp59,08 juta dibandingkan tahun 2020 sebesar Rp5,27 miliar.

Pembayaran Dividen kepada Kepentingan Non Pengendali
Pembayaran Dividen kepada Kepentingan Non Pengendali sebesar Rp154,42 juta, sedangkan di tahun 2020 Perum BULOG tidak mencatat adanya Pembayaran Dividen kepada Kepentingan Non Pengendali.

Net Cash Used in Financing Activities in 2021 was Rp 1.09 trillion, an increase of 108.05% or equivalent to Rp 14.60 trillion compared to 2020 of Rp 13.51 trillion. This increase was mainly due to receipts from short-term bank loans amounting to Rp1.20 billion, as described below.

Receipt from (Payment for) Short Term Bank Loans
In 2021 Perum BULOG recorded Receipts from Short Term Bank Loans of Rp 1.20 trillion, an increase of 108.96% or the equivalent of Rp 14.60 trillion compared to 2020 where Perum BULOG recorded Payments for Short Term Bank Loans of Rp 13.40 trillion.

Payment of long-term bank loans
Payment of Long-Term Bank Loans in 2021 amounted to Rp 75.98 billion, an increase of 15.17% or equivalent to Rp 10.01 billion compared to 2020 of Rp 65.98 billion.

Payment of consumer financing payable
Payment of Consumer Financing Payable in 2021 amounted to Rp 3.83 billion, an increase of 1.93% or equivalent to Rp 73 million compared to 2020 of Rp 3.76 billion.

Payment of lease liabilities
Payment of Lease Liabilities in 2021 amounted to Rp 34.28 billion, decreased by 6.89% or equivalent to Rp 2.54 billion compared to 2020 of Rp 36.81 billion.

Payment of lease liabilities interest
Payment of lease liabilities interest in 2021 amounted to Rp 5.33 billion, an increase of 1.12% or equivalent to Rp 59.08 million compared to 2020 of Rp 5.27 billion.

Dividends paid to non-controlling interest
Dividends paid to non-controling interest amounted to Rp 154.42 million, whereas in 2020 Perum BULOG did not record any Dividend Payments to Non-Controlling Interests.

Kemampuan Menghasilkan Keuntungan dan Laba

Company Capability in Generating Profit

Perum BULOG memiliki rasio-rasio sebagai alat untuk mengukur perkembangan kemampuan dalam pengelolaan operasi dan menghasilkan keuntungan dan laba, yang terdiri dari Rasio Operasi serta Rasio Profitabilitas serta Rentabilitas.

Perum BULOG has ratios as a tool to measure the development of capabilities in managing operations and generating profits, which consist of Operating Ratio and Profitability and Rentability Ratio.

Rasio Operasi / Operating Ratio

Rasio Operasi Operating Ratio	2021	2020	Kenaikan (Penurunan) (poin) Increase (Decrease) (point)
	(1)	(2)	(1-2)
Days Inventory (hari) Days Inventory (days)	140	148	(8)
Days Receivable (hari) Days Receivable (days)	12	16	(4)

Days Inventory

Adalah ukuran yang dipakai untuk mengukur berapa lama dalam hari persediaan dapat terjual.

Days Inventory tahun 2021 sebesar 140 hari, mengalami penurunan 8,00% dibandingkan tahun 2020 sebesar 148 hari. Penurunan ini terutama disebabkan penurunan persediaan.

Days Receivable

Adalah ukuran yang dipakai untuk mengukur berapa lama waktu yang dibutuhkan oleh Perusahaan dalam menerima seluruh tagihan dari konsumen.

Days Receivable tahun 2021 sebesar 12 hari, mengalami penurunan 4,00% dibandingkan tahun 2020 sebesar 16 hari. Penurunan ini terutama disebabkan penurunan piutang.

Days Inventory

Is a measure used to measure how long in days inventory can be sold.

Days Inventory in 2021 amounted to 140 days, a decrease of 8.00% compared to 2020 of 148 days. This decrease was primarily due to a decrease in inventories.

Days Receivable

Is a measure used to measure how long it takes the company to receive all invoices from consumers.

Days Receivable in 2021 amounted to 12 days, a decrease of 4.00% compared to 2020 of 16 days. This decrease was primarily due to a decrease in receivables.

Rasio Profitabilitas dan Rentabilitas / Profitability and Rentability Ratio

Rasio Profitabilitas dan Rentabilitas Profitability and Rentability Ratio	2021	2020	Kenaikan (Penurunan) Increase (Decrease) (poin) (point)
Imbal Hasil Ekuitas, atau Return On Equity (ROE) (%) Return On Equity (ROE) (%)	3,00	(10,00)	13,00
Imbal Hasil Aset, atau Return On Assets (ROA) (%) Return On Asset (ROA) (%)	1,11	(3,80)	4,91
Laba (Rugi) Komprehensif Terhadap Aset (%) Comprehensive Profit (Loss) to Assets (%)	1,44	(3,70)	5,14
Laba Usaha Terhadap Pendapatan (%) Operating Profit to Revenue (%)	3,00	2,68	0,32

Imbal Hasil Ekuitas atau *Return On Equity* (ROE).
Adalah ukuran yang dipakai untuk menghitung tingkat kemampuan Perusahaan dalam rangka mengembalikan keuntungan dari dana yang telah ditanamkan.

Imbal Hasil Ekuitas tahun 2021 sebesar 3,00%, meningkat 13,00% dibandingkan tahun 2020 sebesar -10,00%. Kenaikan ini terutama disebabkan kinerja Perusahaan yang memperoleh laba.

Imbal Hasil Aset atau *Return On Assets* (ROA)
Adalah ukuran yang dipakai untuk menghitung tingkat kemampuan Perusahaan dalam memanfaatkan aktiva yang dimiliki Perusahaan untuk menghasilkan pendapatan.

Imbal Hasil Aset tahun 2021 sebesar 1,11%, meningkat 4,91% dibandingkan tahun 2020 sebesar 3,80%. Kenaikan ini terutama disebabkan kinerja Perusahaan yang memperoleh laba.

Laba (Rugi) Komprehensif Terhadap Aset
Adalah ukuran yang dipakai untuk menghitung tingkat profitabilitas Perusahaan atas aset yang dimiliki.

Imbalan atas Aset tahun 2021 sebesar 1,44%, meningkat 5,14% dibandingkan tahun 2020 sebesar defisit 3,70%. Kenaikan ini terutama disebabkan kinerja Perusahaan yang memperoleh laba.

Laba Usaha Terhadap Pendapatan
Atau biasa disebut Marjin Laba Usaha merupakan indikator yang menunjukkan profitabilitas laba usaha Perusahaan.

Laba Usaha Terhadap Pendapatan tahun 2021 sebesar 3,00%, meningkat 0,32% dibandingkan tahun 2020 sebesar defisit 2,68%. Kenaikan ini terutama disebabkan total beban usaha tahun 2021 lebih rendah dibandingkan dengan total beban usaha 2020.

Return on Equity (ROE)
Is a measure used to calculate the level of the Company's ability to return the profits from the funds that have been invested.

Return on Equity in 2021 was 3.00%, an increase of 13.00% compared to 2020 of -10.00%. This increase was mainly due to the Company's performance, which made a profit.

Return on Assets (ROA)
Is a measure used to calculate the level of the Company's ability to utilize the assets owned by the company to generate income.

The return on assets in 2021 was 1.11%, an increase of 4.91% compared to 2020 of 3.80%. This increase was mainly due to the Company's performance, which made a profit.

Comprehensive Profit (Loss) to Assets
Is a measure used to calculate the level of profitability of the Company on its assets.

Return on Assets in 2021 was 1.44%, an increase of 5.14% compared to 2020 which was a deficit of 3.70%. This increase was mainly due to the Company's performance, which made a profit.

Operating Profit to Revenue
Also called Operating Profit Margin, is an indicator that shows the profitability of the Company's operating profit.

Operating Profit to Revenue in 2021 was 3.00%, an increase of 0.32% compared to 2020 which was a deficit of 2.68%. This increase was mainly due to the total operating expenses in 2021 being lower than the total operating expenses in 2020.

Kemampuan Membayar Utang dan Tingkat Kolektibilitas Piutang

Ability to Pay Debt And Receivable Collectibility Levels

KEMAMPUAN MEMBAYAR UTANG

Kemampuan Perum BULOG dalam membayar utang diukur menggunakan rasio likuiditas dan solvabilitas. Rasio solvabilitas merupakan rasio yang mengukur kemampuan Perum BULOG membayar seluruh utangnya baik jangka pendek maupun jangka panjang. Sedangkan rasio likuiditas merupakan rasio untuk mengukur kemampuan Perum BULOG dalam membayar utang jangka pendek.

ABILITY TO PAY DEBT

Perum BULOG's ability to pay debts is measured using the ratio of liquidity and solvency. The solvency ratio is a ratio that measures the ability of Perum BULOG to pay all its debts, both short term and long term. While the liquidity ratio is a ratio to measure the ability of Perum BULOG in paying short-term debt.

Rasio Likuiditas: Kemampuan Membayar Utang Jangka Pendek

Liquidity Ratio: Ability to Pay Short-Term Liabilities

Rasio Likuiditas Liquidity Ratio	**2021**	**2020**	**Kenaikan (Penurunan)** Increase (Decrease) (poin) (point)
Rasio Kas (%) Cash Ratio (%)	23,26	27,94	(4,68)
Rasio Cepat (%) Quick Ratio (%)	66,80	43,23	23,47
Rasio Lancar (%) Current Ratio (%)	118,81	120,69	(1,88)

Rasio Kas

Merupakan rasio yang menggambarkan kemampuan kas dan setara kas Perusahaan dalam memenuhi kewajiban jangka pendeknya.

Rasio Kas tahun 2021 sebesar 23,26%, mengalami penurunan 4,68% dibandingkan tahun 2020 sebesar 27,94%. Penurunan ini terutama disebabkan kenaikan total liabilitas jangka pendek.

Cash Ratio

Is a ratio that describes the ability of the Company's cash and cash equivalents to meet its short-term obligations.

The Cash Ratio in 2021 was 23.26%, a decrease of 4.68% compared to 2020 of 27.94%. This decrease was primarily due to an increase in total current liabilities.

Rasio Cepat

Merupakan rasio yang menggambarkan kemampuan likuiditas Perusahaan dalam memenuhi kewajiban jangka pendeknya.

Rasio Cepat tahun 2021 sebesar 66,80%, meningkat 23,47% dibandingkan tahun 2020 sebesar 43,23%. Kenaikan ini terutama disebabkan penurunan persediaan

Quick Ratio

Is a ratio that describes the ability of the Company's liquidity to meet its short-term obligations.

The Quick Ratio in 2021 was 66.80%, an increase of 23.47% compared to 2020 of 43.23%. This increase was mainly due to a decrease in inventory.

Rasio Lancar

Merupakan rasio yang menggambarkan kemampuan aset lancar Perusahaan dalam memenuhi kewajiban jangka pendeknya.

Rasio Lancar tahun 2021 sebesar 118,81%, mengalami penurunan 1,88% dibandingkan tahun 2020 sebesar 120,69%. Penurunan ini terutama disebabkan kenaikan total liabilitas jangka pendek.

Current Ratio

Is a ratio that describes the ability of the Company's current assets to meet its short-term obligations.

The Current Ratio in 2021 was 118.81%, a decrease of 1.88% compared to 2020 of 120.69%. This decrease was primarily due to an increase in total current liabilities.

Rasio Solvabilitas: Kemampuan Membayar Utang Jangka Pendek dan Jangka Panjang

Solvency Ratio: Ability to Pay Long-term and Short-Term Liabilities

Rasio Solvabilitas Solvency Ratio	**2021**	**2020**	**Kenaikan (Penurunan)** Increase (Decrease) (poin) (point)
Liabilitas Terhadap Aset (%) Liabilities to Assets (%)	59,26	57,96	1,30
Liabilitas terhadap Modal (%) Liabilities to Capital (%)	159,22	152,74	6,48
Liabilitas terhadap Aset Tetap (%) Liabilities to Fixed Assets (%)	343,99	329,41	14,58

Rasio Liabilitas Terhadap Aset
Merupakan rasio yang menggambarkan perbandingan akan seluruh kewajiban yang dimiliki Perusahaan dengan aset yang dimiliki.

Liabilities to Assets Ratio
Is a ratio that describes the comparison of all liabilities owned by the Company with assets owned.

Rasio Liabilitas Terhadap Aset tahun 2021 sebesar 59,26%, meningkat 57,96% dibandingkan tahun 2020 sebesar 57,96%. Kenaikan ini terutama disebabkan oleh kenaikan total aset lebih tinggi dibandingkan kenaikan liabilitas.

Liabilities to Assets Ratio in 2021 was 59.26%, an increase of 57.96% compared to 2020 of 57.96%. This increase was mainly due to the increase in total assets which was higher than the increase in liabilities.

Rasio Liabilitas Terhadap Modal (%)
Merupakan rasio yang memberikan informasi perbandingan akan seluruh kewajiban yang dimiliki Perusahaan dengan modal yang dimiliki.

Liabilities to Capital Ratio (%)
Is a ratio that provides information on the comparison of all liabilities owned by the Company with the capital owned.

Rasio Liabilitas Terhadap Modal tahun 2021 sebesar 159,22%, meningkat 6,48% dibandingkan tahun 2020 sebesar 152,74%. Kenaikan ini terutama disebabkan kenaikan liabilitas lebih tinggi dibandingkan kenaikan modal.

Liability to Equity Ratio in 2021 was 159.22%, an increase of 6.48% compared to 2020 of 152.74%. This increase was mainly due to the increase in liabilities which was higher than the increase in capital.

Rasio Liabilitas Terhadap Aset Tetap (%)
Merupakan rasio yang memberikan informasi perbandingan akan seluruh kewajiban yang dimiliki Perusahaan dengan aset tetap yang dimiliki.

Liabilities to Fixed Assets Ratio (%)
Is a ratio that provides comparative information on all liabilities owned by the Company with its fixed assets.

Rasio Liabilitas Terhadap Aset Tetap tahun 2021 sebesar 343,99%, meningkat 14,58% dibandingkan tahun 2020 sebesar 329,41%. Kenaikan ini terutama disebabkan liabilitas lebih tinggi dibandingkan aset tetap.

Liabilities to Fixed Assets Ratio in 2021 was 343.99%, an increase of 14.58% compared to 2020 of 329.41%. This increase was mainly due to higher liabilities compared to fixed assets.

TINGKAT KOLEKTIBILITAS PIUTANG

Kemampuan Perum BULOG dalam mengumpulkan piutang dapat diketahui dengan menghitung Kolektibilitas Piutang atau Collection Period. Semakin kecil nilai Collection Period menunjukkan kemampuan Perum BULOG dalam mengumpulkan piutang semakin cepat.

RECEIVABLE COLLECTIBILITY LEVEL

The ability of Perum BULOG to collect receivables can be determined by calculating the Collectability of Receivables or the Collection Period. The smaller the Collection Period value indicates the ability of Perum BULOG to collect receivables the faster.

	2021	**2020**	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nominal	**Persentase (%)** Percentage (%)
Collection Periods (hari) Collection Periods (days)	11,79	15,88	4,09	25,75%

Collection Periods tahun 2021 sebesar 11,79 hari, mengalami penurunan 25,75% atau setara dengan 4 hari dibandingkan tahun 2020 sebesar 15,88 hari.

Collection Period in 2021 was 11.79 days, a decrease of 25.75% or equivalent to 4 days compared to 2020 of 15.88 days.

Rincian umur piutang usaha berdasarkan usia jatuh tempo piutang usaha adalah sebagai berikut.

The breakdown of trade receivables based on the age of maturity is as follows.

Usia Tempo Piutang Usaha Age of Trade Receivables	**2021** (Rp-juta) (Rp-million)	**2020** (Rp-juta) (Rp-million)	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	**Persentase** (%) Percentage (%)
Pemerintah Government				
Sampai dengan 30 hari Up to 30 days	23.961	19.690	4.271	21,69
31 - 60 hari 31 – 60 days	190.334	12.357	177.976	1.440,23
61 - 90 hari 61 – 90 days	3.038	10.268	(7.231)	(70,42)
91 - 120 hari 91 – 120 days	2.585	194.170	(191.585)	(98,67)
121 - 365 hari 121 – 365 days	19.109	766.524	(747.415)	(97,51)
Lebih dari 365 hari > 365 days	267.672	34.403	233.270	678,06
Sub total Sub-total	506.698	1.037.412	(530.714)	(51,16)
Non-Pemerintah dan Komersial Non-Government and Commercial				
Sampai dengan 30 hari Up to 30 days	112.857	95.272	17.585	18,46
31 - 60 hari 31 – 60 days	15.726	21.663	(5.938)	(27,41)
61 - 90 hari 61 – 90 days	15.462	8.612	6.850	79,54
91 - 120 hari 91 – 120 days	3.411	16.316	(12.905)	(79,10)
121 - 365 hari 121 – 365 days	34.919	72.349	(37.430)	(51,73)
Lebih dari 365 hari > 365 days	457.654	423.091	34.563	8,17
Individual	47.492	-	47.492	100,00
Sub total Sub-total	687.521	637.304	50.217	7,88
Jumlah Total	1.194.219	1.674.716	(480.497)	(28,69)
Dikurangi: Penyisihan atas kerugian Minus: Provision for losses	499.509	469.408	30.101	6,41
Jumlah Piutang Usaha – Net Total Trade Receivables- Net	694.710	1.205.308	(510.597)	(42,36)

Manajemen berkeyakinan bahwa penyisihan *Expected Credit Loss* (ECL) cukup untuk menutup kemungkinan kerugian yang timbul dari tidak tertagihnya piutang usaha.

Management believes that the provision for Expected Credit Loss (ECL) is adequate to cover possible losses arising from uncollectible trade receivables.

Struktur Modal dan Kebijakan Manajemen atas Struktur Modal

Capital Structure and Management Policy on Capital Structure

Kebijakan Manajemen atas Struktur Modal

Tujuan utama pengelolaan modal Perum BULOG dan Entitas Anaknya adalah untuk memastikan pemeliharaan peringkat kredit yang tinggi dan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi pemegang saham. Manajemen Perum BULOG dan Entitas Anaknya mengelola struktur permodalan dan melakukan penyesuaian, berdasarkan perubahan kondisi ekonomi. Tidak ada perubahan yang dibuat dalam tujuan, kebijakan, atau proses selama periode yang disajikan.

Kebijakan Perum BULOG dan Entitas Anaknya adalah untuk menjaga rasio modal yang sehat dalam rangka untuk mengamankan pembiayaan pada biaya yang wajar.

Management Policy on Capital Structure

The main objective of capital management of Perum BULOG and its Subsidiaries is to ensure the maintenance of a high credit rating and a healthy capital ratio to support the business and maximize shareholder returns. The management of Perum BULOG and its Subsidiaries manages the capital structure and makes adjustments, based on changes in economic conditions. No changes were made in objectives, policies, or processes during the period presented.

The policy of Perum BULOG and its Subsidiaries is to maintain a healthy capital ratio in order to secure financing at a reasonable cost.

Struktur Modal Perusahaan

Tabel di bawah ini merangkum jumlah modal yang dipertimbangkan oleh Perum BULOG dan Entitas Anaknya pada tanggal 31 Desember 2021 dan 2020:

Company's Capital Structure

The table below summarizes the amount of capital considered by Perum BULOG and its Subsidiaries as of December 31, 2021 and 2020:

Struktur Modal dan Perubahannya / Capital Structure and Its Changes

Struktur Modal Capital Structure	2021 (Rp-juta) (Rp-million)	Kontribusi (%) Contribution (%)	2020 (Rp-juta) (Rp-million)	Kontribusi (%) Contribution (%)	Kenaikan (Penurunan) Increase (Decrease)	
					Nominal (Rp-juta) (Rp-million)	Persentase (%) Percentage (%)
Modal Pemerintah Government Capital	12.522.387	48,65	12.522.387	50,88	-	0,00
Utang Bank Jangka Pendek Short-term Bank Loans	12.511.751	48,61	11.311.788	45,97	1.199.962	10,61
Utang Bank Jangka Panjang Long-term Bank Loans	705.937	2,74	775.258	3,15	(69.321)	(8,94)
Jumlah Total	25.740.074	100,00	24.609.433	100,00	1.130.641	4,59

Ikatan yang Material untuk Investasi Barang Modal

Material Bond for Capital Expenditure

Pembangunan MRMP MRMP Development	
Pihak 1: Perum BULOG Pihak 2: PT Waskita Karya (Persero) Tujuan Ikatan: Pembangunan MRMP Sumber Dana: PMN Mata Uang yang Digunakan: Rupiah Proteksi Risiko Mata Uang Asing: Tidak ada	1st Party: Perum BULOG 2nd Party: PT Waskita Karya (Persero) Bond Purpose: MRMP Development Source of funds: PMN Currency Used: Rupiah Foreign Currency Risk Protection: None

Pembangunan RTR RTR Development	
Pihak 1: Perum BULOG Pihak 2: PT Boma Bisma Indra (Persero) Tujuan Ikatan: Pembangunan RTR Sumber Dana: PMN Mata Uang yang Digunakan: Rupiah Proteksi Risiko Mata Uang Asing: Tidak ada	1st Party: Perum BULOG 2nd Party: PT Boma Bisma Indra (Persero) Bond Purpose: RTR Development Source of funds: PMN Currency Used: Rupiah Foreign Currency Risk Protection: None

Pembangunan Gudang Komoditas Pangan Food Commodity Warehouse Development	
Pihak 1: Perum BULOG Pihak 2: PT Tigamas Mitra Selaras Tujuan Ikatan: Pembangunan Gudang Komoditas Pangan Sumber Dana: PMN Mata Uang yang Digunakan: Rupiah Proteksi Risiko Mata Uang Asing: Tidak ada	1st Party: Perum BULOG 2nd Party: PT Tigamas Mitra Selaras Bond Purpose: Food Commodity Warehouse development Source of funds: PMN Currency Used: Rupiah Foreign Currency Risk Protection: None

Pembangunan Gudang Modern Modern Warehouse Development	
Pihak 1: Perum BULOG Pihak 2: PT Cemerlang Samudera Kontrindo Tujuan Ikatan: Pembangunan Gudang Modern Sumber Dana: PMN Mata Uang yang Digunakan: Rupiah Proteksi Risiko Mata Uang Asing: Tidak ada	1st Party: Perum BULOG 2nd Party: PT Cemerlang Samudera Kontrindo Bond Purpose: Modern Warehouse Development Source of funds: PMN Currency Used: Rupiah Foreign Currency Risk Protection: None

Realisasi Investasi Barang Modal

Realization of Capital Expenditure

Berikut disampaikan investasi barang modal yang dilakukan Perum BULOG di tahun 2021

The following conveys the capital expenditure made by Perum BULOG in 2021.

Perihal Regarding	**Tujuan Investasi** Objective of Investment	**Nilai (Rp-juta)** Value (Rp-million)
Investasi Jangka Panjang Long-term Investment	Penyertaan Modal Equity capital	-
Tanah Land	Investasi Belanja Barang Investment of Buying Goods	6.158
Bangunan Buildings	Investasi Belanja Barang Investment of Buying Goods	106.967
Kendaraan Vehicles	Investasi Belanja Barang Investment of Buying Goods	10.147
Mesin-mesin Machineries	Investasi Belanja Barang Investment of Buying Goods	216.208
Inventaris Equipment	Investasi Belanja Barang Investment of Buying Goods	23.111
Jumlah Investasi Barang Modal Total Capital Expenditure		362.590

Perbandingan nilai investasi barang modal Perum BULOG tahun 2020 dan 2021 dapat dilihat pada tabel di bawah ini.

A comparison of the investment value of Perum BULOG's capital goods in 2020 and 2021 can be seen in the table below.

	2021 (Rp-juta) (Rp-million)	**2020** (Rp-juta) (Rp-million)	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nominal (Rp-juta) (Rp-million)	**Persentase** (%) Percentage (%)
Realisasi Investasi Barang Modal Realized Capital Expenditure	362.590	357.706	4.884	1,37

Realisasi Investasi Barang Modal tahun 2021 sebesar Rp362,59 miliar, meningkat 1,37% dibandingkan tahun 2020 sebesar Rp357,71 miliar. Kenaikan ini terutama disebabkan realisasi PMN 2016.

Realization of Capital Goods Investment in 2021 amounted to Rp 362.59 billion, an increase of 1.37% compared to 2020 of Rp 357.71 billion. This increase was mainly due to the realization of PMN 2016.

Pencapaian Target Tahun 2021

Target Achievement in 2021

Asumsi-asumsi yang Digunakan serta Proses Perumusan Target Tahun 2021

Dalam perumusan target RKAP Tahun 2021 digunakan asumsi stok awal setara beras PSO dan Komersial sebesar 1.056.279 ton, target pengadaan setara beras PSO dan Komersial sebesar 2.906.279 ton, dan target penyaluran setara beras PSO dan Komersial tahun 2021 sebesar 1.818.909 ton. Dari target RKAP Tahun 2021 tersebut, realisasi pengadaan setara beras tahun 2021 sebesar 2.199.419 atau 75.68% dari target RKAP 2021 dan realisasi penyaluran setara beras tahun 2021 sebesar 1.358.845 atau 74.71% dari target RKAP 2021.

Berikut disampaikan pencapaian realisasi atas target tahun 2021 dengan menggunakan Revisi RKAP Tahun 2021.Berikut disampaikan pencapaian realisasi atas target tahun 2021 dengan menggunakan Revisi RKAP Tahun 2021.

Assumptions Used and Process of Formulation of Targets in 2021

In the formulation of the 2021 RKAP target, the assumption was that the initial stock of PSO and Commercial rice equivalent was 1,056,279 tons, the target for the procurement of PSO and Commercial rice equivalent was 2,906,279 tons, and the distribution target for PSO and Commercial rice equivalent in 2021 was 1,818,909 tons. From the 2021 RKAP target, the realization of rice equivalent procurement in 2021 was 2,199,419 or 75.68% of the 2021 RKAP target and the realization of distribution of rice equivalent in 2021 was 1,358,845 or 74.71% of the 2021 RKAP target.

The following describes the realization of the 2021 target using the revision of 2021 RKAP. The realization of the 2021 target using the 2021 RKAP Revision is as follow.

Pencapaian Target Operasi, Pemasaran, dan Investasi Tahun 2021

Achievement of Operations, Marketing and Investment Targets in 2021

Pengelolaan Stok, Pengadaan, dan Penyaluran/ Pemasaran Stock Management, Procurement and Distribution/ Marketing	**Realisasi 2021** 2021 Realization	**Revisi RKAP 2021** Revised RKAP 2021	**Pencapaian Realisasi Terhadap Revisi RKAP 2021** Realization Achievement toward Revised RKAP 2021 (%)
Stok Awal (ton) Initial Stock (ton)	983.170	1.056.279	93,08
Beras PSO (ton) PSO Rice (ton)	956.138	1.002.519	95,37
Komersial (ton) Commercial (ton)	27.033	53.760	50,28
Penyediaan Supplying			
Pengadaan Gabah dan Beras Dalam Negeri (ton) Procurement of Domestic Grain and Rice (ton)	2.199.419	2.906.279	75,68
Koreksi/Pengembalian (ton) Correction/Return (ton)	-	-	-
Penyaluran/Penjualan/Pemasaran Distribution/Sales/Marketing			
Beras PSO (ton) PSO Rice (ton)	1.154.107	1.415.000	81,56
Beras Komersial (ton) Commercial Rice (ton)	204.738	403.909	50,69
Jumlah Penyaluran/Penjualan/Pemasaran Total Distribution/Sales/Marketing	1.358.845	1.818.909	74,71
Stok Akhir (ton) Final Stock (ton)	840.574	1.087.370	77,30
Beras PSO (ton) PSO Rice (ton)	825.323	1.037.519	79,55
Komersial (ton) Commercial (ton)	15.252	49.851	30,59

Investasi Investment	**Realisasi 2021** (Rp-juta) 2021 Realization (Rp-million)	**Revisi RKAP 2021** (Rp-juta) Revised RKAP 2021 (Rp-million)	**Pencapaian Realisasi Terhadap Revisi RKAP 2021** Realization Achievement toward Revised RKAP 2021 (%)
Non Penyertaan Modal Negara (PMN) Non State Equity Participation (PMN)	50.050	664.096	7,54
Penyertaan Modal Negara (PMN) State Equity Participation (PMN)	312.540	1.540.257	20,29
Jumlah Investasi Total Investment	362.590	2.204.353	16,45

Target investasi pada RKAP Tahun 2021 sebesar Rp2,20 triliun dengan realisasi investasi tahun 2021 sebesar 16,45% atau Rp362,59 miliar.

The investment target in the 2021 RKAP was Rp 2.20 trillion, while the realization in 2021 was 16.45% or Rp 362.59 billion.

Pencapaian Target Pengelolaan Sumber Daya Manusia Tahun 2021

Achievement of Human Resource Management Targets in 2021

Sumber Daya Manusia Human Resources	**Realisasi 2021** 2021 Realization	**Revisi RKAP 2021** Revised RKAP 2021	**Pencapaian Realisasi Terhadap Revisi RKAP 2021** Realization Achievement toward Revised RKAP 2021 (%)
	1	2	(1:2)
Jumlah Karyawan (orang) Number of Employees (person)	4.517	5.064	89,19
Biaya Diklat (Rp-juta) Training Costs (Rp-million)	3.490	13.562	25,73

Realisasi biaya diklat 2021 sebesar 25,73% dari proyeksi 2021 di antaranya disebabkan karena pandemi COVID-19. Rencana kegiatan diklat tatap muka/*offline* ditiadakan selama kondisi pandemi dan diganti dengan kegiatan diklat secara *online* yang lebih efisien dari segi biaya.

Realization of 2021 education and training costs was 25.73% of the projection. This was due to the COVID-19 pandemic where face-to-face/offline training activities were abolished and replaced by the online training activities which were more cost efficient.

Pencapaian Target Program Kemitraan dan Bina Lingkungan Tahun 2021

Achievement of the 2021 Partnership and Community Development Program Targets

PKBL Community Development Program	**Realisasi 2021** 2021 Realization	**Revisi RKAP 2021** Revised RKAP 2021	**Pencapaian Realisasi Terhadap Revisi RKAP 2021** Realization Achievement toward Revised RKAP 2021 (%)
Penyaluran Program Bina Lingkungan Community Development Program Disbursement	Rp4.823	Rp5.160	93,47%

Dalam melaksanakan penyaluran Program TJSL tahun 2021 sebesar Rp4.823.124.543,90 atau mencapai 93,47% terhadap RKAP 2021. Dalam pelaksanaan penyaluran terdapat beberapa program unggulan, yaitu:

1. Program TJSL yang sejalan dengan program prioritas untuk mendukung pencapaian TPB/SDGs

In carrying out the distribution of the 2021 TJSL Program amounting to Rp 4,823,124,543.90 or reaching 93.47% of the 2021 RKAP, there are several featured programs, namely:

1. TJSL program that is in line with priority programs to support the achievement of SDGs

a. Program BULOG Peduli Gizi merupakan program penyediaan gizi cukup dengan cara pemberian bahan pangan, salah satunya Beras Fortivit.
b. Program BULOG Peduli Petani merupakan program pemberian bantuan berupa sarana produksi (saprodi) kepada petani.

2. Program TJSL yang berkomitmen mendukung bisnis inti dan menciptakan *Creating Share Value* (CSV) bagi perusahaan.
   a. Program BULOG Peduli UMKM merupakan program penguatan finansial dan mendukung pemulihan masyarakat melalui pendirian Rumah Pangan Kita (RPK).
   b. Program BULOG Pintar merupakan program pemberian bantuan beasiswa bagi mahasiswa/i berprestasi dengan status kurang mampu.

Selain program unggulan mendukung pencapaian TPB/SDGs dan CSV bisnis perusahaan, juga terdapat program umum yang dilaksanakan sebagai bentuk komitmen perusahaan menyelaraskan TPB prioritas dan menebarkan manfaat bagi masyarakat.

a. BULOG Cares for Nutrition Program is a program to provide adequate nutrition by providing food, one of which is Fortivit Rice.
b. BULOG Cares for Farmers Program is a program that provides assistance in the form of production facilities to farmers.

2. The TJSL program that is committed to support the core business and Creating Share Value (CSV) for the company.
   a. BULOG Cares for UMKM program is a financial program and supports community recovery through the establishment of Rumah Pangan Kita (RPK).
   b. BULOG Pintar Program is a scholarship assistance program for outstanding students with underprivileged status.

In addition to the featured programs supporting the achievement of the company's SDGs and CSV business, there are also general programs implemented as a form of the company's commitment to aligning priority SDGs and spreading benefits to society.

Pencapaian Target Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian Tahun 2021

Target Achievement of Consolidated Profit (Loss) and Other Comprehensive Income in 2021

	Realisasi 2021 (Rp-juta)	**Revisi RKAP 2021** (Rp-juta)	**Pencapaian Realisasi Terhadap Revisi RKAP 2021** (%)
Pendapatan Revenue			
Pelayanan Publik/PSO PSO	12.629.784	15.215.535	83,01
Komersial Commercial	9.333.062	16.136.270	57,84
Jumlah Pendapatan Total Revenue	21.962.846	31.351.805	70,05
Beban Pokok Pendapatan Cost of Goods Sold			
Pelayanan Publik/PSO PSO	9.868.224	11.961.215	82,50
Komersial Commercial	8.666.002	13.808.506	62,76
Jumlah Beban Pokok Pendapatan Total Cost of Goods Sold	18.534.226	25.769.720	71,92
Laba Bruto Gross Profit	3.428.620	5.582.085	61,42
Beban Usaha Operating Expenses	2.768.978	1.306.424	211,95
Laba/(Rugi) Usaha Operating Profit/(Loss)	659.642	4.275.661	15,43
Jumlah Pendapatan (Beban) Lain-lain Total Other Income (Expenses)	(446.641)	(2.630.392)	16,98
Laba/(Rugi) Sebelum Pajak Profit/(Loss) Before Tax	213.001	1.896.611	11,23
Manfaat (Beban) Pajak Penghasilan – neto Income Tax Benefit (Expense) - net	43.804	1.501.745	2,92
Laba/(Rugi) Neto - Tahun Berjalan Net Profit/(Loss) - Current Year	256.804	394.866	65,04

	Realisasi 2021 (Rp-juta)	Revisi RKAP 2021 (Rp-juta)	Pencapaian Realisasi Terhadap Revisi RKAP 2021 (%)
Penghasilan Komprehensif Lain - Setelah Pajak Other Comprehensive Income - After Tax	73.973	98.716	74,94
Laba/(Rugi) Komprehensif Comprehensive Profit/(Loss)	330.778	296.149	111,69

Secara konsolidasi, perusahaan mendapat laba tahun 2021 sebesar Rp330,77 miliar atau 111,69% dari Target RKAP 2021 sebesar Rp296,14 miliar.

On a consolidated basis, in 2021 the company received a profit of Rp 330.77 billion or 111.69% of the 2021 RKAP target of Rp 296.14 billion.

Pencapaian Target Posisi Keuangan Konsolidasian dan Struktur Modal Tahun 2021

Achievement of Consolidated Financial Position and Capital Structure Target in 2021

Posisi Keuangan Financial Position	Realisasi 2021 2021 Realization	Revisi RKAP 2021 Revised RKAP 2021	Pencapaian Realisasi Terhadap Revisi RKAP 2021 Realization Achievement toward Revised RKAP 2021 (%)
	1	2	(1:2)
Aset Assets	23.035.944	21.643.258	106,43
Liabilitas Liabilities	14.462.717	13.400.654	107,93
Ekuitas Equity	8.573.227	8.242.604	104,01

Posisi keuangan konsolidasi tahun 2021 yaitu sebesar Rp23,03 triliun atau 106,43% dari target Aset RKAP Tahun 2021 sebesar Rp21,64 triliun, Rp14,46 triliun atau 107,93% dari target Liabilitas RKAP 2021 sebesar Rp13,4 triliun dan Rp 8,57 triliun atau 104,01% dari target Ekuitas RKAP 2021 sebesar Rp8,24 triliun.

The consolidated financial position in 2021 was Rp 23.03 trillion, or 106.43% of the RKAP Assets target (Rp 21.64 trillion), Rp 14.46 trillion, or 107.93% of the RKAP Liabilities target (Rp 13.4 trillion), and Rp 8.57 trillion, or 104.01% of the RKAP Equity target (Rp 8.24 trillion).

Struktur Modal Capital Structure	Realisasi 2021 2021 Realization	Revisi RKAP 2021 Revised RKAP 2021	Pencapaian Realisasi Terhadap Revisi RKAP 2021 Realization Achievement toward Revised RKAP 2021 (%)
Modal Pemerintah Government Capital	12.522.387	12.522.387	100,00
Utang Bank Jangka Pendek Short-term Bank Loan	12.511.751	11.311.788	110,61
Utang Bank Jangka Panjang Long-term Bank Loan	705.937	1.459.555	48,37
Jumlah Total	25.740.074	25.293.730	101,76

Terhadap struktur modal dimana realisasi Modal Pemerintah sesuai dengan target RKAP Tahun 2021 sebesar Rp12,52 triliun, realisasi Utang Bank Jangka Pendek tahun 2021 sebesar Rp12,51 triliun atau 110,61% dari target RKAP Tahun 2021 sebesar Rp11,31 triliun dan realisasi Utang Bank Jangka Panjang tahun 2021 sebesar Rp705,93 miliar atau 48,37% dari target RKAP Tahun 2021 sebesar Rp1,45 triliun.

As for the capital structure the realization of Government Capital was in accordance with the 2021 RKAP target of Rp 12.52 trillion, the realization of Short-Term Bank Loan was Rp 12.51 trillion or 110.61% of the 2021 RKAP target (Rp 11.31 trillion) and the realization of Long-Term Bank Loan was Rp 705.93 billion or 48.37% of the 2021 RKAP target (Rp 1.45 trillion).

PROYEKSI TAHUN 2022

2022 Projection

PROSPEK USAHA TAHUN 2022 DAN RENCANA STRATEGIS PERUSAHAAN

Perum BULOG merancang perubahan orientasi yang semakin berbasis pada pasar (aspek Non PSO), untuk memperkuat fokus bisnis Non PSO, Perum BULOG akan melakukan akselerasi perluasan jaringan distribusi dan penjualan. Jaringan distribusi dan penjualan akan dilakukan baik secara offline maupun *online*. Pada jejaring *offline*, BULOG akan mengoptimalkan jejaring yang sudah ada dan menambah jejaring melalui kerjasama dengan pengelola pasar, outlet milik masyarakat (RPK dan TPK) serta penjualan langsung ke hotel, restoran, catering (horeka), pelanggan korporasi dll. Sedangkan untuk penjualan online akan memanfaatkan *platform e-commerce* dan media sosial guna berinteraksi langsung dengan pelanggan akhir. BULOG juga akan mengoptimalkan berbagai program komunikasi pemasaran untuk meningkatkan *brand awareness* kepada masyarakat sekaligus edukasi kepada masyarakat tentang fungsi dan peran BULOG serta cakupan komoditas yang ditangani oleh BULOG guna meningkatkan kepercayaan masyarakat bahwa BULOG memberikan jaminan layanan dan kualitas produk yang baik. Selain itu juga akan dilakukan penyusunan strategi untuk memajukan berbagai kanal distribusi serta mengimplementasikan sistem *Customer Relationship Management* dan *Product Catalogue Management*. Melalui berbagai program kerja tersebut, diharapkan BULOG dapat memperluas jaringan distribusi dan penjualan yang pada akhirnya berdampak pada peningkatan volume penjualan komoditas pangan Non PSO guna pertumbuhan perusahaan yang berkelanjutan.

BUSINESS PROSPECTS IN 2022 AND CORPORATE STRATEGIC PLAN

Perum BULOG is reorienting toward more market-based (Non PSO aspect), in order to strengthen its focus on the Non PSO sector. To this end, Perum BULOG will accelerate the growth of its distribution and sales network. The distribution and sales network will be carried out both offline and online. In offline networks, BULOG will optimize existing networks and add to networks through collaboration with market managers, community-owned outlets (RPK and TPK) as well as direct sales to hotels, restaurants, catering (horeka), corporate customers etc. Meanwhile, online sales will utilize e-commerce platforms and social media to interact directly with end customers. BULOG will also optimize various marketing communication programs to increase brand awareness to the public as well as educate the public about the functions and roles of BULOG and the range of commodities handled by BULOG in order to increase public confidence that BULOG guarantees good service and product quality. In addition, a strategy will also be developed to advance various distribution channels and implement a Customer Relationship Management and Product Catalog Management system. Through these various work programs, BULOG is expected to be able to expand its distribution and sales network which will ultimately have an impact on increasing sales volume of non-PSO food commodities for sustainable company growth.

Dalam rangka menghasilkan kualitas produk yang konsisten dan mempertahankan citra yang baik di mata konsumen, investasi infrastruktur turut menjadi salah satu program prioritas Perum BULOG. Dalam konteks ini, investasi dilakukan sebagai bagian dari modernisasi sehingga masalah teknis dan teknologis dapat diselesaikan. Salah satu bentuk investasi dimaksud adalah investasi infrastruktur melalui dana Penyertaan Modal Pemerintah (PMN) untuk pembangunan *Modern Rice Milling Plant* (MRMP), *Rice to Rice Plant* (R2RP), *Corn Drying Center* (CDC), Silo Jagung, Gudang Kedelai, Gudang Modern/*Distribution Center*, dan Gudang Komoditas Pangan serta pembangunan infrastruktur pengolahan yang bersumber dari dana BULOG sendiri seperti RTR, mesin kemas *vacuum*, mesin *mixing* beras fortivikasi, mesin kemas gula, *cold storage*.

In order to maintain consistent product quality and a positive reputation among consumers, infrastructure investment also emerged as one of Perum BULOG's priority programs. In this context, investments are made as part of modernization so that technical and technological problems can be resolved. One of the investments is infrastructure investment through Government Equity Participation (PMN) funds for the construction of Modern Rice Milling Plants (MRMP), Rice to Rice Plants (R2RP), Corn Drying Centers (CDC), Corn Silos, Soybean Warehouses, Modern Warehouses/Distribution Center, and Food Commodity Warehouse as well as construction of processing infrastructure sourced from BULOG's own funds such as RTR, vacuum packaging machines, fortified rice mixing machines, sugar packaging machines, cold storage.

Di samping pembangunan infrastruktur, BULOG juga mengelola aset yang ada agar berfungsi dan menghasilkan pendapatan secara optimal, yaitu meliputi aset yang terkait langsung atau

In addition to infrastructure development, BULOG also manages existing assets to optimize the income, which includes assets directly or indirectly related to food logistics. Some of these

tidak dengan logistik pangan. Sebagian aset tersebut hanya digunakan secara berkala dan tidak terikat dengan jadwal yang sangat ketat sehingga tidak selalu terpakai secara penuh. BULOG memiliki Unit Bisnis Opaset yang secara khusus mengelola dan mengoptimalkan pemanfaatan aset perusahaan antara lain berupa penyewaan gudang, penyewaan gedung/ruang kantor, penyewaan mess dan penyewaan tanah kosong atau aset *idle* lainnya. Untuk itu, Perum BULOG turut memperkuat peran Unit Bisnis Opaset melalui sejumlah program seperti *Asset Management*, *Building Management*, *Hospitality*, *Human Capital Management* dan *Property Development*.

assets are only used periodically. BULOG has an Opaset Business Unit that specifically manages and optimizes the utilization of company assets, including warehouse rentals, building/office space rentals, mess rentals and rental of vacant land or other idle assets. For this reason, Perum BULOG also strengthen the role of the Opaset Business Unit through a number of programs such as Asset Management, Building Management, Hospitality, Human Capital Management and Property Development.

BULOG berkomitmen dalam menerapkan teknologi terdepan dan sistem yang terintegrasi melalui investasi dalam hal implementasi sistem Teknologi Informasi berbasis *Enterprise Resource Planning* (ERP) dan digitalisasi sistem *warehousing* dengan tujuan semakin menciptakan efisiensi biaya, mendukung efektivitas manajemen dan memberikan layanan yang semakin prima kepada konsumen. Adapun modul ERP yang akan dikembangkan meliputi antara lain *Inventory and Warehouse Management*, *Finance and Accounting Management*, *Purchase Management*, *Point of Sales*, *Sales Management*, *Marketing, Business Unit*, *Corporate Legal*, *Dashboard*, *Agriculture Management*, *Manufacture*, *Financial*, dan *Human Resource*. Digitalisasi *Warehouse* dilaksanakan dengan mengimplementasikan WMS (*Warehouse Management System*) secara bertahap melalui rencana kerja antara lain: penggunaan SKU dalam kemasan (RFID), pembenahan *Warehouse Mapping* (*in bound – inventory - out bound*), pembenahan proses *Quality Control* (QC), serta membangun konektivitas dengan *Transportation Management System* (TMS). Investasi infrastruktur pengolahan dan penyimpanan maupun investasi ERP dan digitalisasi sistem *warehousing* diharapkan dapat mendukung arahan strategis BULOG dalam mewujudkan kontrol dan sinergi di sepanjang rantai nilai operasional dari hulu hingga ke hilir.

BULOG is committed to implementing advanced technology and integrated systems through investments in the implementation of Information Technology systems based on Enterprise Resource Planning (ERP) and digitalization of warehousing systems with the aim of increasing cost efficiencies, supporting management effectiveness and providing increasingly excellent services to consumers. The ERP modules that will be developed include Inventory and Warehouse Management, Finance and Accounting Management, Purchase Management, Point of Sales, Sales Management, Marketing, Business Units, Corporate Legal, Dashboard, Agriculture Management, Manufacturing, Financial, and Human Resources. Warehouse digitization is carried out by implementing the WMS (Warehouse Management System) in stages through work plans including: using SKU in packaging (RFID), improving Warehouse Mapping (in bound – inventory - out bound), improving Quality Control (QC) processes, and building connectivity with the Transportation Management System (TMS). Processing and storage infrastructure investment as well as ERP investment and digitalization of the warehousing system are expected to support BULOG's strategic direction in realizing control and synergy along the operational value chain from upstream to downstream.

Di samping melalui pemanfaatan Teknologi Informasi dan digitalisasi *warehouse*, Perum BULOG juga mengembangkan inovasi model bisnis dalam rangka mengembangkan dan mengintegrasikan bisnis perusahaan dari hulu hingga ke hilir. Dengan adanya inovasi model bisnis maka operasionalisasi perusahaan dapat dilakukan secara efisien dengan produktivitas yang tinggi sehingga pada akhirnya daya saing perusahaan akan meningkat. BULOG telah menyusun rencana bisnis terintegrasi industri perberasan yang kemudian ditindaklanjuti dengan penyiapan infrastruktur, personil, sistem manufaktur, bahan baku dan riset pasar yang mendukung. Dalam kerangka penerapan inovasi model bisnis terintegrasi, BULOG juga mengembangkan kemitraan *on farm*, mengembangkan *supplier relationship management*, optimalisasi unit pengolahan dan penerapan *good manufacturing practice*, menyusun strategi pemasaran dan distribusi, menerapkan *branding management*, menerapkan *product Management*, peningkatan penjualan melalui saluran grosir dan ritel, serta reaktivasi jaringan RPK/peningkatan jaringan pemasaran aktif. Dengan demikian pada akhir periode 2020-

In addition to utilizing Information Technology and warehouses digitalization, Perum BULOG also develops business model innovations in order to develop and integrate the company's business from upstream to downstream. With the business model innovation, company operations can be carried out efficiently with high productivity that in the end the company's competitiveness will increase. BULOG has prepared an integrated business plan for the rice industry which is then followed up with the preparation of supporting infrastructure, personnel, manufacturing systems, raw materials and market research. Within the framework of implementing integrated business model innovations, BULOG also develops on-farm partnerships, develops supplier relationship management, optimizes processing units and implements good manufacturing practices, develops marketing and distribution strategies, implements branding management, implements product management, increases sales through wholesale and retail channels, as well as reactivation of the RPK network/ improvement of the active marketing network. In this way at the end of the 2020-2024 period, the company will have built

2024, perusahaan telah membangun dan menyinergikan *Product Management*, *Brand Management* dan *Retail Supply Chain* terhadap produk-produk beras perusahaan.

and synergized Product Management, Brand Management and Retail Supply Chain for the company's rice products.

Asumsi dalam penyusunan RKAP 2022 mengacu pada asumsi Rencana Jangka Panjang Perum BULOG yang meliputi asumsi eksternal dan internal sebagai syarat cukup (*sufficient condition*) terlaksananya program kerja perusahaan.

The assumptions used in preparing the 2022 RKAP refer to the assumptions of the Long Term Plan of Perum BULOG which include external and internal assumptions as a sufficient condition for the implementation of the company's work program.

Asumsi eksternal meliputi upaya Pemerintah membangun kedaulatan pangan, menggalakkan program diversifikasi pangan, perluasan lahan pertanian, penambahan penugasan Perum BULOG dalam pengelolaan komoditas pangan strategis selain beras, keberlanjutan pemberian subsidi dan bantuan pangan, kredibilitas perusahaan semakin baik, kondisi politik, ekonomi dan sosial yang semakin baik, terjadinya peningkatan produksi pangan dalam negeri, iklim dan atau hama penyakit tanaman yang mungkin mengganggu proses tanam dan panen, serta perkembangan harga pangan dunia yang dipengaruhi jumlah produksi dan konsumsi.

External assumptions include the Government's efforts to build food sovereignty, promote food diversification programs, expand agricultural land, add to the assignment of Perum BULOG in managing strategic food commodities other than rice, continue to provide subsidies and food assistance, improved company credibility, improved political, economic and social conditions, increase in domestic food production, climate and/or plant pests that may interfere with the planting and harvesting process, as well as developments in world food prices which are influenced by the amount of production and consumption.

Asumsi internal meliputi Sumber Daya Manusia (SDM) Perum BULOG yang kompeten di bidang pangan dan logistik pangan, jaringan logistik Perum BULOG semakin dinamis; anak perusahaan Perum BULOG beroperasi dan semakin berkembang, semakin lengkapnya pedoman operasional untuk mendukung kebijakan pengadaan & pelayanan publik (Direktorat *Supply Chain* dan Pelayanan Publik) dan bisnis penjualan (Direktorat Bisnis) perusahaan, komitmen jajaran manajemen dan karyawan untuk memajukan perusahaan, teknologi informasi yang memadai, fasilitas pergudangan yang tersebar di seluruh Indonesia, dan peningkatan jaringan distribusi dan pengembangan infrastruktur Perum BULOG.

Internal assumptions include the Human Resources (HR) of Perum BULOG who are competent in the field of food and food logistics, the logistics network of Perum BULOG which is increasingly dynamic; subsidiaries of Perum BULOG which are thriving, more complete operational guidelines to support procurement & public service policies (Supply Chain and Public Services Directorate) and business sales (Business Directorate) of the company, commitment of management and employees to advance the company, adequate information technology, warehousing facilities spread throughout Indonesia, and increasing distribution network and infrastructure development of Perum BULOG.

Di samping itu, RKAP 2022 juga berdasar pada asumsi sebagai berikut:

In addition, the 2022 RKAP is also based on the following assumptions:

Keterangan Description		**PROGNOSA 2021** PROGNOSIS 2021	**RKAP 2022**
a.	Inflasi Inflation	1,8% - 2,5%	3,00%
b.	Pertumbuhan Ekonomi Economic growth	3,70% - 4,50%	5,00% - 5,50%
c.	Kurs Rp/USD IDR/USD exchange rate	14.400	14.350
d.	Kenaikan produksi padi Increase in rice production	2,10%	3,05%
e.	Suku Bunga SBN (%) SBN Interest Rate (%)	7,20%	6,82%
f.	Harga Pembelian Pemerintah (HPP): Government Purchase Price (HPP):		
	GKG	Rp5.300	Rp5.300
	Beras Rice	Rp8.300	Rp8.300
g.	Harga Penjualan Beras (HPB) Rice Sales Price (HPB)	Rp10.769	Rp10.801

Asumsi Penugasan Pemerintah

1. Peraturan Presiden (Perpres) RI Nomor 48 Tahun 2016 tentang Penugasan Kepada Perusahaan Umum (Perum) BULOG Dalam Rangka Ketahanan Pangan Nasional, menetapkan bahwa dalam rangka menjaga ketahanan pangan nasional Perum BULOG mendapat tugas mengelola tiga komoditas wajib, yaitu beras, jagung dan kedelai. Sedangkan gula, minyak goreng, tepung terigu, bawang merah, cabai, daging sapi, daging ayam dan telur ayam menjadi komoditas yang akan diberikan penugasan secara terpisah baik yang akan dikelola sendiri atau bersama dengan Badan Usaha Milik Negara (BUMN) lainnya.
   Peraturan Presiden Republik Indonesia Nomor 66 tahun 2021 tentang Badan Pangan Nasional. Badan Pangan Nasional mempunyai tugas melaksanakan tugas pemerintahan di bidang pangan. Menteri yang menyelenggarakan urusan pemerintahan di bidang badan usaha milik negara menguasakan kepada Kepala Badan Pangan Nasional untuk memutuskan penugasan Perusahaan Umum BULOG dalam rangka pelaksanaan kebijakan pangan nasional.

2. Peraturan Pemerintah (PP) RI Nomor 13 Tahun 2016 tentang Perusahaan Umum (Perum) BULOG, menetapkan bahwa dalam menjalankan tugas menjaga ketahanan pangan nasional, Perum BULOG melanjutkan kebijakan pemerintah dalam hal pengelolaan beras baik penyediaan maupun penyalurannya. Dalam melaksanakan penugasan tersebut, Perum BULOG juga mendapat penugasan dalam pengembangan industri perberasan dan pergudangan. Di samping itu, Perum BULOG juga dapat diberikan mandat khusus untuk mengelola komoditas pangan strategis lainnya, baik yang diberikan oleh Pemerintah Pusat maupun sebagai kerjasama dengan Pemerintah Daerah.
   Peraturan Menteri Perdagangan (Permendag) RI Nomor 24 Tahun 2020 tentang Penetapan Harga Pembelian Pemerintah untuk Gabah atau Beras, dalam rangka pelaksanaan pengelolaan cadangan pangan Pemerintah untuk gabah atau beras, menteri menetapkan HPP gabah atau Beras.

3. Instruksi Presiden (Inpres) Nomor 5 Tahun 2015 tentang Kebijakan Pengadaan Gabah/Beras dan Penyaluran Beras oleh Pemerintah, menetapkan pengadaan pembelian gabah/beras oleh Pemerintah dilaksanakan oleh Perum BULOG dengan penetapan standar kualitas pengadaan gabah/beras dalam negeri (DN), dasar penyaluran subsidi dan bantuan pangan serta sebagai instrumen dalam menjaga stabilisasi stok dan harga di tingkat produsen dan konsumen.

4. Permenko Bidang PMK RI nomor 05 tahun 2019 tentang pengelolaan cadangan beras Pemerintah untuk bantuan sosial. Perum BULOG berkewajiban menyediakan CBP sebagai bagian dari stok Operasional yang tersebar di seluruh

Assumption on Government Assignment

1. Regulation of the President of the Republic of Indonesia (Perpres) Number 48 of 2016 concerning Assignments to Public Company (Perum) BULOG in the Context of National Food Security, stipulates that in order to maintain national food security, Perum BULOG is tasked with managing three mandatory commodities, namely rice, corn and soybeans. Meanwhile, sugar, cooking oil, wheat flour, shallots, chilies, beef, chicken meat and chicken eggs are commodities that will be given separate assignments either to be managed alone or jointly with other State-Owned Enterprises (BUMN). Regulation of the President of the Republic of Indonesia Number 66 of 2021 concerning the National Food Agency. The National Food Agency is assigned to carry out government tasks in the food sector. The Minister of state-owned enterprises authorizes the Head of the National Food Agency to decide on the assignment of Perum BULOG in the context of implementing national food policies.

2. RI Government Regulation (PP) Number 13 of 2016 concerning Public Company (Perum) BULOG, stipulates that in carrying out the task of maintaining national food security, Perum BULOG continues government policies in terms of managing rice both supply and distribution. In carrying out the assignment, Perum BULOG also tasked to develop the rice industry and warehousing. In addition, Perum BULOG can also be given a special mandate to manage other strategic food commodities, both given by the Central Government and in collaboration with Regional Governments.

   Regulation of RI Minister of Trade (Permendag) Number 24 of 2020 concerning Determination of Government Purchase Prices for Grain or Rice, in the framework of implementing the management of the Government's food reserves for grain or rice, the minister determines the HPP of unhulled or rice.

3. Presidential Instruction (Inpres) Number 5 of 2015 concerning Policies for Procurement of Grain/Rice and Distribution of Rice by the Government, stipulates that the procurement of grain/rice purchases by the Government is carried out by Perum BULOG by establishing quality standards for procurement of domestic grain/rice (DN), the basis for distributing subsidies and food aid as well as becoming an instrument in maintaining the stability of stocks and prices at the producer and consumer levels.

4. Permenko PMK RI number 05 of 2019 concerning the management of government rice reserves for social aid. Perum BULOG is obliged to provide CBP as part of operational stock spread throughout Indonesia. Perum

Indonesia. Perum BULOG melaksanakan pengelolaan dan pengadministrasian CBP secara transparan dan akuntabel.

5. Permenko Bidang Perekonomian RI nomor 05 tahun 2018 tentang koordinasi pengelolaan cadangan beras Pemerintah untuk stabilisasi harga. Perum BULOG ditugaskan untuk mengelola cadangan beras pemerintah yang berasal dari pengadaan dalam negeri maupun luar negeri untuk menjaga stabilitas harga beras.

6. Peraturan Menteri Sosial RI nomor 22 tahun 2019 tentang prosedur dan mekanisme penyaluran cadangan beras pemerintah untuk penanggulangan keadaan darurat bencana dan kerawanan pangan pasca bencana. Perum BULOG diamanahkan untuk melakukan penyaluran cadangan beras Pemerintah untuk penanggulangan keadaan darurat bencana dan kerawanan pangan pasca bencana sesuai dengan dengan penetapan yang ditentukan oleh Kementerian/Lembaga terkait.

7. Peraturan Menteri Perdagangan RI nomor 127 tahun 2018 tentang pengelolaan cadangan beras Pemerintah untuk ketersediaan pasokan dan stabilisasi harga. Pemerintah menugaskan Perum BULOG melakukan ketersediaan pasokan dan stabilisasi harga untuk mencegah dan mengatasi gejolak harga beras. Dalam melaksanakan Ketersediaan Pasokan dan Stabilisasi Harga, Menteri menetapkan harga Beras of gudang Perum BULOG dan HET penjualan CBP. Volume Beras yang disalurkan untuk pelaksanaan Ketersediaan Pasokan dan Stabilisasi Harga disesuaikan dengan ketersediaan CBP yang dikelola oleh Perum BULOG.

8. Peraturan Menteri Perdagangan RI nomor 24 tahun 2020 tentang penetapan harga pembelian pemerintah untuk gabah atau beras. Pemerintah menugaskan Perum BULOG dalam hal pengadaan gabah atau beras sesuai dengan HPP Gabah dan Beras yang telah ditentukan.

9. Peraturan Menteri Pertanian RI nomor 38 tahun 2018 tentang pengelolaan cadangan beras Pemerintah. Dalam peraturan ini mencakup tentang pelepasan stok CBP yang dikelola oleh Perum BULOG. Pelepasan stok CBP tersebut dilakukan oleh Perum BULOG berdasarkan hasil keputusan rapat koordinasi terbatas yang dipimpin oleh Menteri Koordinator Bidang Perekonomian.

10. PMK nomor 88-2019 jo PMK nomor 98-2021, tentang Tata Cara Penyediaan, Pencairan, dan Pertanggungjawaban Dana Cadangan Beras Pemerintah diubah menjadi PMK nomor 98-2021 tentang Perubahan atas Peraturan Menteri Keuangan Nomor 88/PMK.02/2019 tentang Tata Cara Penyediaan, Pencairan, dan Pertanggungjawaban Dana Cadangan Beras Pemerintah.

BULOG carries out the management and administration of CBP in a transparent and accountable manner.

5. Regulation of the Coordinating Minister for the Economy of the Republic of Indonesia number 05 of 2018 concerning coordination of management of government rice reserves for price stabilization. Perum BULOG is tasked with managing the government's rice reserves originating from domestic and foreign procurement to maintain rice price stability.

6. Regulation of the Minister of Social Affairs of the Republic of Indonesia number 22 of 2019 concerning procedures and mechanisms for distributing government rice reserves for handling disaster emergencies and post-disaster food insecurity. Perum BULOG is entrusted with distributing the Government's rice reserves for handling disaster emergencies and post-disaster food insecurity in accordance with the stipulations determined by the relevant Ministries/ Institutions.

7. Regulation of the Minister of Trade of the Republic of Indonesia number 127 of 2018 concerning management of the Government's rice reserves for supply availability and price stabilization. The government assigned Perum BULOG to carry out supply availability and price stabilization to prevent and overcome rice price fluctuations. In carrying out the Availability of Supply and Price Stabilization, the Minister determines the price of Rice from the warehouse of Perum BULOG and HET for CBP sales. The volume of rice distributed for the implementation of Supply Availability and Price Stabilization is adjusted to the availability of CBP which is managed by Perum BULOG.

8. Regulation of the Minister of Trade of the Republic of Indonesia number 24 of 2020 concerning setting government purchase prices for grain or rice. The government assigns Perum BULOG in terms of the procurement of grain or rice in accordance with the predetermined HPP for Grain and Rice.

9. Regulation of the Minister of Agriculture of the Republic of Indonesia number 38 of 2018 concerning the management of government rice reserves. This regulation covers the release of CBP stocks managed by Perum BULOG. The release of the CBP stock was carried out by Perum BULOG based on the results of a limited coordination meeting chaired by the Coordinating Minister for the Economy.

10. PMK number 88-2019 in conjunction with PMK number 98-2021, concerning Procedures for Provision, Disbursement and Accountability of the Government's Rice Reserve Fund, was changed to PMK number 98-2021 concerning Amendments to Minister of Finance Regulation Number 88/PMK.02/2019 concerning Procedures for Provision , Disbursement, and Accountability of the Government's Rice Reserve Fund.

PROYEKSI KINERJA TAHUN 2022

PERFORMANCE PROJECTION FOR 2022

Proyeksi Kinerja Operasi, Produksi, Pemasaran, dan Investasi Tahun 2022

Operation, Production, Marketing and Investment Performance Projection in 2022

	Realisasi 2021 2021 Realization	**Proyeksi 2022** 2022 Projection	**Proyeksi 2022 Terhadap Realisasi 2021** 2022 Projection to 2021 Realization (%)
Stok Awal (ton) Initial Stock (ton)	983.170	756.020	76,90
Beras PSO (ton) PSO Rice (ton)	956.138	749.237	78,36
Komersial (ton) Commercial (ton)	27.033	6.782	25,09
Penyediaan Supplying			
Pengadaan Gabah dan Beras Dalam Negeri (ton) Procurement of Domestic Grain and Rice (ton)	2.199.419	2.342.441	106,50
Koreksi/Pengembalian (ton) Correction/Return (ton)	-	-	-
Penyaluran/Penjualan/Pemasaran Distribution/Sales/Marketing			
Beras PSO (ton) PSO Rice (ton)	1.154.107	1.316.093	114,04
Beras Komersial (ton) Commercial Rice (ton)	204.738	190.260	92,93
Jumlah Penyaluran/Penjualan/Pemasaran Total Distribution/Sales/Marketing	1.358.845	1.506.353	110,86
Stok Akhir (ton) Final Stock (ton)	840.574	836.088	99,47
Beras PSO (ton) PSO Rice (ton)	825.323	828.656	100,40
Komersial (ton) Commercial (ton)	15.252	7.432	48,73

Proyeksi Pengelolaan Sumber Daya Manusia Tahun 2022

Human Resource Management Projection in 2022

	Realisasi 2021 (Rp-juta) 2021 Realization (Rp-million)	**Proyeksi 2022** (Rp-juta) 2022 Projection (Rp-million)	**Proyeksi 2022 Terhadap Realisasi 2021** 2022 Projection to 2021 Realization (%)
Jumlah Karyawan (orang) Number of Employees (person)	4.517	4.406	97,54
Biaya Diklat (Rp-juta) Education & Training Costs (Rp-million)	3.490	8.788	251,77

Untuk meningkatkan kompetensi teknis sesuai bidang tugas masing-masing serta mempersiapkan kader manajemen yang memiliki wawasan pengetahuan berdaya saing sehingga memberikan nilai tambah bagi Perusahaan, maka Perusahaan memberikan penambahan wawasan karyawan melalui *executive training*, *Leadership Development Program Advance*, *Intermediate*, dan *Basic*, serta berbagai diklat teknis. Proyeksi 2022 pada biaya diklat sebesar 251,77% diasumsikan bahwa kondisi pandemi akan

To improve the technical competencies in their respective fields of duty and prepare management cadres who have competitive knowledge insight so as to provide added value to the company, the company provides development program through executive training, Advance, Intermediate, and Basic Leadership Development Programs, as well as various technical trainings. The 2022 projection on education and training costs of 251.77% assumes that pandemic conditions will start to improve,

mulai membaik, sehingga pelaksanaan kegiatan diklat dapat mulai dilakukan secara *hybrid* (*online* dan *offline*), yang mana kegiatan *offline training* memerlukan anggaran yang lebih besar daripada *online training*.

so that training activities can be carried out in a hybrid manner (online and offline), where offline training activities require a larger budget than online training.

Proyeksi Program Tanggung Jawab Sosial dan Lingkungan Tahun 2022

Social and Environmental Responsibility Programs Projection in 2022

	Realisasi 2021 (Rp-juta) **2021 Realization (Rp-million)**	**Proyeksi 2022 (Rp-juta)** **2022 Projection (Rp-million)**	**Proyeksi 2022 Terhadap Realisasi 2021 (%)** **2022 Projection to 2021 Realization**
Penyaluran Program Tanggung Jawab Sosial dan Lingkungan Social and Environmental Responsibility Program Disbursement	4.823	7.500	155,50

Proyeksi Kinerja Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian Tahun 2022

Performance Projection of Consolidated Profit (Loss) and Other Comprehensive Income in 2022

	Realisasi 2021 (Rp-juta) 2021 Realization (Rp-million)	**Proyeksi 2022** (Rp-juta) 2022 Projection (Rp-million)	**Proyeksi 2022 Terhadap Realisasi 2021** 2022 Projection to 2021 Realization (%)
Pendapatan Revenue			
Pelayanan Publik/PSO PSO	12.629.784	15.891.564	125,83
Komersial Commercial	9.333.062	9.814.413	105,16
Jumlah Pendaptan Total Revenue	21.962.846	25.705.977	117,04
Beban Pokok Pendapatan Cost of Goods Sold			
Pelayanan Publik/PSO PSO	9.868.224	12.285.277	124,49
Komersial Commercial	8.666.002	8.922.573	102,96
Jumlah Beban Pokok Pendapatan Total Cost of Goods Sold	18.534.226	21.207.850	114,43
Laba Bruto Gross Profit	3.428.620	4.498.127	131,19
Beban Usaha Operating Expenses	2.768.978	3.308.997	119,50
Laba/(Rugi) Usaha Operating Profit/(Loss)	659.642	1.189.130	180,27
Jumlah Pendapatan (Beban) Lain-lain Total Other Income (Expenses)	(446.641)	(921.921)	(206,41)
Laba/(Rugi) Sebelum Pajak Profit/(Loss) Before Tax	213.001	267.209	125,45
Manfaat (Beban) Pajak Penghasilan – neto Income Tax Benefit (Expense) - net	43.804	78.807	179,91
Laba/(Rugi) Neto - Tahun Berjalan Net Profit/(Loss) - Current Year	256.804	188.402	73,36
Penghasilan Komprehensif Lain - Setelah Pajak Other Comprehensive Income - After Tax	73.973	-	-
Laba/(Rugi) Komprehensif Comprehensive Profit/(Loss)	330.778	188.402	56,96

Proyeksi laba tahun 2022 sebesar Rp188,40 miliar atau 73,36% dari target laba tahun 2021.

The 2022 profit projection is Rp 188.40 billion or 73.36% of the 2021 profit target.

Proyeksi Kinerja Posisi Keuangan dan Struktur Modal Tahun 2022

Financial Position Performance and Capital Structure Projection in 2022

	Realisasi 2021 (Rp-juta) 2021 Realization (Rp-million	**Proyeksi 2022** (Rp-juta) 2022 Projection (Rp-million)	**Proyeksi 2022 Terhadap Realisasi 2021** 2022 Projection to 2021 Realization (%)
Aset Assets	23.035.944	20.451.199	88,78
Liabilitas Liabilities	14.462.717	13.529.123	93,54
Ekuitas Equity	8.573.227	8.761.629	102,20

Proyeksi Aset tahun 2022 sebesar Rp20,45 triliun atau 88,78% dari realisasi tahun 2021, proyeksi Liabilitas tahun 2022 sebesar Rp13,52 triliun atau 93,54% dari realisasi tahun 2021 dan proyeksi Ekuitas tahun 2022 sebesar Rp8,76 atau 102,2% dari target tahun 2021.

Assets in 2022 is projected to reach Rp 20.45 trillion or 88.78% of the realization in 2021, projected liabilities in 2022 is Rp 13.52 trillion or 93.54% of the realization in 2021 and projected Equity in 2022 is Rp 8.76 or 102.2 % of target in 2021.

	Realisasi 2021 (Rp-juta) 2021 Realization (Rp-million)	**Proyeksi 2022** (Rp-juta) 2022 Projection (Rp-million	**Proyeksi 2022 Terhadap Realisasi 2021** 2022 Projection to 2021 Realization (%)
Modal Pemerintah Government Capital	12.522.387	12.522.387	100,00
Utang Bank Jangka Pendek Short-term Bank Loan	12.511.751	11.426.281	91,32
Utang Bank Jangka Panjang Long-term Bank Loan	705.937	903.818	128,03
Jumlah Total	25.740.074	24.852.486	96,55

Proyeksi Modal Pemerintah tahun 2022 sebesar Rp12,52 triliun atau sama dengan realisasi tahun 2021, proyeksi utang Bank jangka pendek tahun 2022 sebesar Rp11,42 triliun atau 91,32% dari realisasi tahun 2021 dan proyeksi utang Bank jangka Panjang tahun 2022 sebesar Rp903,81 miliar atau 128,03% dari realisasi tahun 2021.

The Government Capital in 2022 is projected at Rp 12.52 trillion or the same as the realization in 2021, projected short-term bank loan in 2022 is Rp 11.42 trillion or 91.32% of the realization in 2021 and projected long-term bank loan in 2022 is Rp 903.81 billion or 128.03% of the realization in 2021.

Dampak Perubahan Harga yang Berpengaruh Terhadap Pendapatan dan Kinerja Keuangan Perusahaan

Impact of Price Changes on Company's Revenue and Financial Performance

Tidak terdapat perubahan harga yang berpengaruh terhadap pendapatan dan kinerja keuangan Perusahaan.

There were no price changes that affected the Company's revenue and financial performance.

Dampak Nilai Tukar Mata Uang Asing

Impact Of Foreign Currency Exchange Rate

Risiko nilai tukar mata uang asing adalah risiko di mana nilai wajar atau arus kas masa datang dari suatu instrumen keuangan akan berfluktuasi akibat perubahan nilai tukar mata uang asing. Eksposur Perum BULOG dan Entitas Anaknya terhadap fluktuasi nilai tukar berasal dari selisih nilai tukar antara Rupiah dan Dolar Amerika Serikat. Bagian signifikan dari risiko nilai tukar mata uang asing merupakan kontribusi secara tunai dalam mata uang Dolar AS pada kas dan setara kas, khususnya kas pada bank. Efek dari perubahan yang wajar dari Dolar AS ke Rupiah, dengan semua variabel lain dianggap konstan, dianggap tidak material oleh manajemen.

Perum BULOG dan Entitas Anaknya memonitor secara ketat fluktuasi dari nilai tukar mata uang asing sehingga dapat mengambil langkah-langkah yang paling menguntungkan Perum BULOG dan Entitas Anaknya pada waktu yang tepat. Manajemen tidak menganggap perlu untuk melakukan transaksi forward/swap mata uang asing saat ini.

Tabel berikut menunjukkan sensitivitas atas perubahan yang wajar dari nilai tukar Rupiah terhadap Dolar Amerika, dimana semua variabel lain konstan, terhadap rugi sebelum beban pajak konsolidasi untuk tahun yang berakhir tanggal 31 Desember 2020

Foreign exchange rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign currency exchange rates. The exposure of Perum BULOG and its Subsidiaries to exchange rate fluctuations comes from the difference in the exchange rate between the Rupiah and the United States Dollar. A significant part of foreign exchange risk is the contribution in cash in US Dollars to cash and cash equivalents, particularly cash in banks. The effect of a reasonable change from US Dollar to Rupiah, with all other variables held constant, is considered immaterial by management.

Perum BULOG and its Subsidiaries closely monitor fluctuations in foreign exchange rates so that they can take steps that are most beneficial to Perum BULOG and its Subsidiaries in a timely manner. Management does not consider it necessary to conduct forward/swap foreign currency transactions at this time.

The following table shows the sensitivity of a reasonable change in the exchange rate of the Rupiah against the US Dollar, where all other variables are constant, to the loss before consolidated tax expense for the year ended December 31, 2020

Tahun/ *Year*	Kenaikan (Penurunan) dalam kurs Rp *Increase (decrease) in IDR Rate*	Efek Terhadap laba sebelum pajak/ *Effect on income before tax*
2020	4%	13.051.894.747
	(4%)	(13.051.894.747)

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

Material Information and Facts That Occurred After the Date of the Accountant's Report

Tidak terdapat informasi dan fakta material yang terjadi setelah tanggal laporan akuntan 21 Februari 2022 hingga disahkan Laporan Tahunan ini oleh Menteri BUMN pada tanggal 27 Juni 2022.

There is no material information and facts that occurred after the date of the accountant's report on 21 February 2022 until the ratification of this Annual Report on 27 June 2022.

Kebijakan Penggunaan Laba Bersih dan Pembagian Dividen Serta Historikalnya

Policy For Use of Net Profit And Dividend Distribution and its Historical

Dasar Kebijakan Penggunaan dan Penyisihan Laba Bersih serta Pembagian Dividen

Berdasarkan Peraturan Pemerintah No. 13 Tahun 2016 tentang Perusahaan Umum (Perum) BULOG yang juga berfungsi sebagai Anggaran Dasar Perum BULOG, pada Bagian Kesebelas Pasal 85, 86 dan 87 mengatur tentang Penggunaan Laba dan Dana Cadangan, dengan beberapa poin penting sebagai berikut:

1. Penyisihan laba bersih dilakukan sampai dana cadangan mencapai paling sedikit 20% dari modal Perusahaan ditetapkan oleh Menteri BUMN selaku kuasa Pemilik Modal, yang hanya dapat digunakan untuk menutup kerugian Perusahaan. Apabila dana cadangan telah melebihi jumlah 20%, Menteri BUMN selaku kuasa Pemilik Modal dapat memutuskan agar kelebihan dari dana cadangan tersebut digunakan untuk keperluan Perusahaan.
2. Menteri BUMN selaku kuasa Pemilik Modal dapat menetapkan sebagian atau seluruh laba bersih Perusahaan digunakan untuk pembagian dividen dan/atau pembagian lain dalam bentuk tantiem untuk Direksi dan Dewan Pengawas, bonus untuk karyawan, atau penempatan laba bersih dalam dana cadangan Perusahaan yang dapat diperuntukan bagi perluasan usaha Perusahaan.

Realisasi Penggunaan Laba Bersih dan Pembagian Dividen Tahun 2021 serta Historikalnya

Berdasarkan Surat Keputusan Menteri BUMN No. S-415/MBU/06/2022 tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perum BULOG Tahun Buku 2021, Menteri BUMN selaku kuasa Pemilik Modal Menetapkan penggunaan laba bersih konsolidasian yang dapat diatribusikan kepada pemilik entitas induk tahun buku 2021 sebesar Rp274.391.903.527 digunakan sebagai cadangan saldo laba termasuk untuk menutup akumulasi kerugian sebesar (Rp3.827.210.043.315).

Policy Basis for Use and Provision of Net Profit and Dividend Distribution

Based on Government Regulation No. 13 of 2016 concerning the Public Company (Perum) BULOG which also functions as the Articles of Association of Perum BULOG, in Part Eleven Articles 85, 86 and 87 which regulates the Use of Profit and Reserve Funds, with several important points as follows:

1. Provision of net profit is made until the reserve fund reaches at least 20% of the Company's capital determined by the Minister of SOEs as the representative of the Capital Owner, which can only be used to cover the Company's losses. If the reserve fund has exceeded 20%, the Minister of SOEs as the representative of the Capital Owner may decide that the excess of the reserve fund is used for the purposes of the Company.
2. The Minister of SOEs as the representative of the Capital Owner may determine that part or all of the Company's net profit is used for distribution of dividends and/or other distributions in the form of bonuses for the Board of Directors and Board of Commissioners, bonuses for employees, or placement of net profits in the Company's reserve fund which can be designated for Company business expansion.

Realization of the Use of Net Profit and Dividend Distribution in 2021 and Its Historical

Based on the Minister of SOEs Decree No. S-415/MBU/06/2022 concerning Approval of the Annual Report and Ratification of the Financial Statements of Perum BULOG for the 2021 Fiscal Year, the Minister of SOEs as the proxy of the Capital Owner Determines the use of consolidated net profit attributable to owners of the parent entity for the 2021 financial year of Rp 274,391,903,527 used as a reserve for retained earnings including to cover accumulated losses of (Rp 3,827,210,043,315).

Kronologis historikal tentang dividen dalam 5 (lima) tahun terakhir adalah sebagai berikut,

The historical chronology regarding dividends in the last 5 (five) years is as follows,

Tahun Buku Fiscal year	**Tahun Dividen** Dividend Year	**Tanggal Pengumuman** Announcement Date	**Tanggal Pembayaran** Payment date	**Dividen Kas yang Dibagikan** (Rp-juta) Distributed Cash Dividend (Rp-million)	**Dividen per Lembar Saham** (Rp-juta/lembar saham) Dividend per Share (Rp-million /share)	**Rasio Pembagian Dividen** (%) Dividend Payout Ratio (%)
2021	2020	30 Juni 2021 30 June 2021	Tidak ada penetapan penggunaan Laba Bersih Perusahaan dan pembagian dividen karena Perusahaan mengalami laba minus/rugi bersih tahun Buku 2020. There is no stipulation on the use of the Company's Net Profit and distribution of dividends as the Company experienced loss in the 2020 Fiscal Year.			
2020	2019	29 Juni 2020 29 June 2020	Sesuai keputusan Pemilik Modal, Perum BULOG tidak membagikan dividen karena membukukan kerugian untuk hasil usaha tahun 2019. In accordance with the Capital Owner's decision, Perum BULOG did not distribute dividends as the Company experienced loss in 2019.			
2019	2018	31 Mei 2019 31 May 2019	Sesuai keputusan Pemilik Modal, Perum BULOG tidak membagikan dividen karena membukukan kerugian untuk hasil usaha tahun 2018. In accordance with the Capital Owner's decision, Perum BULOG did not distribute dividends as the Company experienced loss in 2018.			
2018	2017	23 April 2018 23 April 2018	Menetapkan penggunaan laba bersih tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk tahun buku seluruhnya dialokasikan untuk menutup akumulasi kerugian perusahaan. Determined the use of the year's net profit attributable to owner of the parent entity entirely allocated to cover the company's accumulated losses.			
2017	2016	10 Mei 2017 10 May 2017	Menetapkan penggunaan laba bersih tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk tahun buku 2016 seluruhnya dialokasikan untuk menutup akumulasi kerugian perusahaan. Determined the use of the year's net profit attributable to owner of the parent entity for the 2016 financial year entirely allocated to cover the company's accumulated losses.			
2016	2015	7 Juni 2016 7 June 2016	Sesuai keputusan Pemilik Modal, laba bersih Perum BULOG hasil usaha tahun 2015 seluruhnya digunakan untuk dana cadangan. In accordance with the Capital Owner's decision, the net profit of Perum BULOG in 2015 were entirely used for reserve funds.			

Perpajakan dan Kontribusi Terhadap Negara

Taxation and Contribution to the State

Perum BULOG berkontribusi kepada Negara melalui pemenuhan kewajiban perpajakan. Kontribusi Perum BULOG kepada Negara melalui perpajakan pada tahun 2021 diuraikan di bawah ini.

Perum BULOG contributes to the State through the fulfillment of tax obligations. The contribution of Perum BULOG to the State through taxation in 2021 is described below.

Jumlah Pembayaran Pajak Tahun 2021 / Tax Payment Amount in 2021

Jenis Pajak Type of Tax	Jumlah (Rp juta) Total (Rp million)
PPh PASAL 21 Income Tax Article 21	113.131
PPh PASAL 21 FINAL Income Tax Article 21 Final	528
PPh PASAL 22 (DN) Income Tax Article 22 (Domestic)	8.319
PPh PASAL 23 Income Tax Article 23	21.662
PPh PASAL 4 Ayat (2) Income Tax Article 4 Paragraph (2)	11.212
PPN 1111 VAT 1111	7.543
PPN PUT 1107 VAT PUT 1107	67.655
Jumlah Pembayaran Pajak Total Tax Payment	230.050

Perkembangan jumlah pembayaran pajak selama 5 (lima) tahun terakhir dapat dilihat di bawah ini.

The total tax payments for the last 5 (five) years can be seen below.

Informasi Tentang Program Kepemilikan Saham Oleh Karyawan dan/atau Manajemen (ESOP/MSOP) Serta Informasi Tentang Realisasi Penggunaan Dana Hasil Penawaran Umum

Information About The Employee And/Or Management Stock Ownership Program (ESOP/MSOP) And Information About The Realization Of The Use Of Public Offering Funds

Perum BULOG merupakan BUMN berbentuk badan hukum Perusahaan Umum (Perum) dimana seluruh modal Perum BULOG dimiliki negara berupa kekayaan negara yang dipisahkan dan tidak terbagi atas saham, sesuai dengan Undang-undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara dan Peraturan Pemerintah No. 13 Tahun 1998 tentang Perusahaan Umum (PERUM). Dengan demikian, tidak terdapat informasi tentang program kepemilikan saham oleh karyawan dan/atau manajemen (ESOP/MSOP).

Perum BULOG is a SOE in the form of a Public Company (Perum) in which the entire capital of Perum BULOG is owned by the state in the form of state segregated assets and not divided into shares, in accordance with Law no. 19 of 2003 concerning State-Owned Enterprises and Government Regulation no. 13 of 1998 concerning Public Companies (PERUM). Thus, there is no information about the share ownership program by employees and/or management (ESOP/MSOP).

Sampai dengan 31 Desember 2021, Perum BULOG tidak melakukan penawaran efek dalam bentuk apapun. Dengan demikian, tidak terdapat informasi tentang realisasi penggunaan dana hasil penawaran umum.

As of December 31, 2021, Perum BULOG does not offer securities in any form. Thus, there is no information on the realization of the use of proceeds from the public offering.

Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan Usaha, Akuisisi, Dan/ Atau Restrukturisasi Utang/Modal

Material Information On Investment, Expansion, Divestment, Merger, Acquisition, And/Or Debt/ Capital Restructuring

Tidak terdapat informasi material mengenai investasi, ekspansi, divestasi, penggabungan usaha, akuisisi, dan/atau restrukturisasi utang/modal yang terjadi di sepanjang tahun 2021.

There is no material information regarding Investment, Expansion, Divestment, Merger, Acquisition, Debt Restructuring, and capital restructuring that occurred in 2021.

Informasi Transaksi Material Yang Mengandung Benturan Kepentingan Dan/Atau Transaksi Dengan Pihak Afiliasi/Pihak Berelasi

Information On Material Transaction Containing Conflict Of Interest And/Or Transactions With Affiliated Parties/Related Parties

Perusahaan telah mengungkapkan seluruh sifat dan transaksi dengan Pihak-pihak Berelasi sebagai bagian dari Kebijakan Akuntansi Penting terkait Hubungan Afiliasi (Pihak Berelasi), yang dapat dilihat pada Laporan Keuangan Teraudit tahun 2021.

The Company has disclosed all the nature and transactions with Related Parties as part of the Important Accounting Policy regarding Affiliated Relationships (Related Parties), which can be seen in the 2021 Audited Financial Statements.

Nama Pihak Bertransaksi dan Sifat Hubungan Afiliasi

Tabel di bawah ini mengungkapkan Pihak-pihak yang Berelasi dan sifat hubungan serta sifat transaksi untuk periode tahun buku 2021.

Name of Transactional Parties and Nature of Affiliated Relationships

The table below discloses the Related Parties and the nature of the relationship and the nature of the transactions for the 2021 financial year period.

Pengungkapan Pihak Berelasi / Disclosure of Related Parties

Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relationships	Sifat Transaksi Nature of Transactions
PT Bank Rakyat Indonesia (Persero) Tbk	Kepemilikan melalui Pemerintah Indonesia Ownership through the Government of Indonesia	Giro, deposito, bank hasil penjualan dan pinjaman Current accounts, deposits, bank sales and loans
PT Bank Negara Indonesia (Persero) Tbk	Kepemilikan melalui Pemerintah Indonesia Ownership through the Government of Indonesia	Giro, deposito, bank hasil penyaluran dan pinjaman Current accounts, deposits, bank distributions and loans
PT Bank Mandiri (Persero) Tbk	Kepemilikan melalui Pemerintah Indonesia Ownership through the Government of Indonesia	Giro dan bank hasil penyaluran Current accounts and bank distribution
PT Bank Tabungan Negara (Persero) Tbk	Kepemilikan melalui Pemerintah Indonesia Ownership through the Government of Indonesia	Deposito Deposit

Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relationships	Sifat Transaksi Nature of Transactions
Pemerintah Government	Kepemilikan melalui Pemerintah Indonesia Ownership through the Government of Indonesia	Penjualan dan Utang Sales and Debt
BUMN SOE	Kepemilikan melalui Pemerintah Indonesia Ownership through the Government of Indonesia	Penjualan Sales
PT Bank Rakyat Indonesia Syariah	Kepemilikan melalui Pemerintah Indonesia Ownership through the Government of Indonesia	Deposito Deposit

Alasan Dilakukannya Transaksi Pihak Berelasi dan Kewajaran Transaksi

Transaksi Perusahaan dengan Pihak Berelasi merupakan bagian dari pengelolaan operasi dan usaha. Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak. Beberapa persyaratan tersebut mungkin tidak sama dengan persyaratan yang dilakukan dengan pihak-pihak yang tidak berelasi.

Reasons for Transaction with Related Parties and the Fairness of Transactions

The Company's transactions with related parties are part of the management of operations and business. This transaction is carried out on terms agreed by both parties. Some of these requirements may not be the same as those made with unrelated parties.

Realisasi Nilai Saldo dan Transaksi Pihak Berelasi

Realisasi saldo dan transaksi Pihak-pihak Berelasi pada periode tahun buku 2021 dan 2020 dapat dilihat di bawah ini.

Realization of Balance and Transaction Value with Related Parties

Realization of balance and transactions with related parties for the 2021 and 2020 fiscal year can be seen below.

Saldo Pihak Berelasi dalam Aset Balance of Related Parties in Assets	2021		2020		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah (Rp-juta) Amount (Rp-million)	Persentase dari Jumlah Aset Percentage of Total Assets (%)	Jumlah (Rp-juta) Amount (Rp-million)	Persentase dari Jumlah Aset Percentage of Total Assets (%)	Nominal (Rp-juta) (Rp-million)	Persentase Percentage (%)
Kas dan Setara Kas Cash and Cash Equivalent						
Kas pada Bank Cash in Bank	910.394	3,95	1.191.595	5,51	(281.201)	(23,60)
Deposito Deposits	1.982.002	8,60	2.054.544	9,49	(72.542)	(3,53)
Deposito yang Dijaminkan Guaranteed Deposit	330.090	1,43	295.777	1,37	34.312	11,60
Bank Hasil Penjualan Sales Proceeds in Banks	256.779	1,11	95.177	0,44	161.603	169,79
Jumlah Kas dan Setara Kas Total Cash and Cash Equivalent	3.479.265	15,10	3.637.093	16,80	(157.828)	(4,34)
Piutang Usaha Accounts receivable	583.631	2,53	1.115.266	5,15	(531.635)	(47,67)
Jumlah Aset dari Pihak-pihak Berelasi Total Assets from Related Parties	4.062.896	17,64	4.752.359	21,96	(689.463)	(14,51)
Jumlah Aset Konsolidasian Total Consolidated Assets	23.035.944		21.643.258		1.392.686	6,43

Saldo Pihak Berelasi dalam Liabilitas Balance of Related Parties in Liabilities	2021		2020		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah (Rp-juta) Amount (Rp-million)	Persentase dari Jumlah Liabilitas Percentage of Total Liabilities (%)	Jumlah (Rp-juta) Amount (Rp-million)	Persentase dari Jumlah Liabilitas Percentage of Total Liabilities (%)	Nominal (Rp-juta) (Rp-million)	Persentase Percentage (%)
Utang Usaha Accounts payable	241.716	1,67	362.493	2,71	(120.777)	(33,32)
Utang Bank Jangka Pendek Short-term Bank Loan	10.761.757	74,41	10.311.829	76,95	449.927	4,36
Utang Bank Jangka Panjang Long-term Bank Loan	705.937	4,88	775.258	5,79	(69.321)	(8,94)
Total Liabilitas dari Pihak-pihak Berelasi Total liabilities from related parties	11.709.409	80,96	11.449.580	85,44	259.829	2,27
Total Liabilitas Konsolidasian Total Consolidated Liabilities	14.462.717		13.400.654		1.062.063	7,93

Kebijakan Perusahaan Terkait Mekanisme Review atas Transaksi

Mekanisme review atas transaksi dengan Pihak-pihak Berelasi dilakukan melalui proses audit khususnya audit yang telah dilakukan oleh akuntan publik dan dipublikasikan, dimana mekanisme ini tertuang dalam PSAK 7 (revisi 2014) tentang "Pengungkapan Pihak-pihak Berelasi".

Corporate Policy Regarding Review Mechanism of Transaction

The review mechanism for transactions with related parties is carried out through an audit process, especially audits that have been carried out by public accountants and published, where this mechanism is contained in PSAK 7 (revised 2014) on "Related Party Disclosures".

Pemenuhan Peraturan dan Ketentuan Terkait

Pemenuhan peraturan dan ketentuan terkait, yaitu Standar Akuntansi Keuangan (SAK) di Indonesia dilakukan melalui upaya pengungkapan PSAK 7 (revisi 2014) tentang "Pengungkapan Pihak-pihak Berelasi" dalam laporan keuangan tahun 2021 yang telah diaudit oleh Kantor Akuntan Publik Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan.

Compliance with Related Regulations and Provisions

Compliance with related regulations and provisions, namely Financial Accounting Standards (SAK) in Indonesia is carried out through the disclosure of PSAK 7 (revised 2014) regarding "Related Party Disclosures" in the 2021 financial statements which have been audited by the Public Accounting Firm of Kosasih, Nurdiyaman, Mulyadi , Tjahjo & Partners.

Informasi Keuangan Yang Mengandung Kejadian Yang Bersifat Luar Biasa Dan Jarang Terjadi

Financial Information Containing Extraordinary And Rare Events

Tidak terdapat informasi keuangan yang mengandung kejadian yang bersifat luar biasa dan jarang terjadi di tahun buku 2021.

There is no financial information containing extraordinary and rare events in the 2021 financial year.

Perubahan Peraturan Perundang-Undangan Yang Berpengaruh Signifikan Terhadap Perusahaan

Changes In Laws And Regulations That Significantly Affect The Company

Tidak terdapat peraturan dan perundang-undangan yang muncul di tahun 2021 dan berpengaruh signifikan terhadap Perum BULOG.

There are no new regulation and law in 2021 which have a significant effect on Perum BULOG.

Perubahan Kebijakan Akuntansi Dan Dampaknya Terhadap Perusahaan

Changes In Accounting Policies And Their Impact On The Company

Standar dan interpretasi standar akuntansi baru tertentu telah dikeluarkan dan efektif berlaku di tahun 2021 adalah sebagai berikut:

1. PSAK 73 (Amendemen) Sewa: Konsesi Sewa terkait COVID-19 setelah 30 Juni 2021.

Penerapan atas PSAK baru/revisi di atas tidak mengakibatkan perubahan atas kebijakan akuntansi Perum BULOG dan Entitas Anaknya dan tidak memiliki dampak material terhadap jumlah yang dilaporkan pada tahun berjalan atau tahun-tahun sebelumnya.

Certain new accounting standards and interpretations that have been issued and are effective in 2021 are as follows:

1. PSAK 73 (Amendment) Leases: Lease Concessions related to COVID-19 after June 30, 2021.

The adoption of the new/revised PSAK above did not result in changes to the accounting policies of Perum BULOG and its Subsidiaries and did not have a material impact on the amounts reported in the current year or previous years.

Tingkat Kesehatan Perusahaan

Company Health Level

Perum BULOG memiliki pengukuran Tingkat Kesehatan Perusahaan sesuai Surat Keputusan Menteri BUMN No. KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan BUMN.

Perum BULOG measure the Company Health Level according to the Minister of SOEs Decree No. KEP-100/MBU/2002 dated June 4, 2002 regarding the Assessment of the Health Level of SOEs.

Tingkat Kesehatan Perusahaan Tahun 2020-2021

Company Health Level 2020-2021

Indikator yang Digunakan Indicators Used	**Bobot** Weight	**Skor 2021** 2021 Score	**Skor 2020** 2020 Score
Aspek Keuangan Financial Aspects			
Imbalan kepada Pemegang Saham (ROE) Return on Equity	20,00	7,00	-
Imbalan Investasi (ROI) Return on Investment	15,00	6,00	4,00
Rasio Kas Cash Ratio	5,00	3,00	4,00
Rasio Lancar Current Ratio	5,00	4,00	4,00
Collection Periods	5,00	5,00	5,00
Perputaran Persediaan Inventory Turnover	5,00	4,00	3,50
Perputaran Total Aset Total Asset Turnover	5,00	4,50	5,00
Rasio Modal Sendiri terhadap Total Aset Equity to Total Assets Ratio	5,00	10,00	10,00
Jumlah Skor Aspek Keuangan Total Score of Financial Aspects	70,00	43,00	35,50
Aspek Operasional Operational Aspects			
Peningkatan Kualitas SDM HR Development	5,00	5,00	4,79
Ketersediaan Cadangan Beras Pemerintah Availability of Government Rice Reserves	5,00	4,04	4,78
Biaya Operasional Terhadap Pendapatan Operasional Operating Costs Against Operating Income	5,00	5,00	4,81
Jumlah Skor Aspek Operasional Total Score of Operational Aspects	15,00	14,04	14,38
Aspek Administrasi Administrative Aspects			
Laporan Perhitungan Tahunan Annual Calculation Report	5,00	5,00	5,00
Rancangan RKAP RKAP draft	5,00	5,00	5,00
Laporan Periodik Periodic Report	5,00	5,00	5,00
Jumlah Skor Aspek Administrasi Total Score of Administrative Aspects	15,00	15,00	15,00
Jumlah Total	100,00	72,04	64,88

Skor Tingkat Kesehatan Perum BULOG untuk tahun 2021 sebesar

"72,04". Dengan skor tersebut maka kesehatan Perusahaan masuk dalam kategori "SEHAT" dengan grade "A". Skor ini mengalami peningkatan dibanding tahun sebelumnya sebesar "64,88".

Kenaikan skor KPI tahun 2021 didorong oleh kinerja keuangan Perusahaan yang membaik dari periode sebelumnya, dimana peningkatan laba bersih Perusahaan mendorong nilai rasio profitabilitas ROE dan ROI Perusahaan tahun 2021 meningkat dari periode sebelumnya.

The score of Company Health Level of Perum BULOG in 2021 was "72.04". The score means the Company's health is in the "HEALTHY" category with grade "A". The score increased compared to the previous year of "64.88".

The increase in the 2021 KPI score was driven by the Company's financial performance which improved from the previous period, where the increase in the Company's net profit pushed the ROE and ROI profitability ratio values of the Company in 2021 to be better than the previous period.

Informasi Kelangsungan Usaha Dan Tingkat Kesehatan Perusahaan

Information On Business Continuity And Company Health Level

Hal-hal yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha Perusahaan di Tahun 2021

Manajemen telah melakukan penilaian atas kemampuan Perusahaan untuk melanjutkan kelangsungan usahanya dan berkeyakinan bahwa Perusahaan tidak memiliki hal-hal yang berpotensi untuk berpengaruh signifikan terhadap kelangsungan usahanya.

Assessment Manajemen atas Hal-hal yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha Perusahaan di Tahun 2021, serta Asumsi yang Digunakan Manajemen dalam Melakukan Assessment

Asumsi dasar dari penilaian Manajemen atas kelangsungan usaha yang kuat, salah satunya adalah hasil realisasi *Key Performance Indicator* (KPI) yang menunjukkan kinerja baik Perum BULOG pada tahun 2021. Realisasi KPI Perum BULOG Tahun 2021 (*Audited*) mencapai skor sebesar 81,01 atau 81,01% dari target Periode Tahun 2021. Adapun tingkat kesehatan Perusahaan berdasarkan angka pada Laporan Keuangan Tahun 2021 (*Audited*) memperoleh skor 72,04 atau masuk dalam *Grade* A dengan kategori Sehat.

Seluruh nilai KPI dan perhitungan tingkat kesehatan Perusahaan adalah merupakan realisasi murni dari pencapaian Perum BULOG Periode Tahun 2021 (*Audited*) dibandingkan dengan target RKAP Tahun 2021.

Matters that have the Potential to Significantly Affect the Continuity of the Company's Business in 2021

Management has assessed the Company's ability to continue its business continuity and believes that the Company has no matters that have the potential to significantly affect its business continuity.

Management's Assessment on Matters that Have the Potential to Significantly Affect the Continuity of the Company's Business in 2021, as well as the Assumptions Used by Management in Conducting the Assessment

One of the basic assumptions of Management's assessment of strong business continuity, is the realization of the Key Performance Indicator (KPI) which shows good performance of Perum BULOG in 2021. Realization of KPI Perum BULOG in 2021 (Audited) achieved a score of 81.01 or 81, 01% of the target for the 2021 period. The company's health level, based on the figures in the 2021 Financial Report (Audited), obtained a score of 72.04 or is included in Grade A in the Healthy category.

All KPI values and calculations of the Company's health level are pure realizations of the achievements of Perum BULOG for the 2021 Period (Audited) compared to the 2021 RKAP target.

BULOG
WARNING
Electrical Equipment

BULOG
Bersama Mewujudkan Kedaulatan Pangan

05

Tata Kelola Perusahaan

Corporate Governance

Perkembangan Penerapan Tata Kelola Perusahaan yang Baik di Lingkup Perum BULOG

Development of Good Corporate Governance Implementation in Perum BULOG

PRINSIP-PRINSIP DAN KOMITMEN PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK

PRINCIPLES AND COMMITMENT TO IMPLEMENT A GOOD CORPORATE GOVERNANCE

Prinsip-prinsip/Asas-asas Tata Kelola Perusahaan yang Baik
Principles of Good Corporate Governance

Transparansi Transparency	Akuntabilitas Accountability	Pertanggungjawaban Responsibility	Kemandirian Independency	Kewajaran dan Kesetaraan Fairness

Prinsip-prinsip GCG yang digunakan Perum BULOG mengacu pada Peraturan Menteri BUMN No. PER-01/MBU/2011 serta Pedoman Umum GCG dari Komite Nasional Kebijakan Governance (KNKG) melalui asas-asas GCG yang umum dikenal dengan sebutan TARIF, yaitu transparansi (*transparency*), akuntabilitas (*accountability*), pertanggungjawaban (*responsibility*), kemandirian (*independency*) serta kewajaran dan kesetaraan (*fairness*). Penjelasan dan komitmen penerapan Perum BULOG terhadap masing-masing prinsip adalah sebagai berikut.

The GCG principles followed by Perum BULOG refer to the Minister of SOE Regulation No. PER-01/MBU/2011 and the General Guidelines for GCG from the National Committee on Governance Policy (KNKG) through the principles of GCG commonly known as TARIF, namely Transparency, Accountability, Responsibility, Independence and Fairness. The explanation and implementation commitment of Perum BULOG towards each principle is as follows.

Transparansi

Keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan mengemukakan informasi materiil dan relevan mengenai perusahaan.

Komitmen Penerapan di Lingkup Perum BULOG

Perum BULOG memastikan bahwa semua hal yang material tentang Perusahaan diungkapkan secara akurat dan tepat waktu, termasuk posisi dan kinerja keuangan. Laporan Manajemen Triwulanan dan Tahunan kepada Pemilik Modal, Pelaksanaan Rapat Direksi dan Rapat Gabungan Direksi dan Dewan Pengawas, serta Rapat Dengar Pendapat (RDP) dengan DPR dan/atau Kementerian Teknis merupakan pengejawantahan dari Komitmen Transparansi Perusahaan.

Akuntabilitas

Penjelasan

Kejelasan fungsi, pelaksanaan, dan pertanggungjawaban Organ sehingga pengelolaan perusahaan terlaksana secara efektif.

Komitmen Penerapan di Lingkup Perum BULOG

Perum BULOG memastikan bahwa Perusahaan memiliki rencana strategis untuk melaksanakan visi dan misi Perusahaan dalam bentuk RJPP dan RKAP, serta pengelolaan manajemen kinerja Direksi, Dewan Pengawas, dan KPI karyawan.

Transparency

Transparency in the decision- making process and in disclosures of material and relevant information about the Company.

Implementation Commitment in Perum BULOG

Perum BULOG ensures that all material matters about the Company are disclosed accurately and in a timely manner, including financial position and performance. Quarterly and Annual Management Reports to Capital Owners, Board of Directors Meetings and Joint Meetings of Board of Directors and Board of Commissioners, as well as Hearings (RDP) with DPR and/or Technical Ministries are embodiments of the Company's transparency commitment.

Accountability

Description

Clarity on functions, implementation and accountability of the Company Bodies to ensure management is carried out effectively.

Implementation Commitment in Perum BULOG

Perum BULOG ensures that the Company has a strategic plan to implement the Company's vision and mission in the form of RJPP and RKAP, as well as managing the performance management of the Board of Directors, Board of Commissioners, and employees' KPI.

Pertanggungjawaban

Penjelasan

Kesesuaian di dalam pengelolaan perusahaan terhadap peraturan perundang- undangan dan prinsip-prinsip korporasi yang sehat.

Komitmen Penerapan di Lingkup Perum BULOG

Perum BULOG menerapkan kode etik Perusahaan dalam Panduan Perilaku (Code of Conduct), serta mengelola kegiatan Tanggung Jawab Sosial dan Lingkungan untuk berpartisipasi dalam menciptakan hubungan yang harmonis kepada para pemangku kepentingan dan memastikan keberlanjutan usaha Perusahaan.

Kemandirian

Penjelasan

Suatu keadaan dimana perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip- prinsip korporasi yang sehat.

Komitmen Komitmen Penerapan di Lingkup Perum BULOG

Perum BULOG menerapkan Board Manual bagi Direksi dan Dewan Pengawas beserta Organ pendukungnya sebagai pedoman tentang tata kerja, hubungan, dan komunikasi Organ Perusahaan yang mendukung pelaksanaan fungsi, tugas, dan wewenang Direksi dan Dewan Pengawas sesuai Anggaran Dasar yang tercantum dalam Peraturan Pemerintah No. 13 tahun 2016.

Kewajaran dan Kesetaraan

Penjelasan

Keadilan dan kesetaraan dalam memenuhi hak-hak Pemangku Kepentingan (Stakeholders) yang timbul berdasarkan perjanjian dan peraturan perundang-undangan.

Komitmen Penerapan di Lingkup Perum BULOG

Perum BULOG melaksanakan pemberlakuan kesempatan kerja yang adil kepada seluruh karyawannya, termasuk larangan terhadap segala bentuk diskriminasi dan disorientasi, serta menetapkan mekanisme pengadaan barang dan jasa dengan memperhatikan pemerataan kesempatan berusaha dengan prinsip-prinsip efisien, efektif, adil, transparan, dan akuntabel.

STRUKTUR DAN MEKANISME TATA KELOLA

Tata Kelola merupakan organ atau perangkat yang dimiliki oleh Perusahaan, baik organ atau perangkat yang dibentuk karena kepatuhan terhadap peraturan dan perundang-undangan yang berlaku, maupun organ atau perangkat yang dibentuk karena kebutuhan internal dalam rangka meningkatkan penerapan GCG. Sesuai Peraturan Menteri BUMN No. PER-09/MBU/2012 tentang perubahan atas Peraturan Menteri BUMN No. PER-01/

Responsibility

Description

Making sure the Company's management is in compliance with the laws and regulations and healthy corporate principles.

Implementation Commitment in Perum BULOG

Perum BULOG implements the Company's code of ethics stated in the Code of Conduct, as well as manages Social and Environmental Responsibility activities to participate in creating harmonious relationships with stakeholders and ensuring the sustainability of the Company's business.

Independency

Description

A condition where a Company is managed professionally without conflict of interest and influence/pressure from any party that is inconsistent with the law and regulation and healthy corporation principles.

Implementation Commitment in Perum BULOG

Perum BULOG implements the Board Manual for the Board of Directors and the Board of Commissioners and their supporting organs as a guideline on the work procedures, relationships, and communication of the Company's Organs that support the implementation of the functions, duties, and authorities of the Board of Directors and the Board of Commissioners in accordance with the Articles of Association contained in Government Regulation Number 13 of 2016 .

Fairness

Description

Justice and equality in fulfilling the rights of Stakeholders that arise based on agreements and statutory regulations.

Implementation Commitment in Perum BULOG

Perum BULOG implements fair employment opportunities for all its employees, including the prohibition against all forms of discrimination and disorientation, as well as establishing a mechanism for the procurement of goods and services by paying attention to equal distribution of business opportunities with the principles of efficiency, effectiveness, fairness, transparency and accountability.

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Corporate Governance Structures are organs or tools owned by the Company, both formed due to compliance with applicable laws and regulations, and formed due to internal need to increase GCG implementation. According to the Minister of SOE Regulation No. PER-09/MBU/2012 concerning amendments to the Regulation of the Minister of SOEs No. PER-01/MBU/2011 dated August 1, 2011 concerning Stipulation of GCG in SOE, the organizational

MBU/2011 tanggal 1 Agustus 2011 tentang Penetapan GCG pada BUMN, infrastruktur keorganisasian sebuah Perusahaan Umum (Perum) mencakup kepentingan pemilik modal, yaitu Pemerintah Republik Indonesia yang diwakilkan oleh Kementerian BUMN yang dituangkan melalui Rapat Pembahasan Bersama (RPB); Direksi dengan tugasnya mengelola; serta Dewan Pengawas yang berfungsi melakukan pengawasan. Sistem kepengurusan Perum menganut model 2 (dua) badan atau *two tier system*, yaitu Dewan Pengawas dan Direksi dengan kewenangan dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanatkan dalam peraturan dan perundang-undangan serta Anggaran Dasar.

Perum BULOG telah mengembangkan struktur dan sistem tata kelola perusahaan sejak berubahnya status BULOG dari LPND menjadi Perum yaitu sejak tahun 2003. Perum BULOG memiliki ketiga organ utama tersebut, baik Menteri BUMN/ Pemilik Modal dan RPB, Dewan Pengawas dan Direksi. Dewan Pengawas dan Direksi memiliki tanggung jawab untuk memelihara kesinambungan usaha Perum BULOG dalam jangka panjang. Oleh karena itu, Dewan Pengawas dan Direksi harus memiliki kesamaan persepsi terhadap visi, misi, dan nilai-nilai Perum BULOG.

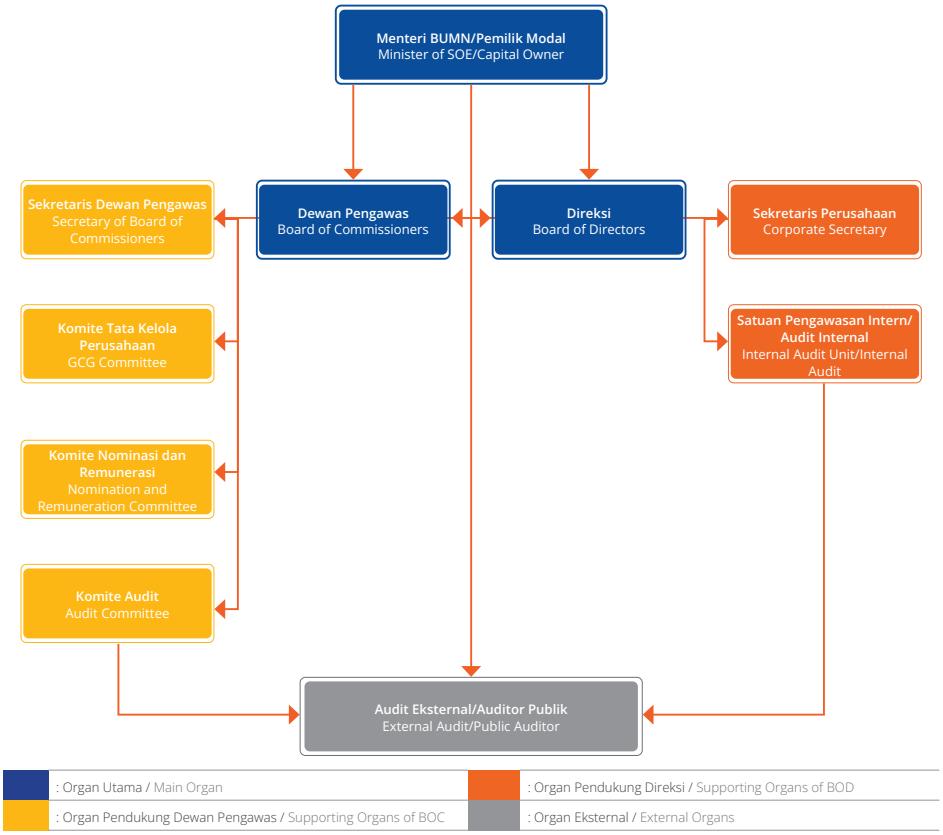
Struktur Tata Kelola juga mengikutsertakan beberapa aspek penting yang berperan untuk mendukung penguatan kontrol atas pengelolaan Perum BULOG, sebagaimana terlihat di bawah ini.

infrastructure of a Public Company (Perum) includes the interests of capital owners, namely the Government of the Republic of Indonesia represented by the Ministry of SOE as outlined in the Joint Discussion Meeting (RPB); The Board of Directors with the task of managing; and the Board of Commissioners with the task of supervising. The management system of Perum adheres to a 2 (two) body model or a two tier system, namely the Board of Commissioners and the Board of Directors with clear authorities and responsibilities according to their respective functions as mandated in the laws and regulations as well as the Articles of Association.

Perum BULOG has developed a structure and corporate governance system since the change of status from LPNP to Perum, or since 2003. Perum BULOG has three main organs, namely the Minister of SOEs / Capital Owners and RPB, the Board of Commissioners and the Board of Directors. The Board of Commissioners and the Board of Directors have the responsibility to maintain the long-term sustainability of Perum BULOG's business. Hence, the Board of Commissioners and the Board of Directors must have the same perception of the vision, mission, and values of Perum BULOG.

The Governance Structure also includes several important aspects that strengthen the control over the management of Perum BULOG, as shown below.

Struktur Tata Kelola Perum BULOG
Perum BULOG Corporate Governance Structure



Agar Struktur Tata Kelola di atas dapat berjalan dengan baik dan memiliki batasan tanggung jawab masing-masing, diperlukan Mekanisme Tata Kelola berupa perangkat kebijakan atau *soft structure* seperti peraturan dan perundang-undangan seperti yang telah dijelaskan sebelumnya, dan serangkaian aturan internal, yang diharapkan dapat menciptakan lingkungan organisasi perusahaan berbasis pengelolaan yang akuntabel. Perum BULOG menetapkan beberapa kebijakan antara lain Pedoman Tata Kelola Perusahaan, Pedoman Panduan Perilaku, Prosedur, Instruksi Kerja dan kebijakan-kebijakan lainnya untuk mendukung penerapan tata kelola secara berkesinambungan dan konsisten. Secara berkala berbagai kebijakan tersebut dimutakhirkan agar selaras dengan perkembangan Perum BULOG serta perubahan berbagai bentuk peraturan perundang-undangan yang berlaku.

To ensure the above Governance Structure works well and has clear respective responsibilities, a Governance Mechanism is needed in the form of policy tools or soft structures such as regulations and laws as described previously, and a series of internal rules, which are expected to create an accountable corporate organizational environment. Perum BULOG establishes several policies including Corporate Governance Guidelines, Code of Conduct Guidelines, Procedures, Work Instructions and other policies to support the implementation of governance in a sustainable and consistent manner. These policies are periodically updated to be in line with the development of Perum BULOG and changes in various forms of applicable laws and regulations.

Perangkat Kebijakan Policy Tools	**Pengesahan dan/atau Pembaruan** Endorsement and/or Update
Anggaran Dasar Perusahaan Company Articles of Association	Peraturan Pemerintah No. 13 Tahun 2016 tentang Perusahaan Umum (Perum) BULOG Government Regulation No. 13 of 2016 concerning Public Company (Perum) BULOG
Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Code of Corporate Governance	Peraturan Bersama antara Direksi dan Dewan Pengawas Perum BULOG No. PD-02/DU000/01/2021 dan KEP-01/DW000/01/2020 tanggal 27 Januari 2021. Joint Regulation between the Board of Directors and the Board of Commissioners of Perum BULOG Number: PD-02/DU000/01/2021 and KEP-01/DW000/01/2020 dated January 27, 2021.
Panduan Perilaku (*Code of Conduct*) Code of Conduct	Peraturan Bersama antara Direksi dan Dewan Pengawas Perum BULOG Nomor : PD-02/DU000/01/2021 dan KEP-01/DW000/01/2020 tanggal 27 Januari 2021. Joint Regulation between the Board of Directors and the Board of Commissioners of Perum BULOG Number: PD-02/DU000/01/2021 and KEP-01/DW000/01/2020 dated January 27, 2021.
Pedoman tentang Tata Kerja, Hubungan dan Komunikasi Direksi dan Dewan Pengawas (*Board Manual*) Board Manual	Pengesahan tahun 2021 Ratified in 2017
Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) Management of State Administrators Wealth Reports (LHKPN)	Peraturan Direksi No. PD-09/DU100/05/2021 tanggal 6 Mei 2021 tentang Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara bagi Pejabat di Perusahaan Umum (Perum) BULOG Board of Directors Regulation No. PD-09/DU100/05/2021 dated May 6, 2021 concerning Management of State Administrators Wealth Reports for Officials in Public Company (Perum) BULOG
Pengendalian Gratifikasi Gratification Control	Peraturan Direksi No. PD-09/DS300/11/2014 tentang Pengendalian Gratifikasi Perum BULOG sebagaimana diubah dengan Peraturan Direksi No. PD-15/DS000/08/2016 tanggal 24 Mei 2016. Board of Directors Regulation No. PD-09/DS300/11/2014 concerning Gratification Control of Perum BULOG as amended by Board of Directors Regulation No. PD-15/DS000/08/2016 dated May 24, 2016.

Perangkat Kebijakan Policy Tools	**Pengesahan dan/atau Pembaruan** Endorsement and/or Update
Penanganan Benturan Kepentingan Conflict of Interest management	Peraturan Direksi No. PD-21/DS300/09/2015 tanggal 11 September 2015 tentang Penanganan Benturan Kepentingan Board of Directors Regulation No. PD-21/DS300/09/2015 dated September 11, 2015 concerning Handling of Conflicts of Interest
Pedoman Pelaksanaan Whistleblowing System (WBS) Whistleblowing System Implementation Guidelines	Peraturan Bersama Direksi dan Dewan Pengawas No. PD-17/DU000/11/2018 dan KEP-05/DW000/11/2018 sebagaimana diubah dengan Peraturan Bersama Direksi dan Dewan Pengawas No. PD-27/DU000/12/2021 dan KEP-09/DW000/12/2021. Joint Regulation of the Board of Directors and the Board of Commissioners No. PD-17/DU000/11/2018 and KEP-05/DW000/11/2018 as amended by Joint Regulation of the Board of Directors and the Board of Commissioners No. PD-27/DU000/12/2021 and KEP-09/DW000/12/2021.
Penerapan Praktik Manajemen Risiko Terintegrasi (Enterprises Risk Management) Integrated Risk Management Implementation	Peraturan Direksi No. PD-01/DB000/01/2021 tanggal 27 Januari 2021 tentang Penerapan Praktik Manajemen Risiko Terintegrasi (*Enterprises Risk Management*) Board of Directors Regulation No. PD-01/DB000/01/2021 dated January 27, 2021 concerning the Implementation of Integrated Enterprises Risk Management
Matriks Kriteria Pengukuran Risiko (Risk Assessment Criteria Matrix), Kriteria Risiko (Risk Appetite) dan Toleransi Risiko (Risk Tolerance) Risk Assessment Criteria Matrix, Risk Appetite and Risk Tolerance	Keputusan Direksi No. KD-43/DU301/02/2018 tanggal 15 Februari 2018 Board of Directors Decision No. KD-43/DU301/02/2018 dated February 15, 2018
Piagam Komite Audit Audit Committee Charter	Pedoman Pelaksanaan Kerja Komite Audit Periode 2019-2024 yang ditandatangani oleh Plt. Ketua Dewan Pengawas dan Ketua Komite Audit pada tanggal 26 Desember 2019 Guidelines for Implementation of the Audit Committee for the 2019-2024 Period, signed by Act. Chairman of Board of Commissioners and Chairman of the Audit Committee on December 26, 2019
Piagam Komite Tata Kelola Perusahaan Corporate Governance Committee Charter	Pedoman Pelaksanaan Kerja Komite Tata Kelola Perusahaan Periode 2019-2024 yang ditandatangani oleh Plt. Ketua Dewan Pengawas dan Ketua Komite Tata Kelola Perusahaan pada tanggal 26 Desember 2019 Guidelines for Implementation of the Corporate Governance Committee for the 2019-2024 Period, signed by Act. Chairman of the Board of Commissioners and Chairman of the Corporate Governance Committee on December 26, 2019
Piagam Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Charter	Surat Keputusan Dewan Pengawas No. KEP-02/DW000/04/2020 tanggal 27 April 2020 Board of Commissioners Decree No. KEP-02/DW000/04/2020 dated April 27, 2020
Pedoman Umum Pelaksanaan Penugasan Satuan Pengawasan Intern General Guidelines for Assignment Implementation of Internal Control Unit	Peraturan Direksi No. PD-31/DU400/08/2016 tentang Pedoman Umum Pelaksanaan Penugasan Satuan Pengawasan Intern (SPI) sebagaimana diubah dengan Peraturan Direksi No. PD-11/DU500/03/2018 tanggal 5 Maret 2018 Board of Directors Regulation No. PD-31/DU400/08/2016 concerning General Guidelines for the Implementation of the Internal Control Unit (SPI) Assignments as amended by the Board of Directors Regulation No. PD-11/DU500/03/2018 dated March 5, 2018
Kode Etik Auditor Satuan Pengawasan Intern Internal Control Unit Auditor Code of Ethics	Peraturan Direksi No. PD-41/DU400/10/2016 tanggal 27 Oktober 2016 tentang Kode Etik Auditor Satuan Pengawasan Intern Perum BULOG Board of Directors Regulation No. PD-41/DU400/10/2016 dated October 27, 2016 regarding the Code of Ethics for the Auditor of the Internal Control Unit of Perum BULOG

Perangkat Kebijakan Policy Tools	Pengesahan dan/atau Pembaruan Endorsement and/or Update
Piagam Pemeriksaan Intern (Internal Audit Charter) Satuan Pengawas Intern Internal Audit Charter	Peraturan Direksi No. PD-19/DU500/10/2019 tanggal 15 Oktober 2019 tentang Piagam Pemeriksaan Intern (*Internal Audit Charter*) Perum BULOG Board of Directors Regulation No. PD-19/DU500/10/2019 dated October 15, 2019 regarding the Internal Audit Charter of Perum BULOG
Audit Internal Berbasis Risiko Risk Based Internal Audit	Peraturan Direksi No. PD-28/DU500/12/2017 tanggal 15 Desember 2017 tentang Audit Internal Berbasis Risiko Board of Directors Regulation No. PD-28/DU500/12/2017 dated December 15, 2017 concerning Risk-Based Internal Audit
Pedoman Penerapan Sistem Manajemen Anti Penyuapan (SMAP) Guidelines for the Implementation of Anti-Bribery Management System (SMAP)	Peraturan Direksi No. PD-10/DU000/04/2020 tanggal 15 Desember tentang Pedoman Penerapan Sistem Manajemen Anti Penyuapan (SMAP) Board of Directors Regulation No. PD-10/DU000/04/2020 dated December 15 regarding Guidelines for the Implementation of Anti-Bribery Management System (SMAP)

HASIL TATA KELOLA: PENILAIAN, EVALUASI, PEMANTAUAN, DAN PENINGKATAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Metode *Assessment*

Sebagai wujud komitmen penerapan prinsip GCG, Perum BULOG melaksanakan *assessment* atau penilaian atas penerapan GCG. *Assessment* dilakukan dengan 2 (dua) model, yaitu melalui *self assessment* atau evaluasi yang dilakukan oleh tim internal, maupun *external assessment* atau penilaian yang dilakukan oleh pihak independen.

Dasar pelaksanaan penilaian/evaluasi atas penerapan GCG mengacu pada Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana telah diubah dengan Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-09/MBU/2012 tanggal 6 Juli 2012, dan Surat Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara (BUMN). Metode penilaian dan evaluasi ini dilakukan dengan menggunakan alat ukur yang terdiri dari 6 (enam) aspek dengan bobot yang telah ditentukan sebagaimana diatur dalam Surat Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012.

Berdasarkan peraturan tersebut, terdapat 6 (enam) aspek, 43 indikator, dan 153 parameter penilaian.

GOVERNANCE RESULTS: ASSESSMENT, EVALUATION, MONITORING, AND IMPROVEMENT OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION

Assessment Method

As a form of commitment to implementing GCG principles, Perum BULOG carries out assessments of the implementation of GCG. The assessments are carried out using 2 (two) models, namely self-assessment or evaluation conducted by an internal team, and external assessment or assessment conducted by an independent party.

The basis for the assessment/evaluation of the implementation of GCG refers to the Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises as amended by Regulation of the Minister of State for State-Owned Enterprises No. PER-09/MBU/2012 dated July 6, 2012, and the Letter of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises (BUMN). The assessment and evaluation is carried out using a measuring instrument consisting of 6 (six) aspects with a predetermined weight as stipulated in the Letter of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012.

Based on the regulation, there are 6 (six) aspects, 43 indicators, and 153 assessment parameters.

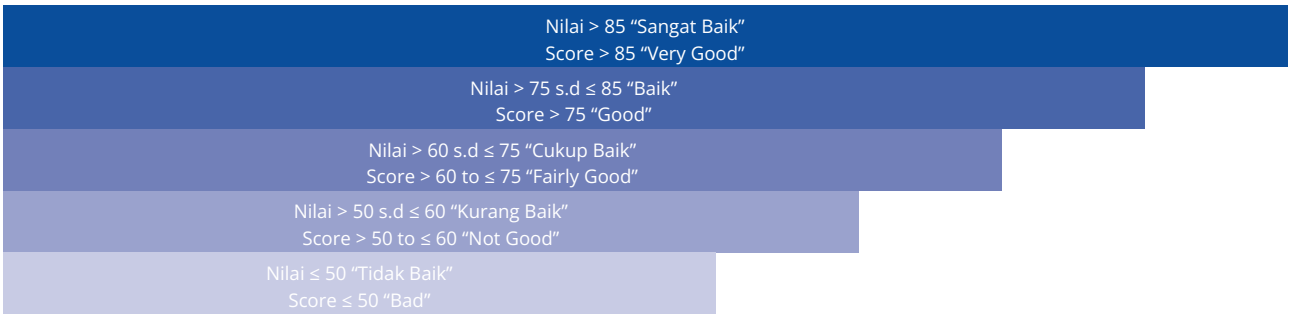
6 Aspek Assessment GCG
(Surat Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012)
6 Aspects of GCG Assessment
(Letter of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012)

Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Capital Owners	Dewan Komisaris/Dewan Pengawas Board of Commissioners	Direksi Board of Directors	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	Aspek lainnya Other aspects

Hasil dari assessment setiap aspek akan berupa skor dan kategori yang memberikan penjelasan secara kuantitatif dan kualitatif sejauh apa setiap aspek memenuhi metode penilaian.

The results of the assessment of each aspect will be in the form of scores and categories that provide a quantitative and qualitative explanation of the extent to which each aspect meets the assessment method.

Klasifikasi Kualitas Penerapan Assessment
Classification of Assessment Implementation Quality



Assessment Penerapan GCG Tahun Buku 2020: Hasil, Rekomendasi dan Tindak Lanjutnya Hingga Akhir Tahun 2021

GCG Implementation Assessment in Fiscal Year 2020, Recommendation and Follow up until end of 2021

Jenis Penilaian Type of Assessment	:	External Assessment
Assessor/Penilai Assessor	:	PT Dinamika Pasifik Solusindo (DPS)
Metode Penilaian Assessment Method	:	Indikator/Parameter Penilaian atas Penerapan GCG SK-16/S.MBU/2012 Assessment Indicators/Parameters on the Implementation of GCG SK16/S.MBU/2012
Tahun Buku Penerapan Implementation Year	:	1 Januari - 31 Desember 2020 January 1 – December 31, 2020
Metode Pengukuran Measurement Method	:	Independent Assessment
Waktu Terbit Laporan Report Publish Date	:	26 November 2021

Hasil penilaian penerapan GCG tahun 2020 mencapai total skor sebesar 89,85 dengan kualifikasi "Sangat Baik". Hasil tersebut mengalami kenaikan 0,13 poin dari hasil tahun 2019 dengan metode *self assessment* oleh pihak tim internal Perusahaan yang mencapai skor 89,72 dengan kategori "Sangat Baik". Pencapaian tertinggi diperoleh pada aspek Dewan Pengawas, sedangkan aspek terendah dicapai pada aspek Komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan.

The score of the 2020 GCG implementation assessment was 89.85 with a "Very Good" qualification. It increased by 0.13 points compared to the results in 2019 with the self-assessment method by the Company's internal team which achieved a score of 89.72 with a "Very Good" category. The highest achievement was obtained in the aspect of the Board of Commissioners, while the lowest aspect was achieved in the aspect of Commitment to Sustainable Implementation of Good Corporate Governance.

	Aspek Aspects	**Bobot** Weight	**Skor** Score	**Persentase** Percentage (%)	**Predikat** Predicate
		1	**2**	**2/1 x 100%**	
I	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	7,00	5,99	85,60%	Sangat Baik Very Good
II	Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Capital Owners	9,00	8,02	89,14%	Sangat Baik Very Good
III	Dewan Komisaris/Dewan Pengawas Board of Commissioners	35,00	34,22	97,76%	Sangat Baik Very Good
IV	Direksi Board of Directors	35,00	33,46	95,60%	Sangat Baik Very Good
V	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9,00	8,16	90,68%	Sangat Baik Very Good
VI	Aspek Lainnya Other aspects	5,00	0,00	0,00%	-
Skor Keseluruhan Total Score		100,00	89,85	89,85%	Sangat Baik Very Good

Berdasarkan hasil *assessment* tersebut, terdapat hal-hal yang memerlukan penanganan segera dari rekomendasi yang menjadi *Area of Improvement* penerapan GCG Perum BULOG. Terhadap rekomendasi tersebut, Perum BULOG telah melakukan tindak lanjut hingga akhir tahun 2021, dengan penjelasan sebagai berikut:

Based on the results of the assessment, there are matters that require immediate handling from the recommendations which are the Areas of Improvement for the implementation of Perum BULOG's GCG. Regarding these recommendations, Perum BULOG has followed up until the end of 2021, with the following explanation:

No.	**Rekomendasi** *Assessment* **Penerapan GCG Tahun Buku 2020** *Recommendation of GCG Implementation Assessment in Fiscal Year 2020*	**Tindak Lanjut per 31 Desember 2021** *Follow up as of December 31, 2021*	
		Status *Status*	**Bentuk Tindak Lanjut** *Follow ups*
I	Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance		

No.	**Rekomendasi** *Assessment* **Penerapan GCG Tahun Buku 2020** *Recommendation of GCG Implementation Assessment in Fiscal Year 2020*	**Tindak Lanjut per 31 Desember 2021** *Follow up as of December 31, 2021*	
		Status *Status*	**Bentuk Tindak Lanjut** *Follow ups*
1	Perusahaan perlu membuat surat keputusan untuk menunjuk seorang anggota Direksi sebagai penanggung jawab dalam penerapan dan pemantauan Tata Kelola Perusahaan yang Baik beserta tanggung jawabnya The Company is recommended to make a decision letter to appoint a member of the Board of Directors as the person in charge of implementing and monitoring Good Corporate Governance and their responsibilities	v	Penunjukan seorang anggota Direksi sebagai penanggung jawab dalam penerapan dan pemantauan Tata Kelola Perusahaan yang Baik beserta tanggung jawabnya telah dituangkan dalam Board Manual Perum BULOG yang disahkan pada tanggal 10 November 2021. Direktur utama telah menunjuk dan menetapkan Direktur Pembina di Unit Kerja Sekretariat Perusahaan dalam Bab III huruf E (Komposisi dan Pembagian Tugas Direksi). Selanjutnya hal ini juga dikuatkan lagi dengan Keputusan Direksi Perum BULOG Nomor: KD-238/DU000/10/2021 tentang Pembina Harian Satuan Pengawas Intern, Sekretariat Perusahaan, BULOG Corporate University, dan Pusat Perencanaan Strategis dan Manajemen Risiko yang menunjuk Direktur Human Capital sebagai Direktur Pembina harian Sekretariat Perusahaan untuk tugas pembinaan dan pemantauan GCG The appointment of a member of the Board of Directors as the person in charge of implementing and monitoring Good Corporate Governance along with their responsibilities has been set forth in the Board Manual of Perum BULOG which was ratified on November 10, 2021. The President Director has appointed a Guiding Director in the Corporate Secretariat Work Unit in Chapter III letter E (Composition and Division of Duties of the Board of Directors). This was further strengthened by the Decree of the Board of Directors of Perum BULOG Number: KD-238/DU000/10/2021 concerning the Daily Supervisor of the Internal Control Unit, the Corporate Secretary, BULOG Corporate University, and the Center for Strategic Planning and Risk Management which appointed the Human Capital Director as the Corporate Secretariat daily supervisor for the task of coaching and monitoring GCG
2	Perusahaan perlu melakukan sosialisasi kebijakan dan panduan tambahan (Kebijakan atau Pedoman Pengelolaan dan Pengembangan SDM, Kebijakan atau Pedoman Pengelolaan K3, Kebijakan atau Pedoman Benturan Kepentingan, Kebijakan atau Pedoman Akuntansi) yang dapat memberikan panduan lebih jauh tentang berbagai perkara yang terdapat dalam Pedoman Perilaku kepada organ pendukung Dewan Pengawas dan karyawan perusahaan. The Company is recommended to disseminate additional policies and guidelines (Human Resources Management and Development Policy or Guidelines, OHS Management Policy or Guidelines, Conflict of Interest Policy or Guidelines, Accounting Policy or Guidelines) which can provide further guidance on various cases contained in the Code of Conduct to the supporting organs of the Board of Commissioners and company employees.	v	SPI telah Melakukan sosialisasi kepada seluruh karyawan yang dikelola oleh Kepala Auditor Internal Wilayah I sd X tentang sosialisasi penanganan benturan kepentingan, pelaporan pelanggaran (Whistleblowing System/WBS) dan Pengendalian Gratifikasi berdasarkan Faksimili No. F-397/DU302/PW,03,04/24012022 perihal Sosialisasi Penanganan Benturan Kepentingan, Pelaporan Pelanggaran (WBS) dan Pengendalian Gratifikasi. Selanjutnya Divisi Akuntansi juga telah mensosialisasikan Pedoman Pencatatan Akuntansi dan Pedoman Pencatatan Jagung CSHP kepada seluruh Unit Kerja di Seluruh Indonesia berdasarkan Faksimili No. F-4902/DK303/KU.14.02/29102021 SPI has disseminated to all employees managed by the Head of Internal Auditor Region I to X regarding the socialization of conflict of interest handling, reporting of violations (Whistleblowing System/WBS) and Gratification Control based on Facsimile No. F-397/DU302/PW.03.04/24012022 regarding Socialization of Conflict of Interest Handling, Violations Reporting (WBS) and Gratification Control. Furthermore, the Accounting Division has also disseminated the Accounting Recording Guidelines and CSHP Corn Recording Guidelines to all Work Units throughout Indonesia based on Facsimile No. F-4902/DK303/KU.14.02/29102021

No.	**Rekomendasi** *Assessment* **Penerapan GCG Tahun Buku 2020** *Recommendation of GCG Implementation Assessment in Fiscal Year 2020*	**Tindak Lanjut per 31 Desember 2021** *Follow up as of December 31, 2021*	
		Status *Status*	**Bentuk Tindak Lanjut** *Follow ups*
3	Perusahaan perlu meningkatkan pengukuran tingkat pemahaman yang baik terhadap Pedoman Tata Kelola Perusahaan yang Baik dan Pedoman Perilaku oleh Dewan Pengawas dan organ pendukungnya, Direksi dan karyawan perusahaan yang dapat terintegrasi dengan sistem. The Company is recommended to improve the measurement of the level of understanding of the Guidelines for Good Corporate Governance and the Code of Conduct by the Board of Commissioners and its supporting organs, the Board of Directors and company employees that can be integrated with the system.	v	Pengukuran tingkat pemahaman GCG kepada Dewan Pengawas dan organ pendukungnya, Direksi dan karyawan telah dilaksanakan berdasarkan Memo Sekretaris Perusahaan kepada Sekretaris Dewan Pengawas pada tanggal 26 Oktober 2021, dan Nota Intern Sekretaris Perusahaan kepada kepala unit kerja dan Direksi Nomor: NI-(800 dan 801)/DU104/GC.03/10/2021 Measurement of the level of understanding of GCG of the Board of Commissioners and its supporting organs, the Board of Directors and employees has been carried out based on the Memo of the Corporate Secretary to the Secretary of the Board of Commissioners on October 26, 2021, and the Internal Memorandum of the Corporate Secretary to the head of the work unit and the Board of Directors Number: NI-(800 and 801) /DU104/GC.03/10/2021
4	Perusahaan perlu memberikan teguran/ sanksi secara khusus kepada pejabat terkait yang belum/tidak mematuhi ketentuan terkait pelaporan LHKPN mengacu pada ketentuan sanksi sebagaimana diatur dalam Peraturan Direksi Perusahaan Umum Bulog No. PD.09/DS000/03/2017 Tentang Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara bagi Pejabat Perum BULOG The Company is recommended to give special warnings/sanctions to related officials who have not/did not comply with provisions related to LHKPN reporting, by referring to the provisions of sanctions as stipulated in the Regulation of the Board of Directors of Bulog Public Companies No. PD.09/DS000/03/2017 concerning the Management of State Administrators Wealth Reports for Perum BULOG Officials	v	Divisi SDM telah memberikan sanksi bagi pejabat yang tidak mematuhi ketentuan pelaporan LHKPN yang mengacu pada ketentuan yang berlaku dalam Peraturan Direksi berdasarkan Nota Pemberitahuan dari Sekretaris Perusahaan The HR Division has imposed sanctions for officials who did not comply with the LHKPN reporting provisions, by referring to the applicable provisions in the Board of Directors Regulations based on the Notification from the Corporate Secretary.

No.	**Rekomendasi** *Assessment* **Penerapan GCG Tahun Buku 2020** *Recommendation of GCG Implementation Assessment in Fiscal Year 2020*	**Tindak Lanjut per 31 Desember 2021** *Follow up as of December 31, 2021*	
		Status *Status*	**Bentuk Tindak Lanjut** *Follow ups*
5	Perusahaan perlu melengkapi kebijakan atau ketentuan tentang Pengendalian Gratifikasi dengan melengkapi muatan Komitmen Dewan Pengawas dan Direksi dalam Pengendalian Gratifikasi. The Company is recommended to complete policies or provisions regarding Gratification Control by completing the contents of the Commitment of the Board of Commissioners and Directors in Gratification Control.	v	Komitmen Direksi dalam Pengendalian gratifikasi tertuang dalam Peraturan Bersama Direksi dan Dewas No. PD-02/ DU000/01/2021 dan KEP-01/DW000/01/2021 Bab VI no. 2C (angka 3), Dewas dan Direksi memastikan penerapan pengendalian gratifikasi dilaksanakan secara efektif, efisien, dan berkelanjutan. Hal ini juga tertuang dalam Peraturan Direksi No. PD-09/DS300/11/2014 Bab III pasal 13 angka (1) Direksi bertanggung jawab atas pengendalian gratifikasi di lingkungan Perum BULOG The commitment of the Board of Directors in Gratification Control is stated in the Joint Regulation of the Board of Directors and the Board of Commissioners No. PD-02/ DU000/01/2021 and KEP-01/DW000/01/2021 Chapter VI no. 2C (number 3), the Board of Commissioners and the Board of Directors ensure that the implementation of gratification control is carried out effectively, efficiently, and sustainably. This is also stated in the Board of Directors Regulation No. PD-09/DS300/11/2014 Chapter III article 13 number (1) The Board of Directors is responsible for the Gratification Control within Perum BULOG
6	Perusahaan perlu melakukan peninjauan dan penyempurnaan berkala terhadap perangkat pendukung atas Pengendalian Gratifikasi The Company is recommended to conduct periodic reviews and improvements to the supporting tools for Gratification Control	v	Telah disusun pembaruan Peraturan Direksi tentang Pengendalian Gratifikasi Perum BULOG sesuai Nota Intern No. NI-382/DU301/HK.01.01/11/2021 tanggal 26 November 2021 perihal usulan revisi peraturan Direksi untuk menyesuaikan dengan peraturan KPK No. 2 tahun 2019 tentang Pelaporan Gratifikasi khususnya pada pasal yang mengatur mengenai batas waktu pelaporan gratifikasi dan Gratifikasi yang dilaporkan bukan hanya penerimaan, namun juga penolakan dari pemberian yang diterima An update of the Board of Directors' Regulation on Gratification Control of Perum BULOG has been drafted in accordance with Internal Memorandum No. NI-382/DU301/HK.01.01/11/2021 dated November 26, 2021 regarding the proposed revision of the Board of Directors' regulations to comply with KPK regulations no. 2 of 2019 concerning Gratification Reporting, especially in the article that regulates the deadline for reporting gratifications and the reported Gratifications are not only of accepting, but also of rejecting of gifts
II	Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Capital Owners		
1	Pemilik Modal (Kementerian BUMN) sebaiknya memberikan jawaban atas usulan Perum BULOG terhadap talenta daftar bakal calon Anggota Direksi yang telah dikirimkan ke Kementerian BUMN Capital Owner (Ministry of SOEs) should provide answers to Perum BULOG's proposal on the list of prospective members of the Board of Directors that has been sent to the Ministry of SOEs	v	Kementerian BUMN telah memberikan persetujuan atas talenta Anggota-Anggota Direksi Anak Perusahaan Perum BULOG berdasarkan surat Nomor: SR-432/MBU/06/2021 tanggal 24 Juni 2021 The Ministry of SOEs has given approval for the Members of the Board of Directors of a Subsidiary of Perum BULOG based on letter Number: SR-432/MBU/06/2021 dated June 24, 2021
2	Pemilik Modal sebaiknya dapat menyampaikan Salinan evaluasi dan penetapan hasil akhir UKK talenta calon anggota Direksi kepada manajemen Capital Owner to submit a copy of the evaluation and determination of the final result of the UKK of the prospective members of the Board of Directors to management	x	-

No.	**Rekomendasi** *Assessment* **Penerapan GCG Tahun Buku 2020** *Recommendation of GCG Implementation Assessment in Fiscal Year 2020*	**Tindak Lanjut per 31 Desember 2021** *Follow up as of December 31, 2021*	
		Status *Status*	**Bentuk Tindak Lanjut** *Follow ups*
3	Pemilik Modal sebaiknya mencantumkan daftar talenta calon Anggota Direksi dalam penetapan hasil UKK dan Evaluasi yang disampaikan oleh Tim Pelaksana UKK Capital Owner to include a list of prospective members of the Board of Directors in determining the result of the UKK and Evaluation submitted by the UKK Implementation Team	x	-
4	Pemilik Modal sebaiknya mencantumkan penetapan pemberhentian anggota Direksi/Dewan Pengawas dengan memuat alasan – alasan pemberhentian Capital Owner to include the determination of the dismissal of member of the Board of Directors/Board of Commissioners along with the reasons for dismissal	v	Pemilik Modal telah mencantumkan penetapan pemberhentian Wakil Direktur Utama dengan alasan pemberhentian untuk melakukan penataan susunan keanggotaan Direksi Perum BULOG berdasarkan Keputusan Menteri BUMN Nomor: SK-342/MBU/10/2021 The Capital Owner has incorporated the determination of the dismissal of the Vice President Director with the reason for the dismissal in order to arrange the composition of the Board of Directors of Perum BULOG based on the Decree of the Minister of SOE Number: SK-342/MBU/10/2021
5	Pemilik Modal perlu mencantumkan bahwa penetapan Dewan Pengawas terpilih berdasarkan hasil akhir penilaian Capital Owner need to state that the appointment of the Board of Commissioners is based on the final results of the assessment	v	Pemilik Modal telah mencantumkan bahwa penetapan Dewan Pengawas terpilih berdasarkan hasil evaluasi kinerja Ibu Musdhalifah Machmud selama yang bersangkutan menjabat sebagai Anggota Dewan Pengawas Perum BULOG untuk periode jabatan I sehingga perlu mengangkat kembali untuk periode jabatan II berdasarkan Keputusan Menteri BUMN No. SK-358/MBU/11/2021 The Capital Owner has stated that the appointment of the Board of Commissioners was based on the evaluation of the performance of Mrs. Musdhalifah Machmud while she served as a Member of the Board of Commissioners of Perum BULOG for the first term, thus she was reappointed for the second term based on the Decree of the Minister of SOEs No. SK-358/MBU/11/2021
6	Pemilik Modal sebaiknya perlu mempertimbangkan kompetensi keahlian di bidang auditing, keuangan dan akuntansi dalam mengangkat Dewan Pengawas Independen Capital Owner should consider the expertise in auditing, finance and accounting in appointing the Independent Commissioner	x	-
7	Pemilik Modal agar dapat memberikan pengesahan/ persetujuan terhadap rancangan RJPP atau Revisi RJPP Perum BULOG selambat-lambatnya dalam waktu 60 (enam puluh) hari setelah diterimanya Rancangan RJPP atau Revisi RJPP secara lengkap atau sebelum tahun periode RJPP atau Revisi RJPP berjalan. Capital Owner to provide ratification/ approval of the RJPP draft or Revised RJPP Perum BULOG no later than 60 (sixty) days after the receipt of the complete RJPP Draft or Revised RJPP or before the year of the RJPP or Revised RJPP starts.	x	-

No.	**Rekomendasi** *Assessment* **Penerapan GCG Tahun Buku 2020** *Recommendation of GCG Implementation Assessment in Fiscal Year 2020*	**Tindak Lanjut per 31 Desember 2021** *Follow up as of December 31, 2021*	
		Status *Status*	**Bentuk Tindak Lanjut** *Follow ups*
8	Pemilik Modal perlu mencantumkan penetapan besarnya honorarium/ imbal jasa untuk auditor eksternal pada persetujuan penunjukan auditor eksternal oleh Perusahaan Capital Owner need to include the determination of the external auditor's honorarium/remuneration on the approval of the appointment of an external auditor by the Company	x	-
III	Dewan Komisaris/Dewan Pengawas Board of Commissioners		
1	Perusahaan diharapkan melakukan evaluasi atas efektivitas pengendalian internal pada tingkat entitas dan tingkat operasional/aktivitas, serta menyusun *internal control report*. Terkait hal ini, Dewan Pengawas sebaiknya melakukan pengawasan atas: (1) hasil evaluasi atas efektivitas pengendalian internal pada tingkat entitas; (2) hasil evaluasi atas efektivitas pengendalian internal pada tingkat operasional/aktivitas; (3) *internal control report* serta menyampaikan hasil telaah tersebut kepada Direksi The Company is expected to evaluate the effectiveness of internal control at the entity level and at the operational/activity level, as well as to prepare an internal control report. In this regard, the Board of Commissioners should supervise: (1) the evaluation result on the effectiveness of internal control at the entity level; (2) the evaluation result on the effectiveness of internal control at the operational/ activity level; (3) internal control report and submit the results of the review to the Board of Directors	v	Dewan Pengawas telah memberikan pendapat, saran dan persetujuannya terhadap rancangan RJPP yang disampaikan oleh Direksi berdasarkan surat No. B-04/DW000/01/2020 pada tanggal 30 Januari 2020 dan telah memberikan arahan dalam rangka memastikan implementasi RJPP berdasarkan surat No. B-05/DW000/11/2020 pada tanggal 27 November 2020. The Board of Commissioners has given its opinion, suggestion and approval to the RJPP draft submitted by the Board of Directors based on letter No. B-04/DW000/01/2020 on January 30, 2020 and has provided direction in order to ensure the implementation of the RJPP based on letter No. B-05/ DW000/11/2020 on 27 November 2020.
2	Komite Dewan Pengawas sebaiknya membuat Laporan Komite Triwulanan yang dilaporkan ke Dewan Pengawas The committees under the Board of Commissioners should make a Quarterly Committee Report to be submitted to the Board of Commissioners	v	Komite Audit dan Komite Tata Kelola Perusahaan telah menyampaikan Laporan Realisasi Program Kerja Komite Triwulan III 2021 pada 30 November 2021 kepada Dewan Pengawas The Audit Committee and the Corporate Governance Committee have submitted the Committee's Work Program Realization Report for Quarter III 2021 on November 30, 2021 to the Board of Commissioners
IV	Direksi Board of Directors		
1	Sebaiknya dibuat ketentuan tentang kesegeraan untuk mengkomunikasikan kepada tingkatan organisasi dibawah direksi yang terkait dengan keputusan (Dalam ketentuan SK, maksimal 7 hari sejak disahkan/ditandatangani) The Company is recommended to make provisions regarding the urgency to communicate to the organizational level under the board of directors related to the decision (In the provisions of the decree, a maximum of 7 days from the ratification/ sign date)	v	Ketentuan tentang kesegeraan untuk mengkomunikasikan kepada tingkatan organisasi di bawah direksi yang terkait dengan keputusan Direksi telah dituangkan dalam Board Manual Perum BULOG edisi revisi tahun 2021 dalam Bab III huruf J.6. Provisions regarding the urgency to communicate to organizational levels under the board of directors related to the decisions of the Board of Directors have been stated in the revised 2021 edition of the Board Manual of Perum BULOG in Chapter III letter J.6.

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		Status *Status*	**Bentuk Tindak Lanjut** *Follow ups*
2	Perusahaan sebaiknya membuat laporan terkait Standar Pelayanan Minimal (SPM), yang salah satunya berfungsi untuk melihat apakah Indikator SPM tercapai atau tidak The Company is recommended to make reports related to Minimum Service Standards (SPM), one of which serves to see whether the SPM Indicators are achieved or not	v	Perusahaan telah menyusun kuesioner tingkat kepuasan pemasok dan telah disampaikan melalui faksimili Perum BULOG No.: F-5694/DP200/PD.02.01/14122021 tanggal 14 Desember 2021 perihal Evaluasi dan Seleksi Mitra Kerja Pengadaan Komoditas. Adapun hasil tingkat kepuasan MKP tersebut telah dilaporkan kembali kepada Perusahaan. Dengan adanya survei tersebut, diharapkan Perum BULOG dapat mengetahui kekurangan dalam pelayanan yang diberikan kepada pemasok dan upaya penanganan keluhan tersebut tidak terulang kembali. The Company has compiled a supplier satisfaction questionnaire and it has been submitted by facsimile of Perum BULOG No.: F-5694/DP200/PD.02.01/14122021 dated December 14, 2021 regarding Evaluation and Selection of Commodity Procurement Partners. The result of the MKP satisfaction level has been reported back to the Company. With the help of this survey, Perum BULOG hopes to identify any weaknesses in the services offered to suppliers and prevent future occurrences of these concerns.
3	Perusahaan sebaiknya melakukan evaluasi/penilaian atas efektivitas pengendalian intern pada tingkat entitas dan tingkat aktivitas The Company should evaluate/assess the effectiveness of internal control at the entity level and activity level	v	SPI sebagai lini ketiga dalam *three lines of defense*, SPI melakukan kegiatan pemberian keyakinan (*assurance*) dan konsultansi (*consulting*) yang bersifat independen dan obyektif. Dalam pelaksanaan kegiatan tersebut menggunakan Risk Based Internal Audit. Sesuai Internal Audit Charter dalam setiap pelaksanaan kegiatan audit, SPI melaporkan hasilnya melalui Nota Intern Laporan Hasil Audit kepada Direktur Utama tembusan Dewan Pengawas Cq. Komite Audit SPI as the third line in the three lines of defense, carries out assurance and consulting activities that are independent and objective. These activities are carried out using Risk Based Internal Audit. In accordance with the Internal Audit Charter in every audit activity, SPI reports the results through an Internal Memo of Audit Results to the President Director with a copy to the Board of Commissioners Cq. Audit Committee
4	Perusahaan diharapkan dapat menerbitkan *internal control report* yang salah satunya berisi pernyataan bahwa manajemen bertanggung jawab untuk menetapkan dan memelihara suatu struktur pengendalian intern dan prosedur pelaporan keuangan yang memadai The Company is expected to issue an internal control report, which contains a statement that management is responsible for establishing and maintaining an internal control structure and adequate financial reporting procedures	v	Terdapat komitmen Direksi tentang tanggung jawab atas validitas data dokumen pemeriksaan serta bertanggung jawab penuh atas pengendalian internal pada Perum BULOG pada Laporan Auditor Independen atas Kepatuhan Terhadap Pengendalian Intern Tahun Buku 2021 The Board of Directors' commitment and responsibility for the validity of audit document data and internal control at Perum BULOG is stated in the Independent Auditor's Report on Compliance with Internal Controls for the 2021 Financial Year
5	Pelaksanaan survei kepuasan karyawan sebaiknya dilaksanakan secara berkala dan mengacu pada kebijakan mengenai metode penilaian untuk mengukur kepuasan karyawan The employee satisfaction survey should be carried out periodically and refer to policies regarding assessment methods to measure employee satisfaction	v	Pelaksanaan Survei Kepuasan Karyawan telah dilaksanakan secara berkala pada setiap awal tahun. Kegiatan Survei Kepuasan Karyawan Tahun 2021 akan dilaksanakan pada TW III 2022 The Employee Satisfaction Survey has been carried out periodically at the beginning of each year. The 2021 Employee Satisfaction Survey will be held in the third quarter of 2022

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6	Perusahaan diharapkan memiliki pedoman mekanisme penanganan keluhan masyarakat dan keluhan pemasok The Company is expected to have guidelines for handling public complaints and supplier complaints	v	Penanganan keluhan masyarakat dalam proses registrasi rekanan maupun penyelenggara lelang melalui admin Divisi ADA Barjas (layanan rekanan, whatsapp, telekomunikasi pada hari dan jam kerja). Kedepannya akan dikembangkan Live Chat di aplikasi *e-procurement* dan mengembangkan whatsapp *gateway* untuk mengakomodasi penanganan keluhan masyarakat The public complaints in the partner registration process and auction organizers were handled through the ADA Barjas Division admin (partner services, whatsapp, telecommunications on working days and hours). In the future, Live Chat will be developed in the e-procurement application and develop a whatsapp gateway to accommodate public complaints handling
7	Perusahaan sebaiknya memiliki program kemitraan atau pembinaan usaha kecil The Company is recommended to have a partnership or coaching program for small businesses	v	TJSL Perum BULOG telah memiliki program yang menjadi Prioritas Arahan Kementerian BUMN untuk program-program yang terdapat dalam Bidang Pendidikan, Bidang Lingkungan, dan Bidang Pengembangan UMKM. Program tersebut telah mendukung bisnis inti perusahaan yang menciptakan Creating Shared Value (CSV) bagi Perum BULOG, diantaranya Program BULOG Peduli Gizi dan BULOG Peduli Petani sekaligus menjadi Program Unggulan dari Perum BULOG Perum BULOG carried out CSR programs which are part of priority direction from the Ministry of SOEs which include programs in the Education Sector, Environment Sector, and MSME Development Sector. The programs supported the Company's core business and Creating Shared Value (CSV) for Perum BULOG. The programs include: BULOG Peduli Gizi, BULOG Peduli Petani which are the flagship programs of Perum BULOG.
8	Perusahaan sebaiknya perlu mempertimbangkan hasil analisis beban kerja dan kecukupan jumlah tenaga auditor untuk mendukung fungsi SPI The Company should consider the result of workload analysis and the adequacy of the number of auditors to support SPI function	v	Dalam pengisian jumlah tenaga auditor, telah mempertimbangan hasil kajian analisis beban kerja yang dimiliki Perum BULOG, namun demikian perlu dilakukan pembaharuan kajian analisis beban kerja yang mengacu pada Struktur Organisasi yang baru The Company has taken into account the result of workload analysis in filling the number of auditors. However, an update to the workload analysis study is required which refers to the new Organizational Structure
9	SPI sebaiknya melakukan penilaian independen atas program jaminan kualitas dan peningkatan Fungsi Audit Internal untuk menilai kepatuhan terhadap audit internal charter, standar, kode etik dan efisiensi serta efektivitas dari Fungsi Audit Internal dalam memenuhi kebutuhan dari berbagai stakeholders-nya. Assessment yang dilakukan oleh assessor independen sekurang-kurangnya sekali dalam 5 (lima) tahun SPI should conduct an independent assessment on the quality assurance program and improvement of the Internal Audit Function to assess compliance with the internal audit charter, standards, code of ethics and the efficiency and effectiveness of the Internal Audit Function in meeting the needs of its various stakeholders. Assessment conducted by an independent assessor at least once in 5 (five) years	v	Penilaian Independen atas jaminan kualitas dan peningkatan fungsi IA di SPI Perum BULOG melalui *self assessment* IACM (Internal Audit Capability Model). *Self Assessment* IACM dengan pendampingan BPKP terakhir dilakukan pada tahun 2020, dan *assessment* IACM akan dijadwalkan pada program kerja SPI tahun 2022. Hal tersebut dikarenakan adanya pandemi Covid-19 dan menyesuaikan dengan asesor independen Independent assessment on quality assurance and improvement of IA function in SPI Perum BULOG was carried out through self-assessment IACM (Internal Audit Capability Model). The IACM Self Assessment with BPKP assistance was last carried out in 2020, and will be scheduled for the 2022 SPI work program. This is due to the Covid-19 pandemic and adjusting to the independent assessors

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		Status *Status*	**Bentuk Tindak Lanjut** *Follow ups*
V	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency		
1	Fungsi Hubungan Informasi dan Media perlu membuat kebijakan internal mengenai pengelolaan dan pemutakhiran website dan media sosial Perusahaan The Information and Media Relations function needs to make internal policy regarding the management and updating of the Company's website and social media	x	-
2	Perusahaan perlu mencantumkan besarnya fee audit yang dilakukan oleh akuntan publik pada Annual Report The Company need to include the amount of audit fees by public accountants in the Annual Report	v	Pencantuman fee Audit oleh KAP telah diungkapkan dalam Annual Report Perum BULOG tahun 2020 pada halaman 338 s/d 339. The audit fees by KAP has been disclosed in the 2020 Annual Report of Perum BULOG on pages 338 to 339.
3	Perusahaan perlu mencantumkan masa berlaku Penghargaan dan sertifikasi yang diterima pada Annual Report pengungkapan (*disclosure*) The Company need to include the validity period of Awards and certifications received in the Annual Report (disclosure)	v	Masa berlaku Penghargaan dan Sertifikasi yang diperoleh Perusahaan telah diungkapkan dalam Annual Report Perum BULOG tahun 2020 pada halaman 106 s.d. 108. Selanjutnya akan disempurnakan lagi pada penyusunan Annual Report Perum BULOG tahun 2021. The validity period of the Awards and Certifications received by the Company has been disclosed in the 2020 Annual Report of Perum BULOG on pages 106 to 108. It will be further refined in the 2021 Annual Report.
4	Perusahaan diharapkan dapat berpartisipasi dan memperoleh penghargaan dalam CSR (Sustainability Reporting Award) The Company is expected to participate and receive awards in CSR (Sustainability Reporting Award)	x	-
VI	Aspek Lainnya Other Aspects		
1	-	-	-

v = telah ditindaklanjuti | has been followed up
x = belum ditindaklanjuti | has not been followed up

Assessment Penerapan GCG Tahun Buku 2021

Akan dilaksanakan pada tahun 2022 dengan metode *Self Assessment* yang dilaksanakan oleh tim internal Perum BULOG.

GCG Implementation Assessment for Fiscal Year 2021

It will be carried out in 2022 using Self Assessment method by the internal team of Perum BULOG.

Perjalanan dan Perkembangan Hasil Penilaian GCG Perum BULOG

Perum BULOG melakukan evaluasi, pemantauan, perbaikan dan peningkatan GCG pada setiap aspeknya. Berikut riwayat proses penilaian penerapan GCG Perum BULOG selama 5 tahun terakhir.

The Journey and Development of Perum BULOG GCG Assessment

Perum BULOG evaluates, monitors, improves and enhances GCG in every aspect. The following is a history of GCG assessment at Perum BULOG for the last 5 years.

Pencapaian Hasil Assessment Penerapan GCG
GCG Implementation Assessment Result

Tahun Penilaian Assessment year	**Tahun Buku Penilaian** Fiscal Year of Assessment	**Jenis Penilaian** Type of Assessment	**Penilai** Assessor	**Skor** *Assessment* **GCG** *GCG Assessment Score*							
				Aspek I Aspect I	**Aspek II** Aspect II	**Aspek III** Aspect III	**Aspek IV** Aspect IV	**Aspek V** Aspect V	**Aspek VI** Aspect VI	**Skor Akhir** Final Score	**Kategori** Category
2021	2020	*Assessment*	Konsultan Consultant	85,60	89,14	97,76	95,60	90,68	-	89,95	Sangat Baik Very Good
2020	2019	*Self Assessment*	Tim Internal Internal Team	93,14	96,63	94,90	94,51	91,21	-	89,72	Sangat Baik Very Good
2019	*2018*	*Assessment*	Konsultan Consultant	95,11	97,28	94,34	94,34	94,06	-	89,92	Sangat Baik Very Good
2018	*2017*	*Self Assessment*	Tim Internal Internal Team	94,83	98,72	95,72	94,27	86,11	-	89,77	Sangat Baik Very Good
2017	*2016*	*Assessment*	Konsultan Consultant	92,74	96,63	98,22	93,29	75,06	-	88,97	Sangat Baik Very Good

Aspek I: Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan
Aspect I: Commitment to Sustainable Implementation of Good Corporate Governance
Aspek II: Pemegang Saham dan RUPS/Pemilik Modal
Aspect II: Shareholders and GMS/Capital Owner
Aspek III: Dewan Komisaris/Dewan Pengawas
Aspects III Board of Commissioners
Aspek IV: Direksi
Aspects IV Board of Directors
Aspek V: Pengungkapan Informasi dan Transparansi
Aspects V Information Disclosure and Transparency
Aspek VI: Aspek Lainnya
Aspect VI Other Aspects

REALISASI PENGEMBANGAN TATA KELOLA PERUSAHAAN YANG BAIK TAHUN 2021

Di tahun 2021 berbagai inisiatif telah dilakukan dalam rangka meningkatkan kualitas dan efektivitas penerapan GCG, antara lain mencakup:

1. Membangun komitmen Dewan Pengawas dan Direksi melalui pembaruan pakta integritas dan komitmen penerapan GCG. Pembaruan pakta integritas dan komitmen penerapan GCG dilakukan secara berkala setiap periodenya dengan melakukan penandatanganan:
   a. Surat pernyataan independensi dalam pengelolaan operasional perusahaan oleh Direksi;
   b. Surat pernyataan independensi dalam pengawasan operasional perusahaan oleh Dewan Pengawas;
   c. Surat kepemilikan saham oleh Direksi dan Dewan Pengawas; serta
   d. Surat Kepatuhan Insan Perusahaan untuk Direksi dan Dewan Pengawas.

REALIZATION OF DEVELOPMENT OF GOOD CORPORATE GOVERNANCE IN 2021

In 2021 various initiatives have been carried out in order to improve the quality and effectiveness of GCG implementation, including:

1. Building the commitment of the Board of Commissioners and the Board of Directors through the renewal of the integrity pact and commitment to the implementation of GCG. The renewal of the integrity pact and commitment to implementing GCG is carried out periodically by signing:
   a. A statement of independence in the management of the company's operations by the Board of Directors;
   b. A statement of independence in the supervision of the company's operations by the Board of Commissioners;
   c. Share ownership certificate by the Board of Directors and Board of Commissioners; as well as
   d. Compliance Letter for the Board of Directors and Board of Commissioners.

2. Menyusun materi sosialisasi dan himbauan kepada seluruh karyawan Perum BULOG di Kantor Pusat maupun Kantor Wilayah untuk mengisi dan menandatangani Surat Pernyataan Kepatuhan Insan Perusahaan tahun 2021 melalui surat edaran nomor: E-08/DSU104/GC.06/02/2021 tanggal 4 Februari 2021. Penandatanganan dokumen Pernyataan Kepatuhan Insan tahun 2021 mencapai 100% dari jumlah karyawan Perusahaan sejumlah 4.523 orang.
3. Melaksanakan *updating*, *monitoring*, pendampingan dan pembinaan kepada Pejabat Wajib Lapor Laporan Harta Kekayaan Penyelenggara Negara (WL-LHKPN) bagi Pejabat Perum BULOG di Seluruh Indonesia, berkoordinasi dengan admin KPK dan admin pengelola LHKPN (Asisten Manajer SDM & Hukum) di 26 Kanwil. Jumlah Pejabat Wajib Lapor yang terekam dalam *database* sistem e-LHKPN untuk periode tahun 2021 adalah 837 pejabat WL lama, dan 153 pejabat WL baru. Tingkat kepatuhan pelaporan seluruh karyawan Wajib Lapor sampai dengan 31 Desember 2021 adalah:

2. Prepared socialization materials and appeals to all employees of Perum BULOG at the Head Office and Regional Offices to fill out and sign the Company Personnel Compliance Statement for 2021 through circular letter number: E-08/DSU104/GC.06/02/2021 dated 4 February 2021. The signing of the 2021 Compliance Statement document reached 100% of the total number of Company employees of 4,523 people.
3. Carried out updating, monitoring, mentoring and coaching to Officials required to report wealth (WL-LHKPN) for BULOG Officials throughout Indonesia, coordinating with KPK admins and LHKPN administrators (HR & Legal Assistant Managers) in 26 Regional Offices . The number of Compulsory Reporting Officials recorded in the e-LHKPN system database for the period 2021 is 837 old WL officials, and 153 new WL officials. The level of reporting compliance of all employees who are required to report up to December 31, 2021 are:

Pejabat WL Lama (2020)
Old WL Officials (2020)

	Sudah Lapor Reported	**Belum Lapor** Not Reported	**Jumlah** Total
Jumlah Total	807	30	837
Persentase Percentage	96,42%	3,58%	100,00%

Pejabat WL Baru (2021)
New WL Officials (2021)

	Sudah Lapor Reported	**Belum Lapor** *Not Reported*	**Jumlah** *Total*
Jumlah Total	150	3	153
Persentase Percentage	98,04%	1,96%	100,00%

Selanjutnya, terkait penyiapan untuk sistem pelaporan LHKPN tahun 2022, Admin Instansi Perum BULOG telah menyelaraskan *updating* nomenklatur jabatan Wajib Lapor Perum BULOG ke dalam sistem e-lhkpn berdasarkan Peraturan Direksi Nomor: PD-15/DS000/09/2021 tentang Organisasi dan Tata Kerja Perum BULOG, serta Peraturan Direksi Nomor: PD-21/DS000/10/2021 tentang Organisasi dan Tata Kerja Kantor Wilayah.

Furthermore, in preparing for the 2022 LHKPN reporting system, the Admin has aligned the updating of the nomenclature of BULOG Compulsory Reporting position into the e-LHKPN system based on the Board of Directors Regulation Number: PD-15/DS000/09/2021 concerning the Organization and Work Procedures of Perum BULOG, as well as the Board of Directors Regulation Number: PD-21/DS000/10/2021 concerning the Organization and Work Procedures of Regional Offices.

4. Melaksanakan pembaruan *Soft Structure Manual* GCG Perum BULOG sebagai pedoman pelaksanaan penerapan GCG berdasarkan Peraturan Bersama antara Direksi dan Dewan Pengawas No. PD-02/DU000/01/2021 dan KEP-01/DW000/01/2021 tanggal 27 Januari 2021 tentang Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*). Selanjutnya terhadap Board Manual Perum BULOG telah dilakukan revisi untuk edisi tahun 2021 dan

4. Updated the Soft Structure Manual of Perum BULOG's GCG as a guideline for implementing GCG based on the Joint Regulation between the Board of Directors and the Board of Commissioners No. PD-02/DU000/01/2021 and KEP-01/DW000/01/2021 dated January 27, 2021 concerning Good Corporate Governance Guidelines. Furthermore, the Board Manual of Perum BULOG has been revised for the 2021 edition and has been approved by the Board of Directors

telah disahkan oleh Direksi dan Dewan Pengawas pada tanggal 10 November 2021.

5. Melaksanakan *assessment* independen penerapan GCG untuk periode tahun buku 2020. Pelaksanaan asesmen dilaksanakan oleh konsultan ahli di bidang penerapan GCG PT. Dinamika Pasifik Solusindo (DPS Consulting) dalam jangka waktu 60 hari kalender mulai tanggal 27 September 2021 s.d. 26 November 2021 berdasarkan Surat Perjanjian Nomor: PJ-756/DU100/GC.03/09/2021. Capaian hasil skoring asesmen penerapan GCG Perum BULOG mencapai 89,85 dari skala 100 dengan kualifikasi Sangat Baik. Metode *Assessment* mengacu pada Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagai parameter penilaian yang absah bagi sebuah Perusahaan Badan Usaha Milik Negara (BUMN) Republik Indonesia.

RENCANA PENGEMBANGAN TATA KELOLA PERUSAHAAN YANG BAIK TAHUN 2022

Rencana pengembangan GCG sebagai program kerja GCG Perum BULOG tahun 2022 adalah:

1. Melaksanakan updating dokumen pakta integritas GCG untuk Direksi, Dewan Pengawas, dan Karyawan Perum BULOG.
2. Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) Perum BULOG.
3. Sosialisasi dan pendampingan pengisian LHKPN kepada Pejabat Wajib Lapor yang terdaftar dalam sistem e-LHKPN.
4. Melaksanakan diseminasi penerapan tata kelola perusahaan kepada karyawan dan para pemangku kepentingan lainnya.
5. Melaksanakan survei pengukuran pemahaman GCG kepada Direksi, Dewan Pengawas, dan karyawan Perusahaan.
6. Melaksanakan *self assessment* penerapan GCG Perum BULOG untuk periode tahun buku 2021.

and the Board of Commissioners on November 10, 2021.

5. Carried out an independent assessment on GCG implementation for the 2020 financial year period. The assessment was carried out by an expert consultant in the field of GCG implementation, PT. Dinamika Pasifik Solusindo (DPS Consulting) within a period of 60 calendar days from 27 September 2021 to 26 November 2021 based on Letter of Agreement Number: PJ-756/DU100/GC.03/09/2021. The assessment score of the GCG implementation of Perum BULOG reached 89.85 out of a scale of 100 with Very Good qualifications. The assessment method referred to the Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises as a valid assessment parameter for a State-Owned Enterprise (BUMN) of the Republic of Indonesia.

CORPORATE GOVERNANCE DEVELOPMENT PLAN IN 2022

The GCG Development Plan as part of Perum BULOG's GCG work program in 2022 are:

1. Carry out updating of the GCG integrity pact document for the Board of Directors, Board of Commissioners, and Employees of Perum BULOG
2. Management of State Administrators Wealth Report (LHKPN) of Perum BULOG
3. Socialization and assistance to the LHKPN Compulsory Reporting Officials registered in the e-LHKPN system.
4. Disseminate the implementation of corporate governance to employees and other stakeholders.
5. Carry out surveys to measure the understanding of GCG of the Board of Directors, Board of Commissioners, and Company employees.
6. Carry out a self-assessment of the implementation of Perum BULOG's GCG for the 2021 financial year period.

Struktur Organ Tata Kelola Perusahaan

Corporate Governance Organ Structure

PEMILIK MODAL DAN RAPAT PEMBAHASAN BERSAMA

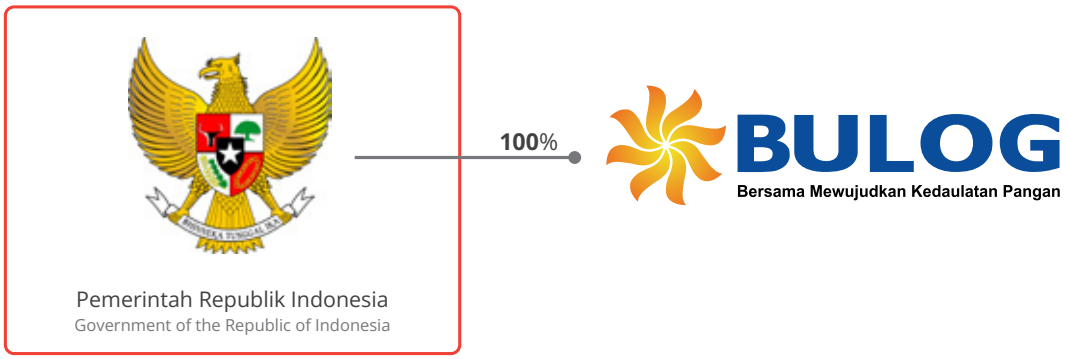
Pemilik Modal dan Informasi Terkait Entitas Induk Akhir

Sesuai dengan Peraturan Pemerintah No. 13 Tahun 2016 tentang Perusahaan Umum (PERUM) BULOG pasal 1 menyebutkan bahwa Perum BULOG adalah BUMN sebagaimana diatur dalam Undang-undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara, yang seluruh modalnya dimiliki negara berupa kekayaan negara yang dipisahkan dan tidak terbagi atas saham, yang menyelenggarakan usaha logistik pangan serta usaha lainnya yang dapat menunjang tercapainya maksud dan tujuan perusahaan.

CAPITAL OWNER AND JOINT DISCUSSION MEETING

Capital Owner and Information Related to Final Entity

Based on Government Regulation No. 13 of 2016 concerning Public Company (PERUM) BULOG article 1 states that Perum BULOG is a SOE as regulated in Law no. 19 of 2003 concerning State-Owned Enterprises, whose entire capital is owned by the state in the form of state assets segregated and not divided into shares, which carry out food logistics business and other businesses that can support the achievement of the company's goals and objectives.



Sesuai dengan Peraturan Pemerintah No. 41 Tahun 2003 tentang Pelimpahan Kedudukan, Tugas dan Kewenangan Menteri Keuangan pada Perusahaan Persero (Persero), Perusahaan Umum (PERUM) dan Perusahaan Jawatan (PERJAN) kepada Menteri Negara Badan Usaha Milik Negara, dan Undang-undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara beserta Lembaran Negara Republik Indonesia; maka Kuasa Pemilik Modal Perusahaan adalah Menteri Badan Usaha Milik Negara (BUMN).

Rapat Pembahasan Bersama (RPB) merupakan mekanisme pengambilan keputusan strategis oleh Menteri BUMN selaku kuasa pemilik modal. Melalui RPB, Menteri BUMN memiliki wewenang dan hak untuk melakukan berbagai keputusan atas Perusahaan seperti yang dijelaskan di bawah ini.

Hak dan Wewenang Pemilik Modal/Rapat Pembahasan Bersama (RPB)

Pemilik Modal pada dasarnya mempunyai hak sebagai berikut:

1. Memperoleh penjelasan dan informasi material mengenai Perum BULOG secara tepat waktu dan teratur.

Based on Government Regulation No. 41 of 2003 concerning the Delegation of the Position, Duties and Authorities of the Minister of Finance on State Owned Enterprises (Persero), Public Companies (PERUM) and Service Companies (PERJAN) to the Minister of State-Owned Enterprises, and Law no. 19 of 2003 concerning State-Owned Enterprises and the State Gazette of the Republic of Indonesia; the Representation of the Capital Owner is the Minister of State-Owned Enterprises (SOE).

The Joint Discussion Meeting (RPB) is a strategic decision-making mechanism by the Minister of SOEs as the representation of the capital owner. Through the RPB, the Minister of SOEs has the authority and right to make various decisions on the Company as described below.

Right and Authority of Capital Owner/Joint Discussion Meeting (RPB)

Capital Owner have the following rights:

1. Obtain material explanations and information regarding Perum BULOG in a timely and regular manner.

2. Memperoleh penjelasan lengkap dan informasi yang akurat berkenaan dengan penyelenggaraan Rapat Pembahasan Bersama (RPB).

Wewenang RPB antara lain:

1. Menyetujui/mengesahkan Laporan Tahunan (audited), RKAP, dan RJPP.
2. Menetapkan penggunaan terhadap laba bersih Perum BULOG.
3. Mengangkat Dewan Pengawas dan Direksi melalui *fit and proper test*.
4. Memberi penilaian kinerja Perum BULOG dan masing-masing Direksi dan Dewan Pengawas.
5. Menetapkan auditor eksternal untuk melakukan audit keuangan atas laporan keuangan.
6. Menetapkan remunerasi Dewan Pengawas dan Direksi.

Hasil RPB dan Keputusan Pemilik Modal Tahun 2020 dan Tindak Lanjut oleh Manajemen Hingga Akhir Tahun 2021

Di sepanjang tahun 2021 terdapat penyelenggaraan RPB serta keputusan Pemerintah Indonesia c.q. Menteri BUMN selaku pemilik modal sebagai berikut:

1. RPB tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perum BULOG Tahun Buku 2020 yang diselenggarakan pada tanggal 30 Juni 2021.
2. RPB tentang Persetujuan Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021 Perum BULOG yang diselenggarakan pada tanggal 29 Januari 2021.
3. Keputusan Menteri BUMN No. SK-14/MBU/01/2021 tanggal 13 Januari 2021 tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perum BULOG.
4. Keputusan Menteri BUMN No. SK-342/MBU/10/2021 tanggal 11 Oktober 2021 tentang Pemberhentian Anggota Direksi Perum BULOG.
5. Keputusan Menteri BUMN No. SK-358/MBU/11/2021 tanggal 17 November 2021 tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perum BULOG.
6. Keputusan Menteri BUMN No. SK-421/MBU/12/2021 tanggal 29 Desember 2021 tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perum BULOG.

Rincian hasil dan realisasi tindak lanjutnya oleh manajemen hingga akhir tahun 2021 adalah sebagai berikut.

1. Rapat Pembahasan Bersama (RPB) tanggal 29 Januari 2021 tentang Persetujuan Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021 Perum BULOG

2. Obtain a complete explanation and accurate information regarding the holding of the Joint Discussion Meeting (RPB).

The RPB authorities include:

1. Approve/validate the Annual Report (audited), RKAP, and RJPP.
2. Determine the use of the net profit of Perum BULOG.
3. Appoint the Board of Commissioners and the Board of Directors through a fit and proper test.
4. Provide performance assessment of Perum BULOG and each of the member of Board of Directors and Board of Commissioners.
5. Appoint an external auditor to conduct a financial audit of the financial statements.
6. Determine the remuneration for the Board of Commissioners and the Board of Directors.

Results of RPB and Decisions of Capital Owner in 2020 and Follow-up by Management Until End of 2021

Throughout 2021 the RPB and decisions of the Government of Indonesia c.q. The Minister of SOEs as the capital owner are as follows:

1. RPB concerning the Approval of the Annual Report and Ratification of the Financial Statements of Perum BULOG for the 2020 Fiscal Year which was held on June 30, 2021
2. RPB concerning Approval of the Revision of the Company's Work Plan and Budget (RKAP) for 2021 which was held on January 29, 2021.
3. Decree of the Minister of SOEs No. SK-14/MBU/01/2021 dated January 13, 2021 concerning the Dismissal and Appointment of a Member of the Board of Commissioners of Perum BULOG.
4. Decree of the Minister of SOEs No. SK-342/MBU/10/2021 dated October 11, 2021 concerning the Dismissal of Members of the Board of Directors of Perum BULOG.
5. Decree of the Minister of SOEs No. SK-358/MBU/11/2021 dated November 17, 2021 concerning the Dismissal and Appointment of a Member of the Board of Commissioners of Perum BULOG.
6. Decree of the Minister of SOEs No. SK-421/MBU/12/2021 dated December 29, 2021 concerning the Dismissal and Appointment of a Member of the Board of Commissioners of Perum BULOG.

The results of the meetings and follow-up by management until the end of 2021 are as follows.

1. Joint Discussion Meeting (RPB) on 29 January 2021 concerning Approval of the Revision of the 2021 Corporate Work Plan and Budget (RKAP) of Perum BULOG

Hasil Keputusan RPB telah dituangkan melalui Keputusan Menteri BUMN No. S-66/MBU/01/2021 tanggal 29 Januari 2021. Adapun hasil keputusan RPB beserta pelaksanaannya dan tindak lanjutnya oleh Manajemen Perum BULOG hingga akhir tahun 2021 adalah sebagai berikut:

The results of the RPB have been set forth in the Decree of the Minister of SOEs No. S-66/MBU/01/2021 dated 29 January 2021. The results of the RPB and its implementation and follow-up by the Management of Perum BULOG until the end of 2021 are as follows:

	Hasil Keputusan Rapat Pembahasan Bersama (RPB) tanggal 29 Januari 2021 tentang Persetujuan Revisi RKAP tahun 2021 Perum BULOG Decisions of the Joint Discussion Meeting (RPB) on January 29, 2021 concerning Approval of the 2021 RKAP Revision	**Sudah/Belum Terlaksana** Has/Has Not Been Conducted	**Tindak Lanjut oleh Manajemen Atas Keputusan RPB Hingga Akhir Tahun 2021** Follow up by Management on RPB Decisions until End of 2021
1	Menyetujui revisi/perubahan RKAP Perum BULOG tahun 2021 dalam rangka penyesuaian terhadap dampak Covid-19 dan Implementasi Inisiatif-Inisiatif Strategis kajian Master Plan Cluster Pangan tahun 2020 – 2024 Approved revisions/amendments to the 2021 RKAP of Perum BULOG in order to adjust to the impact of Covid-19 and Implementation of Strategic Initiatives for the 2020-2024 Food Cluster Master Plan Study	v	Perum BULOG menyampaikan rancangan RKAP tahun 2022 pada tanggal 29 Oktober 2021 kepada Kementerian BUMN berdasarkan surat nomor B-1373/II/DU104/PR.02.03/10/2021. Perum BULOG submitted the 2022 RKAP draft on October 29, 2021 to the Ministry of SOEs based on letter number B-1373/II/DU104/PR.02.03/10/2021.
2	Arahan Menteri kepada Dewan Pengawas dan Direksi Perum BULOG untuk memperhatikan: 1. Target-target RKAP tahun 2020 tersebut di atas agar *di-breakdown* ke dalam target bulanan dan *cascade* kepada seluruh unit dan/atau jajaran perusahaan serta dilaporkan realisasinya setiap bulan kepada Menteri 2. Perusahaan agar segera menyusun Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020 - 2024 dengan berbasis kajian *master plan* klaster Pangan 2020 – 2024 dengan mendasarkan revisi RKAP tahun 2020 sebagai dasar/tahun awal pelaksanaan RJPP The Minister directives to the Board of Commissioners and Board of Directors of Perum BULOG to pay attention to: 1. The 2020 RKAP targets mentioned above are to be broken down into monthly targets and cascade to all units and/or lines of the company and to report their realization every month to the Minister 2. The Company to immediately prepare a Corporate Long Term Plan (RJPP) for 2020 - 2024 based on the 2020 - 2024 Food cluster master plan study based on the 2020 RKAP revision as the basis/ starting year for implementing the RJPP	v	1. RKAP Perum BULOG telah di-*breakdown* dan *cascade* kepada seluruh unit kerja Perusahaan dalam bentuk Sumbangan Rencana Anggaran Tahunan (SRAT) 2. RJPP tahun 2020-2024 telah disahkan oleh Direksi dan Dewan Pengawas Perum BULOG pada bulan November 2020 1. RKAP of Perum BULOG has been broken down and cascaded to all work units of the Company in the form of an Annual Budget Plan Contribution (SRAT) 2. The 2020-2024 RJPP was ratified by the Board of Directors and Board of Directors of Perum BULOG in November 2020

v = sudah dilaksanakan | has been conducted
x = belum dilaksanakan | has not been conducted

2. Rapat Pembahasan Bersama (RPB) tanggal 30 Juni 2021 tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perum BULOG Tahun Buku 2020

   Hasil Keputusan RPB telah dituangkan melalui Persetujuan Menteri BUMN selaku Pemilik Modal Perum BULOG No.

2. Joint Discussion Meeting (RPB) on 30 June 2021 concerning Approval of the Annual Report and Ratification of the Financial Statements of Perum BULOG Fiscal Year 2020

   The RPB Decisions have been approved through the Minister of SOEs decree as the Capital Owner of Perum BULOG No.

S-460/MBU/06/2021 tanggal 30 Juni 2021. Adapun hasil keputusan RPB beserta pelaksanaan dan tindak lanjutnya oleh Manajemen Perum BULOG hingga akhir tahun 2021 adalah sebagai berikut:

S-460/MBU/06/2021 dated 30 June 2021. The RPB decisions along with their implementation and follow-up by the Management of Perum BULOG until the end of 2021 are as follows:

	Hasil Keputusan Rapat Pembahasan Bersama (RPB) tanggal 30 Juni 2021 tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perum BULOG Tahun Buku 2020 The Decision of the Joint Discussion Meeting (RPB) on June 30, 2021 concerning Approval of the Annual Report and Ratification of the Financial Statements of Perum BULOG Fiscal Year 2020	**Sudah/Belum Terlaksana** Has/Has Not been Conducted	**Tindak Lanjut oleh Manajemen Atas Keputusan RPB Hingga Akhir Tahun 2021** Follow up by Management on RPB decisions until end of 2021
1	Menyetujui Laporan Tahunan Tahun Buku 2020 termasuk di dalamnya Laporan Kegiatan Perusahaan, Laporan Pengawasan Dewan Pengawas serta mengesahkan Laporan Keuangan Perusahaan Konsolidasian Tahun Buku 2020 yang telah diaudit oleh KAP Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan dengan pendapat "Wajar dalam semua hal yang material." Approved the 2020 Fiscal Year Annual Report including the Board of Commissioners Supervisory Report and ratified the Company's Consolidated Financial Statement for Fiscal Year 2020 which has been audited by KAP Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Partners with opinion " Reasonable in all material respects."	v	Penyampaian Laporan Manajemen dan Laporan Keuangan Tahun 2021 Perum BULOG sebagaimana Surat Direksi No. B-272/II/DU104/PR.03.04/02/2022 tanggal 25 Februari 2022 dan Tanggapan Laporan Hasil General Audit Perum BULOG Tahun Buku 2021 sebagaimana Surat Dewan Pengawas No. B-02/DW000/04/2022 tanggal 14 April 2022 Submission of the Management Report and Financial Statements of Perum BULOG as stated in the Board of Directors Letter No. B-272/II/DU104/PR.03.04/02/2022 dated 25 February 2022 and the Response to the Report on the General Audit Result of Perum BULOG for the Financial Year of 2021 as stated in the Letter of the Board of Commissioners Number: B-02/DW000/04/2022 dated 14 April 2022
2	Menyetujui dan mengesahkan Laporan Tahunan Program Kemitraan dan Bina Lingkungan (PKBL) Tahun Buku 2020 yang telah diaudit oleh Kantor Akuntan Publik Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan Approved and ratified the Partnership and Community Development Program (PKBL) Annual Report Fiscal Year 2020 which has been audited by Public Accounting Firm Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Partners	v	Penyampaian Laporan PKBL dan CSR Perum BULOG disampaikan kepada Deputi Bidang SDM, Teknologi dan Informasi melalui Asisten Deputi Bidang Tanggung Jawab Sosial dan Lingkungan Kementerian BUMN The PKBL and CSR reports from Perum BULOG are submitted to the Deputy for Human Resources, Technology and Information through the Assistant Deputy for Social and Environmental Responsibility at the Ministry of SOEs
3	Besarnya gaji/honorarium berikut fasilitas dan tunjangan lainnya Tahun 2021 serta tantiem Tahun Buku 2020 untuk anggota Direksi dan Dewan Pengawas Perum Bulog akan ditetapkan secara tersendiri The amount of salary/honorarium along with other facilities and allowances for 2021 as well as tantiem for the 2020 Financial Year for members of the Board of Directors and Board of Commissioners of Perum Bulog will be determined separately.	v	Penetapan Penghasilan Direksi dan Dewan Pengawas Perum BULOG Tahun 2021 sebagaimana tercantum pada Surat Menteri BUMN nomor SR-80/Wk.1.MBU.D/10/2021 pada 5 Oktober 2021 The Income of the Board of Directors and the Board of Commissioners of Perum BULOG in 2021 is determined in the Letter of the Minister of SOEs number SR-80/Wk.1.MBU.D/10/2021 on 5 October 2021

	Hasil Keputusan Rapat Pembahasan Bersama (RPB) tanggal 30 Juni 2021 tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perum BULOG Tahun Buku 2020 The Decision of the Joint Discussion Meeting (RPB) on June 30, 2021 concerning Approval of the Annual Report and Ratification of the Financial Statements of Perum BULOG Fiscal Year 2020	Sudah/Belum Terlaksana Has/Has Not been Conducted	Tindak Lanjut oleh Manajemen Atas Keputusan RPB Hingga Akhir Tahun 2021 Follow up by Management on RPB decisions until end of 2021
4	Menetapkan kembali KAP Kosasih, Nurdiyaman, Mulyadi, Tjahjo dan Rekan yang akan mengaudit Laporan Keuangan Perusahaan Tahun Buku 2020 dan Laporan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020 Reassigned KAP Kosasih, Nurdiyaman, Mulyadi, Tjahjo and Partners to audit the Company's Financial Statements for the 2020 Financial Year and the Partnership and Community Development Program for the 2020 Fiscal Year	v	Perjanjian Jasa Audit Umum Laporan Keuangan Konsolidasian Perum BULOG tahun buku 2021 dilaksanakan dengan perikatan perjanjian kerja antara Perum BULOG dengan KAP Kosasih, Nurdiyaman, Mulyadi, Tjahjo dan Rekan nomor: PJ-745/DK300/KU.14.03/09/2021 dan KNMTR/I/EL-0293/09/2021/NN pada tanggal 8 September 2021 dengan jangka waktu pelaksanaan selama 162 hari kalender terhitung sejak tanggal 13 September 2021 s.d 21 Februari 2022. Public Audit Services Agreement of Consolidated Financial Statements of Perum BULOG for 2021 fiscal year is carried out with a work agreement between Perum BULOG and KAP Kosasih, Nurdiyaman, Mulyadi, Tjahjo and Partners number: PJ-745/DK300/KU.14.03/09/2021 and KNMTR /I/EL-0293/09/2021/NN on 8 September 2021 with an implementation period of 162 calendar days from 13 September 2021 to 21 February 2022.
5	Mengesahkan laporan realisasi penggunaan tambahan dana Penyertaan Modal Negara yang berasal dari APBN Tahun Anggaran 2016, untuk periode tahun buku 2020 Ratified the report on the use of additional State Equity Participation funds from the 2016 Fiscal Year State Budget, for the 2020 financial year period	v	Direksi telah melaporkan realisasi PMN secara triwulan kepada Dewan Pengawas, sebagaimana surat No. B-1345/II/DU104/PR.03.02/10/2021 tanggal 25 Oktober 2021 perihal Penyampaian Laporan PMN TA 2016 Triwulan III tahun 2021 The Board of Directors has reported the realization of PMN on a quarterly basis to the Board of Directors, as stated in letter no. B-1345/II/DU104/PR.03.02/10/2021 dated 25 October 2021 concerning Submission of PMN Report FY 2016 in Quarter III of 2021

v = sudah dilaksanakan | has been conducted
x = belum dilaksanakan | has not been conducted

3. Keputusan Menteri BUMN No. SK-14/MBU/01/2021 tanggal 23 Januari 2021 tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perum BULOG.
   a. Memberhentikan Sdr. Firmansyah N. Nazaroedin sebagai Anggota Dewan Pengawas Perum BULOG
   b. Mengalihtugaskan Sdr. Donny Gahral Adian sebagai Anggota Dewan Pengawas Independen Perum BULOG

3. Decree of the Minister of SOEs No. SK-14/MBU/01/2021 dated 23 January 2021 concerning the Dismissal and Appointment of Members of the Perum BULOG Board of Commissioners.
   a. Dismissed Mr. Firmansyah N. Nazaroedin as Member of the Board of Commissioners of Perum BULOG
   b. Transferred Mr. Donny Gahral Adian as Member of the Independent Commissioner of Perum BULOG

4. Keputusan Menteri BUMN No. SK-342/MBU/10/2021 tanggal 11 Oktober 2021 tentang Pemberhentian Anggota Direksi Perum BULOG
   a. Memberhentikan Sdr. Gatot Trihargo sebagai Wakil Direktur Utama Perum BULOG

4. 4.Decree of the Minister of SOEs No. SK-342/MBU/10/2021 dated 11 October 2021 concerning the Dismissal of Members of the Board of Directors of Perum BULOG.
   a. Dismissed Mr. Gatot Trihargo as Vice President Director of Perum BULOG

5. Keputusan Menteri BUMN No. SK-358/MBU/11/2021 tanggal 17 November 2021 tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perum BULOG
   a. Mengukuhkan pemberhentian dengan hormat Sdri. Musdhalifah Machmud sebagai Anggota Dewan Pengawas Perusahaan Umum (Perum) BULOG

5. Decree of the Minister of SOEs No. SK-358/MBU/11/2021 dated 17 November 2021 concerning the Dismissal and Appointment of a Member of the Board of Commissioners of Perum BULOG.
   a. Confirmed Mrs. Musdhalifah Machmud's honorable dismissal as a member of the Board of Commissioners of Perum BULOG

b. Mengangkat Sdri. Musdhalifah Machmud sebagai Anggota Dewan Pengawas Perum BULOG

6. Keputusan Menteri BUMN No. SK-421/MBU/12/2021 tanggal 29 Desember 2021 tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perum BULOG

   a. Memberhentikan Sdr. Syailendra sebagai Anggota Dewan Pengawas Perum BULOG
   b. Mengangkat Sdr. Jhoni Ginting sebagai Anggota Dewan Pengawas Perum BULOG

Seluruh hasil RPB dan keputusan pemilik modal telah dilaksanakan oleh Manajemen Perum BULOG.

DEWAN PENGAWAS

Board Manual: Pedoman Tata Laksana Kerja Dewan Pengawas

Dalam menjalankan tugas dan tanggung jawab, Dewan Pengawas berpedoman pada petunjuk tata laksana kerja atau *Board Manual*. *Board Manual*, yang juga merupakan petunjuk tata laksana kerja bagi Dewan Pengawas dan Direksi Perum BULOG, menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dapat dijalankan dengan konsisten sehingga dapat menjadi acuan bagi Dewan Pengawas dan Direksi dalam melaksanakan tugas masing-masing dalam mencapai Visi dan Misi Perusahaan.

Perum BULOG memiliki *Board Manual* yang telah disahkan oleh Direksi dan Dewan Pengawas pada tanggal 10 November 2021. *Board Manual* dimaksudkan untuk menjelaskan hubungan kerja Direksi dan Dewan Pengawas dalam melaksanakan tugas sesuai peran dan fungsinya, agar tercipta pengelolaan Perusahaan secara profesional, transparan, dan efisien.

Berkaitan dengan program kerja di bidang pembinaan GCG untuk tahun 2021, Sekretariat Perusahaan telah melakukan penyesuaian *Code of Corporate Governance* (Panduan GCG) dan *Code of Conduct* (Panduan Perilaku) dengan nilai-nilai utama (*core values*) sumber daya manusia BUMN berdasarkan Keputusan Direksi No. KD-301/DS200/09/2020 dan telah disahkan sebagai Peraturan Bersama Direksi dan Dewan Pengawas No. PD-02/DU000/01/2021 dan No. KEP-01/DW000/01/2021 tentang Pedoman Tata Kelola Perusahaan.

Ruang lingkup *Board Manual* terkait tata laksana kerja Dewan Pengawas meliputi:

1. Tugas, Wewenang dan Kewajiban Dewan Pengawas
2. Kriteria Anggota Dewas
3. Masa Jabatan
4. Rangkap Jabatan

b. Re-appointed Mrs. Musdhalifah Machmud as a member of the Board of Commissioners of Perum BULOG

6. Decree of the Minister of SOEs No. SK-421/MBU/12/2021 dated 29 December 2021 concerning the Dismissal and Appointment of a Member of the Board of Commissioners of Perum BULOG.

   a. Dismissed Mr. Syailendra as a member of the Board of Commissioners of Perum BULOG
   b. Appointed Mr. Jhoni Ginting as a member of the Board of Commissioners of Perum BULOG

The management of Perum BULOG has implemented all the RPB results and Capital Owner decisions.

BOARD OF COMMISSIONERS

Board Manual: Guidelines for the Work Procedure of the Board of Commissioners

In carrying out its duties and responsibilities, the Board of Commissioners are guided by the work management instructions or the Board Manual. The Board Manual, which is also a work management guide for the Board of Commissioners and the Board of Directors of Perum BULOG, explains the stages of activities in a structured, systematic, easy-to-understand manner and can be carried out consistently so that they can become a reference for the Board of Commissioners and the Board of Directors in carrying out their respective duties in achieving the Company's Vision and Mission.

Perum BULOG has a Board Manual which has been approved by the Board of Directors and the Board of Commissioners on 10 November 2021. The Board Manual is intended to explain the working relationship of the Board of Directors and the Board of Commissioners in carrying out their duties according to their roles and functions, in order to create a professional, transparent, and efficient management of the Company.

In relation to the work program in the field of GCG development for 2021, the Corporate Secretariat has adjusted the Code of Corporate Governance (GCG Guidelines) and Code of Conduct (Guidelines of Conduct) with the core values of SOE human resources based on the Decree of the Board of Directors No. . KD-301/DS200/09/2020 and has been ratified as Joint Regulation of the Board of Directors and Board of Commissioners No. PD-02/DU000/01/2021 and No. KEP-01/DW000/01/2021 regarding Guidelines for Corporate Governance.

The scope of the Board Manual related to the work management of the Board of Commissioners includes:

1. Duties, Authorities and Obligations of the Board of Commissioners
2. Criteria for Member of the Board of Commissioners
3. Term of office
4. Concurrent Positions

5. Program Pengenalan dan Peningkatan Kapabilitas
6. Anggota Dewas Independen
7. Etika Jabatan
8. Rapat Dewas dan Mekanisme Pengambilan Keputusan
9. Organ Pendukung Dewas

5. Capabilities Recognition and Improvement Program
6. Independent Commissioner Member
7. Job Ethics
8. Board of Commissioners Meetings and Decision Making Mechanisms
9. Board of Commissioners Support Organs

Ketentuan Masa Jabatan

Berdasarkan Board Manual, ketentuan masa jabatan Dewan Pengawas adalah selama 5 (lima) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan berikutnya.

Provision on Term of Office

Based on the Board Manual, the term of office of the Board of Commissioners is for 5 (five) years and can be reappointed for the next 1 (one) term of office.

Susunan dan Komposisi Dewan Pengawas Tahun 2021

Di tahun 2021 terdapat perubahan keanggotaan Dewan Pengawas. Berikut disampaikan kronologi perubahan susunan Dewan Pengawas, dan susunan Dewan Pengawas per 31 Desember 2021.

Structure and Composition of the Board of Commissioners in 2021

In 2021 there was a change in the membership of the Board of Commissioners. The following are the chronology of changes in the composition of the Board of Commissioners, and the composition of the Board of Commissioners as of December 31, 2021.

Kronologi Perubahan Susunan Dewan Pengawas di Sepanjang Tahun 2021
The Chronology of Changes in the Composition of the Board of Commissioners in 2021

Periode 1 Januari s.d. 11 Januari 2021 1 January – 11 January 2021	Periode 11 Januari s.d. 30 Juni 2021 11 January – 30 June 2021	Periode 30 Juni s.d. 17 November 2021 30 June – 17 November 2021	Periode 17 November s.d. 29 Desember 2021 17 November – 29 December 2021	Periode 29 Desember s.d. 31 Desember 2021 29 December – 31 December 2021	Keterangan Description
Musdhalifah Machmud (Plh. Ketua) (Act. President Commissioner)	Musdhalifah Machmud (Plh. Ketua) (Act. President Commissioner)		Musdhalifah Machmud (Anggota) (Member)	Musdhalifah Machmud (Anggota) (Member)	Musdhalifah Machmud tidak menjabat sebagai anggota Dewan Pengawas dengan alasan masa jabatannya telah berakhir pada tanggal 30 Juni 2021 berdasarkan SK pengangkatan No. SK-128/MBU/06/2016 tanggal 30 Juni 2016. Selanjutnya berdasarkan SK-358/MBU/11/2021, diangkat kembali sebagai Anggota Dewan Pengawas sejak 17 November 2021. Musdhalifah Machmud no longer served as a member of the Board of Commissioners as her term of office ended on 30 June 2021 based on the appointment decree no. SK-128/MBU/06/2016 dated 30 June 2016. She was reappointed as a member of the Board of Commissioners since 17 November 2021 based on SK-358/MBU/11/2021.

Kronologi Perubahan Susunan Dewan Pengawas di Sepanjang Tahun 2021
The Chronology of Changes in the Composition of the Board of Commissioners in 2021

Periode 1 Januari s.d. 11 Januari 2021 1 January – 11 January 2021	**Periode 11 Januari s.d. 30 Juni 2021** 11 January – 30 June 2021	**Periode 30 Juni s.d. 17 November 2021** 30 June – 17 November 2021	**Periode 17 November s.d. 29 Desember 2021** 17 November – 29 December 2021	**Periode 29 Desember s.d. 31 Desember 2021** 29 December – 31 December 2021	**Keterangan** Description
Firmansyah N. Nazaroedin (Anggota) (Member)					Firmansyah N. Nazaroedin tidak lagi menjabat sebagai Anggota Dewan Pengawas dengan alasan masa jabatannya telah berakhir pada tanggal 11 Januari 2021 berdasarkan SK pengangkatan No. SK-05/MBU/01/2016 tanggal 11 Januari 2016. Firmansyah N. Nazaroedin no longer served as a member of the Board of Commissioners as his term of office ended on 11 January 2021 based on SK-05/MBU/01/2016 dated 11 January 2016.
Andi Zainal Abidin Dulung (Anggota) (Member)	Andi Zainal Abidin Dulung (Anggota) (Member)	Andi Zainal Abidin Dulung (Plh. Ketua) (Act. President Commissioner)	Andi Zainal Abidin Dulung (Plh. Ketua) (Act. President Commissioner)	Andi Zainal Abidin Dulung (Plh. Ketua) (Act. President Commissioner)	Andi Z.A. Dulung diangkat sebagai Pelaksana harian (Plh.) Ketua Dewan Pengawas berdasarkan kesepakatan internal anggota Dewan Pengawas sejak 1 Juli 2021, dan telah dilaporkan kepada Menteri BUMN melalui surat No. B-01/DW000/09/2021. Andi Z.A. Dulung was appointed as the Acting President Commissioner (Plh.) based on the internal agreement of the members of the Board of Commissioners since 1 July 2021, and has been reported to the Minister of SOEs through letter No. B-01/DW000/09/2021.
Fadjry Djufry (Anggota) (Member)	Fadjry Djufry (Anggota) (Member)	Fadjry Djufry (Anggota) (Member)	Fadjry Djufry (Anggota) (Member)	Fadjry Djufry (Anggota) (Member)	-
Syailendra (Anggota) (Member)	Syailendra (Anggota) (Member)	Syailendra (Anggota) (Member)	Syailendra (Anggota) (Member)		Syailendra tidak menjabat sebagai Anggota Dewan Pengawas Perum BULOG sejak tanggal 29 Desember 2021 berdasarkan SK-421/MBU/12/2021 Syailendra no longer served as a member of the Board of Commissioners since 29 December 2021 based on SK-421/MBU/12/2021
Dian Safitri (Anggota / Independen) (Member /Independent)	Dian Safitri (Anggota / Independen) (Member /Independent)	Dian Safitri (Anggota / Independen) (Member /Independent)	Dian Safitri (Anggota / Independen) (Member /Independent)	Dian Safitri (Anggota / Independen) (Member /Independent)	-

Kronologi Perubahan Susunan Dewan Pengawas di Sepanjang Tahun 2021
The Chronology of Changes in the Composition of the Board of Commissioners in 2021

Periode 1 Januari s.d. 11 Januari 2021 1 January – 11 January 2021	Periode 11 Januari s.d. 30 Juni 2021 11 January – 30 June 2021	Periode 30 Juni s.d. 17 November 2021 30 June – 17 November 2021	Periode 17 November s.d. 29 Desember 2021 17 November – 29 December 2021	Periode 29 Desember s.d. 31 Desember 2021 29 December – 31 December 2021	Keterangan Description
	Donny Gahral Adian (Anggota / Independen) (Member /Independent)	Donny Gahral Adian (Anggota / Independen) (Member /Independent)	Donny Gahral Adian (Anggota / Independen) (Member /Independent)	Donny Gahral Adian (Anggota / Independen) (Member /Independent)	Donny Gahral Adian diangkat sebagai Anggota Dewan Pengawas sejak 13 Januari 2021 berdasarkan SK-14/MBU/01/2021. Donny Gahral Adian was appointed as Member of the Board of Commissioners since 13 January 2021 based on SK-14/MBU/01/2021.
				Jhoni Ginting (Anggota) (Member)	Menjabat sejak 29 Desember 2021 Served since 29 December 2021

Dengan demikian, susunan Dewan Pengawas dapat disampaikan sebagai berikut.

Susunan Dewan Pengawas per 31 Desember 2021
Board of Commissioners Composition as of December 31, 2021

Jabatan Position	Nama Name	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of office	Periode Jabatan Position Period
Plh. Ketua Act. Chairman	Andi Zainal Abidin Dulung	Keputusan Menteri BUMN No. SK-123/ MBU/05/2019 tanggal 29 Mei 2019 Minister of SOEs Decree No. SK-123/ MBU/05/2019 dated 29 May 2019	29 Mei 2019 s.d 29 Mei 2024 29 May 2019 – 29 May 2024	Ke-1 1st
Anggota Member	Fadjry Djufry	Keputusan Menteri BUMN No. SK-279/ MBU/09/2020 tanggal 9 September 2020 Minister of SOEs Decree No. SK-279/ MBU/09/2020 dated 9 September 2020	9 September 2020 s.d. 9 September 2025 9 September 2020 – 9 September 2025	Ke-1 1st
Anggota Member	Musdhalifah Machmud	Keputusan Menteri BUMN No. SK-358/ MBU/11/2021 tanggal 17 November 2021 Minister of SOEs Decree No. SK-358/ MBU/11/2021 dated 17 November 2021	17 November 2021 s.d. 17 November 2026 17 November 2021 – 17 November 2026	Ke-2 2nd
Anggota Member	Jhoni Ginting	Keputusan Menteri BUMN No. SK-421/ MBU/12/2021 tanggal 29 Desember 2021 Minister of SOEs Decree No. SK-421/ MBU/12/2021 dated 29 December 2021	29 Desember 2021 s.d. 29 Desember 2026 29 December 2021 – 29 December 2026	Ke-1 1st
Anggota Independen Member Independent	Dian Safitri	Keputusan Menteri BUMN No. SK-279/ MBU/09/2020 tanggal 9 September 2020 Minister of SOEs Decree No. SK-279/ MBU/09/2020 dated 9 September 2020	9 September 2020 s.d. 9 September 2025 9 September 2020 – 9 September 2025	Ke-1 1st
Anggota Independen Member Independent	Donny Gahral Adian	Keputusan Menteri BUMN No. SK-14/ MBU/01/2021 tanggal 13 Januari 2021 Minister of SOEs Decree No. SK-14/MBU/01/2021 dated 13 January 2021	13 Januari 2021 s.d. 13 Januari 2026 13 January 2021 – 13 January 2026	Ke-1 1st

Profil singkat masing-masing anggota Dewan Pengawas dapat dilihat pada bagian Profil Dewan Pengawas, dalam bab Profil Perusahaan.

A brief profile of each member of the Board of Commissioners can be seen in the Profile of the Board of Commissioners section, in the Company Profile chapter.

Tugas dan Tanggung Jawab Dewan Pengawas

Berdasarkan Peraturan Pemerintah No. 13 Tahun 2016 tentang Perusahaan Umum (Perum) BULOG, pada pasal 53, Dewan Pengawas adalah organ Perusahaan yang bertugas melakukan pengawasan dan memberikan nasihat kepada Direksi jika dipandang perlu dalam pengurusan Perusahaan.

Dalam melaksanakan tugasnya, Dewan Pengawas bertanggung jawab antara lain:

1. Melakukan Pengawasan terhadap kebijakan Pengurusan dan jalannya Pengurusan pada umumnya mengenai Perusahaan dan usaha Perusahaan yang dilakukan oleh Direksi, termasuk Pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan, Anggaran Dasar, Keputusan Menteri, dan/atau ketentuan peraturan perundang-undangan.
2. Memberikan nasihat kepada Direksi untuk kepentingan Perusahaan sesuai dengan maksud dan tujuan Perusahaan.

Wewenang Dewan Pengawas

Sesuai Peraturan Pemerintah No. 13 Tahun 2016 tentang Perusahaan Umum (Perum) BULOG, pada pasal 54, Dewan Pengawas mempunyai wewenang untuk:

1. Memeriksa buku, surat, dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga, dan kekayaan Perusahaan.
2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perusahaan.
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai persoalan yang menyangkut pengelolaan Perusahaan.
4. Mengetahui kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi.
5. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Pengawas.
6. Mengangkat dan memberhentikan Sekretaris Dewan Pengawas atas beban Perusahaan, jika dianggap perlu.
7. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Peraturan Pemerintah.
8. Membentuk komite lain selain Komite Audit, jika dianggap perlu dengan memperhatikan kemampuan Perusahaan.
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perusahaan, jika dianggap perlu.
10. Melakukan tindakan Pengurusan Perusahaan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Peraturan Pemerintah.
11. Menghadiri rapat Direksi dan memberikan pandangan terhadap hal yang dibicarakan.
12. Melaksanakan kewenangan Pengawasan lainnya sepanjang

Duties and Responsibilities of the Board of Commissioners

Based on Government Regulation no. 13 of 2016 concerning Public Company (Perum) BULOG, in article 53, the Board of Commissioners is the organ of the Company in charge of supervising and providing advice to the Board of Directors if deemed necessary in the management of the Company.

In carrying out its duties, the Board of Commissioners is responsible for, among others:

1. Supervise the management policies and management in general of the Company and the Company's business carried out by the Board of Directors, including Supervision of the implementation of the Company's Long-Term Plan, Company Work Plan and Budget, Articles of Association, Ministerial Decrees, and/or provisions of laws and regulations.
2. Provide advice to the Board of Directors for the benefit of the Company in accordance with the purpose and objective of the Company.

Authorities of the Board of Commissioners

According to Government Regulation No. 13 of 2016 concerning Public Company (Perum) BULOG, in article 54, the Board of Commissioners has the authority to:

1. Review books, letters, and other documents, checking cash for verification purposes and other securities, and assets of the Company.
2. Enter the yards, buildings, and offices used by the Company.
3. Request an explanation from the Board of Directors and/or other officials regarding issues related to the management of the Company.
4. Know the policies and actions that have been and will be carried out by the Board of Directors.
5. Request the Board of Directors and/or other officials under the Board of Directors with the knowledge of the Board of Directors to attend the Board of Commissioners meeting.
6. Appoint and dismiss the Secretary of the Board of Commissioners at the expense of the Company, if deemed necessary.
7. Temporarily dismiss members of the Board of Directors in accordance with the provisions of a Government Regulation.
8. Establish other committees other than the Audit Committee, if deemed necessary by taking into account the capabilities of the Company.
9. Hire experts for certain matters and for a certain period of time at the expense of the Company, if deemed necessary.
10. Perform the Company Management in certain circumstances for a certain period of time in accordance with the provisions of Government Regulation.
11. Attend Board of Directors meetings and provide insights on the issues discussed.
12. Implement other supervisory authorities; insofar they are

tidak bertentangan dengan Anggaran Dasar, keputusan Menteri, dan/atau ketentuan peraturan perundang-undangan.

not in contradiction to the Articles of Association, Ministerial Decree, and/or provisions of laws and regulations.

Pembagian Lingkup Tugas Antara Dewan Pengawas

Dalam rangka kelancaran pelaksanaan tugas Anggota Dewan Pengawas, maka telah disepakati pembagian kerja internal anggota Dewan Pengawas. Pembagian Tugas Dewan Pengawas Perum BULOG sesuai keputusan Dewan Pengawas yang terbit sampai dengan saat ini di antaranya sebagai berikut.

Division of the Scope of Duties among the Board of Commissioners

To support the smooth implementation of the Board of Commissioners' duties, the division of the scope of duties among the Board of Commissioners has been established. The division of the scope of duties among the Board of Commissioners is as follow:

Dewan Pengawas Board of Commissioners	Lingkup Tugas Scope of Work
Andi Z.A. Dulung (Plh. Ketua Dewan Pengawas) (Act. President Commissioner)	• Menetapkan kebijakan Dewan Pengawas, memimpin dan mengkoordinasikan seluruh kegiatan lingkup Dewan Pengawas dengan memperhatikan pendapat dan masukan dari seluruh Anggota Dewan Pengawas. • Decide on the Board of Commissioners policies, lead and coordinate all activities within the scope of the Board of Commissioners by taking into account the opinions and inputs of all members of the Board of Commissioners.
Jhoni Ginting (Anggota Dewan Pengawas) (Member of Board of Commissioners)	• Ketua Komite Nominasi dan Remunerasi • Menangani bidang Human Capital dan Bisnis • Menangani bidang Hukum dan Kepatuhan. • Chairman of the Nomination and Remuneration Committee. • Handles Human Capital and Business. • Handles Law and Governance
Andi Z.A. Dulung (Anggota Dewan Pengawas) (Member of Board of Commissioners)	• Ketua Komite Audit. • Menangani bidang Audit, Keuangan, Investasi dan Satuan Pengawasan Intern • Chairman of the Audit Committee. • Handles Audit, Finance, Investment and Internal Control Unit.
Fadjry Djufry (Anggota Dewan Pengawas) (Member of Board of Commissioners)	• Menangani bidang Riset dan Perencanaan Strategis serta Kerja sama dengan Petani.
Musdhalifah Machmud (Anggota Dewan Pengawas) (Member of Board of Commissioners)	• Menangani bidang pengadaan serta pengembangan bisnis dan industri Hulu dan Hilir • Handles Research and Strategic Planning and Cooperation with Farmers. • Handle the Procurement and Business Development of Upstream and Downstream Industries.
Donny Gahral Adian (Anggota Dewan Pengawas Independen) (Member of Board of Commissioners/ Independent Commissioner)	• Ketua Komite Tata Kelola Perusahaan. • Menangani bidang Manajemen Risiko dan Tata Kelola Perusahaan. • Menangani bidang Supply Chain dan Pelayanan Publik serta Hubungan Kelembagaan • Chairman of the Corporate Governance Committee. • Handles Risk Management and Corporate Governance. • Handles Supply Chain and Public Services and Institutional Relations.
Dian Safitri (Anggota Dewan Pengawas/ Independen) (Member of Board of Commissioners/ Independent Commissioner)	• Menangani bidang Hubungan Masyarakat, Transformasi Teknologi dan Informasi (TI), serta Manajemen Perubahan • Handles Public Relations, Information and Technology (IT) Transformation, and Change Management.

Program Pengenalan Perusahaan kepada Dewan Pengawas yang Diangkat Pertama Kali

Untuk Anggota Dewan Pengawas yang baru pertama kali diangkat, wajib diberikan program pengenalan mengenai kondisi Perusahaan secara umum. Penanggung jawab program pengenalan adalah Sekretaris Perusahaan.

Di tahun 2021 terdapat 3 (tiga) Anggota Dewan Pengawas yang baru diangkat, yaitu Donny Gahral Adian (Anggota Dewan Pengawas Independen) yang diangkat pada 13 Januari 2021,

Onboarding Program to the First Appointed Member of the Board of Commissioners

The first appointed member of the Board of Commissioners must be provided with an introduction program regarding the general condition of the Company. The person in charge of the introduction program is the Corporate Secretary.

In 2021 there were 3 (three) newly appointed members of the Board of Commissioners, namely Donny Gahral Adian (Member of Independent Commissioner), appointed on 13

Musdhalifah Machmud (Anggota Dewan Pengawas) yang diangkat kembali pada 17 November 2021, dan Jhoni Ginting (Anggota Dewan Pengawas) yang diangkat pada 29 Desember 2021. Kegiatan pengenalan Perum BULOG kepada Donny Gahral Adian dilakukan pada tanggal 18 Januari 2021 melalui Nota Dinas Sekretaris Perusahaan kepada Sekretaris Dewan Pengawas No. NI-26/DU104/GC.02/01/2021. Selanjutnya program pengenalan Perusahaan bagi Jhoni Ginting dilakukan pada tanggal 30 Desember 2021 melalui Nota Dinas Sekretaris Perusahaan kepada Sekretaris Dewan Pengawas No. NI-1042/DU104/GC.02/12/2021, sedangkan kepada Musdhalifah Machmud tidak dilakukan program pengenalan Perusahaan, dikarenakan yang bersangkutan menjabat untuk periode jabatan kedua.

Program Pengembangan Kompetensi

Agar Dewan Pengawas dapat selalu memahami perkembangan hal-hal terkait perkembangan Perusahaan, Dewan Pengawas mengikuti program pengembangan kompetensi berupa seminar, *workshop*, atau kegiatan lain yang dapat meningkatkan pengetahuan dan kompetensi.

Tentang kegiatan program pengembangan kompetensi yang diikuti Dewan Pengawas di sepanjang tahun 2021 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

Laporan Singkat Pelaksanaan Tugas dan Tanggung Jawab Dewan Pengawas Tahun 2021

Pelaksanaan tugas pengawasan dan pemberian nasihat kepada Direksi mengacu pada RKAP yang ditetapkan, sehingga jalannya Perusahaan bisa efektif sesuai dengan harapan pemilik modal dan pemangku kepentingan lainnya. Pengawasan yang dilakukan oleh Dewan Pengawas dalam menjalankan fungsi, tugas, dan kewajibannya dilakukan melalui mekanisme sebagai berikut:

1. Melalui Rapat Dewan Pengawas; dilakukan secara internal atau dengan mengundang anggota Direksi atau Kepala unit kerja terkait;
2. Mempertimbangkan peran Komite-Komite dalam membantu dan mendukung kelancaran tugas Dewan Pengawas melalui pelaksanaan Rapat Komite, Kajian, dan penelaahan terhadap hal-hal yang menjadi tugas Dewan Pengawas;
3. Pemberian arahan dan pendapat Dewan Pengawas secara tertulis kepada Direksi sebagai tanggapan terhadap laporan pelaksanaan tugas Direksi, permohonan persetujuan atau rekomendasi yang disampaikan oleh Direksi, serta terhadap informasi mengenai permasalahan-permasalahan yang bersifat signifikan;
4. Pelaksanaan kunjungan Dewan Pengawas ke Kantor Wilayah, Kantor Cabang, dan Gudang Perum BULOG, serta pemberian arahan dan pendapat kepada Direksi berdasarkan hasil kunjungan kerja.

January 2021, Musdhalifah Machmud (Member of the Board of Commissioners), re-appointed 17 November 2021, and Jhoni Ginting (Member of the Board of Commissioners), appointed on 29 December 2021. The introduction of Perum BULOG to Donny Gahral Adian was carried out on 18 January 2021 through the Corporate Secretary Service Memorandum to the Secretary of the Board of Commissioners No. NI-26/DU104/GC.02/01/2021. The Company introduction program for Jhoni Ginting was carried out on 30 December 2021 through a Memorandum of Service of the Corporate Secretary to the Secretary of the Board of Commissioners No. NI-1042/DU104/GC.02/12/2021. There was no company introduction program for Musdhalifah Machmud as she was appointed for the second term of office.

Competencies Development Program

In order to keep up with the development of matters related to the Company development, the Board of Commissioners participate in competencies development programs in the form of seminars, workshops, or other activities to increase knowledge and competence.

Regarding the competencies development program participated by the Board of Commissioners throughout 2021, please refer to the Company Profile chapter in this annual report.

Brief Report on the Implementation of Duties and Responsibilities of Board of Commissioners in 2021

The implementation of its duties to supervise and provide advice to the Board of Directors refers to RKAP, in that way the Company can run effectively in accordance with the expectations of the capital owner and other stakeholders. The supervision carried out by the Board of Commissioners in carrying out its functions, duties and obligations is through the following mechanisms:

1. Through the Board of Commissioners Meeting; carried out internally or by inviting members of the Board of Directors or the Head of the relevant work unit;
2. Considering the role of the Committees in assisting and supporting the smooth running of the Board of Commissioners duties through the implementation of Committee Meetings, studies, and reviews of duties of the Board of Commissioners
3. Providing written direction and opinion of the Board of Commissioners to the Board of Directors in response to reports on the implementation of the Board of Directors' duties, requests for approval or recommendations submitted by the Board of Directors, as well as information on significant issues;
4. Carrying out visits to Regional Offices, Branch Offices, and Warehouses of Perum BULOG, and providing directions and opinions to the Board of Directors based on the results of the visits.

Penilaian Kinerja Organ Pendukung Dewan Pengawas

Dewan Pengawas memiliki beberapa organ pendukung untuk dapat memperkuat peran pengawasan yang dilakukan, yaitu Sekretaris Dewan Pengawas, Komite Audit, Komite Tata Kelola Perusahaan, dan Komite Nominasi dan Remunerasi. Penilaian kinerja masing-masing organ pendukung adalah sebagai berikut:

a. Sekretaris Dewan Pengawas
   Uraian penilaian kinerja:
   - Dasar dan metode penilaian
     Evaluasi terhadap kinerja Sekretaris Dewan Pengawas dilakukan secara berkala sebagai bagian dari laporan berkala Dewan Pengawas dengan menggunakan metode yang ditetapkan oleh Dewan Pengawas.
   - Hasil penilaian
     Berdasarkan hasil evaluasi, Sekretaris Dewan Pengawas:
     1. Memahami sistem pengelolaan, pengawasan dan pembinaan BUMN.
     2. Memiliki integritas yang baik.
     3. Memahami fungsi kesekretariatan.
     4. Memiliki kemampuan untuk berkomunikasi dan berkoordinasi dengan baik.
     5. Memiliki waktu yang cukup memadai untuk melaksanakan tugasnya pada Perusahaan.

b. Komite Audit
   Uraian penilaian kinerja:
   Evaluasi terhadap kinerja Komite Audit dilakukan secara berkala sebagai bagian dari laporan berkala Dewan Pengawas dengan menggunakan metode yang ditetapkan oleh Dewan Pengawas.
   - Hasil penilaian
     Berdasarkan hasil evaluasi, Komite Audit:
     1. Memiliki kemampuan berkomunikasi dan bekerja sama dengan Ketua Komite, SesDewas, serta pihak-pihak yang terkait dengan tugas-tugas Komite.
     2. Memiliki kemampuan secara proaktif dan berinisiatif membantu terlaksananya tugas-tugas Dewan Pengawas.
     3. Memahami pedoman kerja komite serta menjalankan tugas sesuai ruang lingkup pekerjaan secara mandiri dan secara tim.
     4. Memiliki disiplin, komitmen, dan dedikasi untuk melaksanakan tugas serta mematuhi tata tertib yang berlaku.
     5. Mengikuti perkembangan peraturan perundang-undangan yang berlaku.

Performance Assessment of Supporting Organs of the Board of Commissioners

The Board of Commissioners has several supporting organs to support its supervision role, namely the Secretary of the Board of Commissioners, the Audit Committee, the Corporate Governance Committee, and the Nomination and Remuneration Committee. The performance assessment of each supporting organ is as follows:

a. Secretary of the Board of Commissioners
   Description of performance assessment:
   - Assessment basis and method
     Evaluation of the performance of the Secretary of the Board of Commissioners is carried out periodically as part of the periodic report of the Board of Commissioners using the method determined by the Board of Commissioners.
   - Result of the assessment
     Based on the evaluation, Secretary of the Board of Commissioners:
     1. Have a good understanding of the management, supervision, and development framework used by SOEs.
     2. Be a person of integrity.
     3. Have a good understanding of secretarial duties.
     4. Possess strong communication and coordination skills.
     5. Have enough time to do their tasks for the company.

b. Audit Committee
   Description of performance assessment:
   Evaluation of the Audit Committee 's performance is carried out periodically as part of the periodic reports of the Board of Commissioners using the method determined by the Board of Commissioners.
   - Result of the assessment
     Based on the evaluation, the Audit Committee:
     1. Have a good ability to communicate and cooperate with the Chair of the Committee, SesDewas, and parties related to the duties of the Committee.
     2. Possess the initiative and proactivity necessary to assist the Board of Commissioners in carrying out its duties.
     3. Have a good understanding of the committee's work guidelines and carry out tasks according to the scope of work independently and as a team.
     4. Have discipline, commitment and dedication to carry out duties and comply with applicable regulations.
     5. Follow the development of applicable laws and regulations.

c. Komite Tata Kelola Perusahaan
Uraian penilaian kinerja:
- Dasar dan metode penilaian
  Evaluasi terhadap kinerja Komite Tata Kelola Perusahaan dilakukan secara berkala sebagai bagian dari laporan berkala Dewan Pengawas dengan menggunakan metode yang ditetapkan oleh Dewan Pengawas.
- Hasil penilaian
  Berdasarkan hasil evaluasi, Komite Tata Kelola Perusahaan:
  1. Memiliki kemampuan berkomunikasi profesional dan mengerti masalah manajemen, *Code of Conduct*, manajemen risiko, dan bisnis BULOG.
  2. Memiliki kemampuan secara proaktif dan berinisiatif membantu terlaksananya tugas-tugas Direksi dan Dewan Pengawas.
  3. Memiliki integritas, pengetahuan dan paham bidang tata kelola perusahaan yang baik.
  4. Tidak memiliki *conflict of interest* terhadap perusahaan.
  5. Mengikuti perkembangan peraturan perundang-undangan yang berlaku.

d. Komite Nominasi dan Remunerasi
Uraian penilaian kinerja:
- Dasar dan metode penilaian
  Evaluasi terhadap kinerja Komite Nominasi dan Remunerasi Perusahaan dilakukan secara berkala sebagai bagian dari laporan berkala Dewan Pengawas dengan menggunakan metode yang ditetapkan oleh Dewan Pengawas.
- Hasil penilaian
  Berdasarkan hasil evaluasi, Komite Nominasi dan Remunerasi:
  1. Memiliki kemampuan berkomunikasi profesional dan mengerti masalah manajemen, *Code of Conduct*, manajemen risiko, dan bisnis BULOG.
  2. Memiliki kemampuan secara proaktif dan berinisiatif membantu terlaksananya tugas-tugas Direksi dan Dewan Pengawas.
  3. Memiliki integritas, pengetahuan dan paham bidang tata kelola perusahaan yang baik.
  4. Tidak memiliki *conflict of interest* terhadap perusahaan.
  5. Mengikuti perkembangan peraturan perundang-undangan yang berlaku.

c. Corporate Governance Committee
Description of performance assessment:
- Assessment basis and method
  Evaluation of the Corporate Governance Committee's performance is carried out periodically as part of the periodic report of the Board of Commissioners using the method determined by the Board of Commissioners.
- Result of the assessment
  Based on the evaluation, the Corporate Governance Committee:
  1. Be able to communicate professionally and comprehend management issues, the Code of Conduct, risk management, and the business of BULOG.
  2. Possess the initiative and proactivity necessary to assist the Board of Directors and the Board of Commissioners in carrying out their duties.
  3. Have integrity, knowledge and understanding of good corporate governance.
  4. Does not have a conflict of interest with the company.
  5. Follow the development of the applicable laws and regulations.

d. Nomination and Remuneration Committee
Description of performance assessment:
- Assessment basis and method
  Evaluation of the Nomination and Remuneration Committee's performance is carried out periodically as part of the periodic report of the Board of Commissioners using the method determined by the Board of Commissioners.
- Result of the assessment
  Based on the evaluation, the Nomination and Remuneration Committee:
  1. Be able to communicate professionally and comprehend management issues, the Code of Conduct, risk management, and the business of BULOG.
  2. Possess the initiative and proactivity necessary to assist the Board of Directors and the Board of Commissioners in carrying out their duties.
  3. Have integrity, knowledge and understanding of good corporate governance.
  4. Does not have a conflict of interest with the company.
  5. Follow the development of the applicable laws and regulations.

PENGAWAS INDEPENDEN

Pengawas Independen, sebagaimana keberadaan Komisaris Independen dalam Perseroan Terbatas (PT), berfungsi untuk menjaga aspirasi dan kepentingan dari pemegang saham/pemilik modal minoritas maupun aspirasi dan kepentingan pemangku kepentingan lainnya dari kemungkinan adanya pengawasan yang tidak berimbang yang mungkin muncul dari Dewan Komisaris/ Dewan Pengawas.

Menteri BUMN mengangkat Dian Safitri sebagai Anggota Dewan Pengawas Independen pada tahun 2020, selanjutnya pada awal tahun 2021 mengangkat Donny Gahral Adian sebagai Anggota Dewan Pengawas Independen. Pengangkatan Dian Safitri dan Donny Gahral Adian merupakan pengangkatan jabatan periode pertama, karena sebelumnya tidak pernah menjabat pada jajaran Dewan Pengawas Perum BULOG.

INDEPENDENT COMMISSIONER

The Independent Commissioner, as an Independent Commissioner in a Limited Liability Company (PT), functions to safeguard the aspirations and interests of the shareholders/ minority capital owners as well as the aspirations and interests of other stakeholders from the possibility of unbalanced supervision that may arise from the Board of Commissioners.

The Minister of SOEs appointed Dian Safitri as an Independent Commissioner in 2020, then in early 2021 appointed Donny Gahral Adian as an Independent Commissioner. The appointment of Dian Safitri and Donny Gahral Adian is their first term appointment, they have never served on the Board of Commissioners of Perum BULOG.

BULOG

PERNYATAAN
AKAN BERTINDAK INDEPENDEN
DALAM PELAKSANAAN PENGAWASAN OPERASIONAL PERUSAHAAN

Guna mewujudkan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance)* dalam pemenuhan Peraturan Perundang-Undangan serta peraturan hukum lainnya sebagaimana yang tercantum dalam :

1. Undang-Undang Nomor 19 tahun 2003 tentang Badan Usaha Milik Negara;
2. Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran Badan Usaha Milik Negara;
3. Peraturan Pemerintah Nomor 13 Tahun 2016 tentang Perusahaan Umum (Perum) BULOG;
4. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 sebagaimana telah diubah dengan Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-09/MBU/2012, tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Maka dengan ini saya :

Nama	:	**Dian Safitri**
Jabatan	:	Anggota Dewan Pengawas Independen
Tanggal Pengangkatan	:	09 September 2020

Menyatakan sebagai berikut :

1. Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3 (tiga), baik menurut garis lurus maupun garis ke samping termasuk hubungan yang timbul karena perkawinan dengan anggota Dewan Pengawas lainnya atau dengan anggota Direksi.
2. Tidak memangku jabatan rangkap sebagai :
   a. Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah atau Badan Usaha Milik Swasta;
   b. Jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan saya di Perum BULOG;
   c. Jabatan lain sesuai ketentuan peraturan perundang-undangan.
3. Tidak menjadi pengurus partai politik, calon anggota legislatif, anggota legislatif, calon kepala daerah, calon wakil kepala daerah, kepala daerah dan/atau wakil kepala daerah.
4. Menghindari benturan kepentingan yang akan berpengaruh pada proses pengambilan keputusan operasional Perusahaan.
5. Dalam melaksanakan pengawasan operasional Perusahaan pada tahun 2021 akan bertindak independen terutama dalam hal proses pengambilan keputusan, termasuk tidak terbatas pada hal-hal yang tertulis di atas.

Jakarta, Januari 2021

METERAI TEMPEL 6000

METERAI TEMPEL 6000

Dian Safitri
Anggota Dewan Pengawas Independen

Bersama Mewujudkan Kedaulatan Pangan
www.bulog.co.id

BULOG

PERNYATAAN
AKAN BERTINDAK INDEPENDEN
DALAM PELAKSANAAN PENGAWASAN OPERASIONAL PERUSAHAAN

Guna mewujudkan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance)* dalam pemenuhan Peraturan Perundang-Undangan serta peraturan hukum lainnya sebagaimana yang tercantum dalam :

1. Undang-Undang Nomor 19 tahun 2003 tentang Badan Usaha Milik Negara;
2. Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran Badan Usaha Milik Negara;
3. Peraturan Pemerintah Nomor 13 Tahun 2016 tentang Perusahaan Umum (Perum) BULOG;
4. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 sebagaimana telah diubah dengan Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-09/MBU/2012, tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Maka dengan ini saya :

Nama	:	**Donny Gahral Adian**
Jabatan	:	Anggota Dewan Pengawas Independen
Tanggal Pengangkatan	:	13 Januari 2021

Menyatakan sebagai berikut:

1. Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3 (tiga), baik menurut garis lurus maupun garis ke samping termasuk hubungan yang timbul karena perkawinan dengan anggota Dewan Pengawas lainnya atau dengan anggota Direksi.
2. Tidak memangku jabatan rangkap sebagai:
   a. Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah atau Badan Usaha Milik Swasta;
   b. Jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan saya di Perum BULOG;
   c. Jabatan lain sesuai ketentuan peraturan perundang-undangan.
3. Tidak menjadi pengurus partai politik, calon anggota legislatif, anggota legislatif, calon kepala daerah, calon wakil kepala daerah, kepala daerah dan/atau wakil kepala daerah.
4. Menghindari benturan kepentingan yang akan berpengaruh pada proses pengambilan keputusan operasional Perusahaan.
5. Dalam melaksanakan pengawasan operasional Perusahaan pada tahun 2021 akan bertindak independen terutama dalam hal proses pengambilan keputusan, termasuk tidak terbatas pada hal-hal yang tertulis di atas.

Jakarta, Januari 2021

METERAI TEMPEL 6000 METERAI TEMPEL 6000

Donny Gahral Adian
Anggota Dewan Pengawas Independen

Bersama Mewujudkan Kedaulatan Pangan
www.bulog.co.id

DIREKSI

Direksi merupakan organ perusahaan yang bertanggung jawab atas kepengurusan perusahaan untuk kepentingan dan tujuan perusahaan, diangkat berdasarkan pertimbangan keahlian, integritas, kepemimpinan, pengalaman, jujur, perilaku yang baik, dedikasi tinggi untuk memajukan perusahaan.

Tugas pokok Direksi adalah memimpin dan mengurus perusahaan sesuai dengan maksud dan tujuan perusahaan dan senantiasa berusaha meningkatkan efisiensi dan efektivitas perusahaan. Selain itu juga menguasai, memelihara dan mengurus kekayaan perusahaan. Direksi dalam kapasitasnya memperhatikan kepentingan para pemangku kepentingan sesuai ketentuan perundang-undangan.

Board Manual: Pedoman dan Tata Laksana Kerja Direksi

Dalam menjalankan tugas dan tanggung jawab, Direksi berpedoman pada petunjuk tata laksana kerja (*Board Manual*). *Board Manual* merupakan petunjuk tata laksana kerja Direksi dan Dewan Pengawas Perum BULOG yang menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dapat dijalankan dengan konsisten sehingga dapat menjadi acuan bagi Direksi dan Dewan Pengawas dalam melaksanakan tugas masing-masing dalam mencapai visi dan misi Perusahaan.

Perum BULOG memiliki *Board Manual* yang telah disahkan oleh Direktur Utama dan Ketua Dewan Pengawas pada tanggal 10 November 2021. *Board Manual* dimaksudkan untuk menjelaskan hubungan kerja Direksi dan Dewan Pengawas dalam melaksanakan tugas sesuai peran dan fungsinya, agar tercipta pengelolaan Perusahaan secara profesional, transparan, dan efisien.

Berkaitan dengan program kerja di bidang pembinaan GCG untuk tahun 2021, Sekretariat Perusahaan telah melakukan penyesuaian *Code of Corporate Governance* (Panduan GCG) dan *Code of Conduct* (Panduan Perilaku) dengan nilai-nilai utama (*core values*) sumber daya manusia BUMN berdasarkan Keputusan Direksi No. KD-301/DS200/09/2020 dan telah disahkan sebagai Peraturan Bersama Direksi dan Dewan Pengawas No. PD-02/DU000/01/2021 dan No. KEP-01/DW000/01/2021 tentang Pedoman Tata Kelola Perusahaan.

Ruang lingkup *Board Manual* terkait tata laksana kerja Direksi meliputi:

1. Tugas, wewenang, dan kewajiban Direksi
2. Kriteria Anggota Direksi
3. Komposisi dan Pembagian tugas Direksi
4. Rangkap Jabatan Anggota Direksi
5. Benturan Kepentingan Anggota Direksi
6. Program Pengenalan dan Peningkatan Kapabilitas Direksi

BOARD OF DIRECTORS

The Board of Directors is a corporate organ responsible for the management of the company to achieve the interests and objectives of the company, appointed after considering the expertise, integrity, leadership, experience, honesty, good behavior, and high dedication for the company's progress.

The main duty of the Board of Directors is to lead and manage the company in accordance with the purpose and objectives of the company and always strive to improve the efficiency and effectiveness of the company. In addition, it also controls, maintains and manages the company's assets. The Board of Directors in its capacity pays attention to the interests of stakeholders in accordance with the provisions of the legislation.

Board Manual: Guidelines and Work Procedures of the Board of Directors

In carrying out its duties and responsibilities, the Board of Directors was guided by the work procedure guidelines (Board Manual). Board Manual is a work management guide for the Board of Directors and the Board of Commissioners of Perum BULOG, which explains the stages of activities in a structured, systematic, easy-to-understand manner and can be carried out consistently so that they can become a reference for the Board of Directors and the Board of Commissioners in carrying out their respective duties in achieving the Company's Vision and Mission.

Perum BULOG has a Board Manual which has been approved by the Board of Directors and the Board of Commissioners on 10 November 2021. The Board Manual is to explain the working relationship of the Board of Directors and the Board of Commissioners in carrying out their duties according to their roles and functions, in order to create a professional, transparent, and efficient management of the Company.

In relation to the work program in the field of GCG development for 2021, the Corporate Secretariat has adjusted the Code of Corporate Governance (GCG Guidelines) and Code of Conduct (Guidelines of Conduct) with the core values of SOE human resources based on the Decree of the Board of Directors No. . KD-301/DS200/09/2020 and has been ratified as Joint Regulation of the Board of Directors and Board of Commissioners No. PD-02/DU000/01/2021 and No. KEP-01/DW000/01/2021 regarding Guidelines for Corporate Governance.

The scope of the Board Manual related to the work management of the Board of Directors includes:

1. Duties, Authorities and Obligations of the Board of Directors
2. Criteria for Member of the Board of Directors
3. The Board of Directors composition and division of duties
4. Concurrent positions of the Board of Directors
5. Conflict of Interest of the Members of the Board of Directors
6. Capabilities Recognition and Improvement Program

7. Etika Jabatan Anggota Direksi
8. Rapat Direksi dan Pengambilan Keputusan
9. Kinerja Direksi
10. Organ Pendukung Direksi
11. Pengaturan Hubungan Perusahaan Induk dan Perusahaan Anak/Patungan

7. Work Ethics of the Members of the Board of Directors
8. Board of Directors' Meetings and Decision Making Mechanisms
9. Board of Directors' performance
10. Board of Directors' Support Organs
11. Arrangements of Relations with Subsidiaries/Joint Companies

Ketentuan Masa Jabatan

Berdasarkan *Board Manual*, ketentuan masa jabatan Direksi adalah selama 5 (lima) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan berikutnya.

Provision on Term of Office

Based on the Board Manual, the term of office of the Board of Directors is for 5 (five) years and can be reappointed for the next 1 (one) term of office.

Susunan dan Komposisi Direksi Tahun 2021

Komposisi Direksi Perum BULOG ditetapkan untuk dapat menjalankan aktivitas manajemen sesuai dengan visi dan misi serta rencana perusahaan baik untuk jangka pendek maupun jangka panjang.

Berikut disampaikan kronologi perubahan susunan Direksi, dan susunan Direksi per 31 Desember 2021.

Structure and Composition of the Board of Directors in 2021

The composition of the Board of Directors of Perum BULOG is determined to be able to carry out management activities in accordance with the vision and mission as well as the company's plans for both the short and long term.

The following is the chronology of changes in the composition of the Board of Directors, and the composition of the Board of Directors as of December 31, 2021.

Kronologi Perubahan Direksi di Sepanjang Tahun 2021
The Chronology of Changes in the Composition of the Board of Directors in 2021

Periode 1 Januari - 11 Oktober 2021 1 January – 11 October 2021	Periode 11 Oktober - 31 Desember 2021 11 October – 31 December 2021	Keterangan Description
Budi Waseso (Direktur Utama) (President Director)	Budi Waseso (Direktur Utama) (President Director)	-
Gatot Trihargo (Wakil Direktur Utama) (Vice President Director)		Gatot Trihargo tidak lagi menjabat dalam jajaran Direksi sejak 11 Oktober 2021 berdasarkan Keputusan Menteri BUMN No. SK-342/MBU/10/2021 Gatot Trihargo no longer served as a member of the Board of Directors since October 11, 2021 based on the Decree of the Minister of SOEs No. SK-342/MBU/10/2021
Bagya Mulyanto (Direktur Keuangan) (Finance Director)	Bagya Mulyanto (Direktur Keuangan) (Finance Director)	-
Mokhamad Suyamto (Direktur Supply Chain dan Pelayanan Publik) (Supply Chain and Public Service Director)	Mokhamad Suyamto (Direktur Supply Chain dan Pelayanan Publik) (Supply Chain and Public Service Director)	-
Febby Novita (Direktur Bisnis) (Business Director)	Febby Novita (Direktur Bisnis) (Business Director)	-
Purnomo Sinar Hadi (Direktur Human Capital) (Human Capital Director)	Purnomo Sinar Hadi (Direktur Human Capital) (Human Capital Director)	-

Susunan Direksi per 31 Desember 2021
Board of Directors Composition as of December 31, 2021

Jabatan Position	Nama Name	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Position Period
Direktur Utama President Director	Budi Waseso	Keputusan Menteri BUMN No. SK-115/MBU/04/2018 tanggal 27 April 2018 Minister of SOEs Decree No. SK-115/MBU/04/2018 dated 27 April 2018	27 April 2018 s.d. 27 April 2023 27 April 2018 to 27 April 2023	Ke-1 1st
Direktur Keuangan Finance Director	Bagya Mulyanto	Keputusan Menteri BUMN No. SK-267/MBU/10/2018 tanggal 10 Oktober 2018 Minister of SOEs Decree No. SK-267/MBU/10/2018 dated 10 October 2018	10 Oktober 2018 s.d. 10 Oktober 2023 10 October 2018 to 10 October 2023	Ke-1 1st
Direktur Supply Chain dan Pelayanan Publik Supply Chain and Public Service Director	Mokhamad Suyamto	Keputusan Menteri BUMN No. SK-341/MBU/10/2020 tanggal 21 Oktober 2020 Minister of SOEs Decree No. SK-341/MBU/10/2020 dated 21 October 2020	21 Oktober 2020 s.d. 21 Oktober 2025 21 October 2020 to 21 October 2025	Ke-1 1st
Direktur Bisnis Business Director	Febby Novita	Keputusan Menteri BUMN No. SK-341/MBU/10/2020 tanggal 21 Oktober 2020 Minister of SOEs Decree No. SK-341/MBU/10/2020 dated 21 October 2020	21 Oktober 2020 s.d. 21 Oktober 2025 21 October 2020 to 21 October 2025	Ke-1 1st
Direktur Human Capital Human Capital Director	Purnomo Sinar Hadi	Keputusan Menteri BUMN No. SK-341/MBU/10/2020 tanggal 21 Oktober 2020 Minister of SOEs Decree No. SK-341/MBU/10/2020 dated 21 October 2020	21 Oktober 2020 s.d. 21 Oktober 2025 21 October 2020 to 21 October 2025	Ke-1 1st

Profil singkat masing-masing Direksi dapat dilihat pada bagian Profil Direksi, dalam bab Profil Perusahaan.

A brief profile of each member of the Board of Directors can be seen in the Board of Directors Profile section, in the Company Profile chapter.

Tugas dan Lingkup Tanggung Jawab Direksi

Dalam melaksanakan tugas dan tanggung jawabnya, Direksi senantiasa berpegang dan berpedoman pada Anggaran Dasar Perusahaan maupun ketentuan internal dan Peraturan perundang-undangan yang berlaku. Tugas Pokok Direksi adalah:

1. Menjalankan segala tindakan yang berkaitan dengan Pengurusan Perusahaan untuk kepentingan Perusahaan serta sesuai dengan maksud dan tujuan Perusahaan;
2. Mewakili Perusahaan di dalam dan/atau di luar pengadilan tentang segala hal dan segala kejadian, dengan pembatasan sebagaimana diatur dalam Anggaran Dasar dan/atau ketentuan perundang-undangan.

Wewenang Direksi sesuai Anggaran Dasar Perusahaan adalah sebagai berikut:

1. Menetapkan kebijakan Pengurusan Perusahaan;
2. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang anggota Direksi untuk mengambil keputusan atas nama Direksi atau mewakili Perusahaan di dalam dan di luar pengadilan;
3. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang pekerja Perusahaan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain, untuk mewakili Perusahaan di dalam dan di luar pengadilan;

Duties and Responsibilities Scope of the Board of Directors

In carrying out its duties and responsibilities, the Board of Directors always adheres to and is guided by the Company's Articles of Association as well as internal provisions and applicable laws and regulations. The main duties of the Board of Directors are:

1. Carry out all actions related to the Management of the Company for the benefit of the Company and in accordance with the purpose and objectives of the Company;
2. Representing the Company inside and/or outside the court on all matters and all events, with the limitations as stipulated in the Articles of Association and/or statutory provisions.

The authority of the Board of Directors in accordance with the Company's Articles of Association is as follows:

1. Establish the Company's Management policy;
2. Regulate the transfer of power of the Board of Directors to one or several members of the Board of Directors to make decisions on behalf of the Board of Directors or to represent the Company inside and outside the court;
3. Regulate the transfer of power of the Board of Directors to one or several employees of the Company, either individually or jointly or to other people, to represent the Company inside and outside the court;

4. Mengatur ketentuan tentang ketenagakerjaan Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja Perusahaan berdasarkan ketentuan peraturan perundang-undangan, dengan ketentuan penetapan gaji, pensiun atau jaminan hari tua, dan penghasilan lain bagi pekerja yang melampaui kewajiban yang ditetapkan ketentuan peraturan perundang-undangan, harus mendapat persetujuan terlebih dahulu dari Menteri;
5. Mengangkat dan memberhentikan pekerja Perusahaan berdasarkan peraturan ketenagakerjaan Perusahaan dan peraturan perundang-undangan;
6. Mengangkat dan memberhentikan Sekretaris Perusahaan, Kepala Satuan Pengawasan Intern, dan jabatan struktural lainnya; dan
7. Melakukan segala tindakan dan perbuatan lainnya mengenai Pengurusan dan pemilikan kekayaan Perusahaan, mengikat Perusahaan dengan pihak lain dan/atau pihak lain dengan Perusahaan, serta mewakili Perusahaan di dalam dan di luar pengadilan tentang segala hal dan segala kejadian, dengan pembatasan sebagaimana diatur dalam Anggaran Dasar dan/atau ketentuan peraturan perundang-undangan.

Pembagian Lingkup Tugas Antar Direksi

Tugas dan wewenang masing-masing Direksi telah diatur dalam Board Manual Perum BULOG sebagai berikut.

Direktur Utama, Budi Waseso

1. Melaksanakan kebijakan yang telah ditetapkan dalam Peraturan Pemerintah tentang Pendirian Perusahaan dan peraturan perundang-undangan dan melakukan tugas lain sesuai dengan kebijakan yang ditetapkan oleh Pemilik Modal Perusahaan;
2. Mengkoordinasikan pelaksanaan kebijakan Direksi yang dilakukan oleh para Direktur dan mengendalikan pelaksanaan tugas pengawasan internal dan kesekretariatan Perusahaan;
3. Mengintegrasikan dan mensinergikan pengelolaan dan penggunaan sumber daya untuk mencapai maksud, tujuan serta kegiatan usaha Perusahaan;
4. Melaksanakan rencana-rencana dan kebijakan Perusahaan yang telah dirumuskan oleh Direksi;
5. Menandatangani surat-surat yang bersifat strategis dan kebijakan umum Perusahaan yang diketahui oleh para Direktur;
6. Mengendalikan terlaksananya pemeriksaan intern Perusahaan dan menyampaikan laporan hasil pemeriksaan Satuan Pengawas Intern kepada seluruh anggota Direksi, untuk selanjutnya ditindaklanjuti dalam Rapat Direksi;
7. Menunjuk seorang anggota Direksi sebagai penanggung jawab dalam penerapan dan pemantauan GCG Perusahaan dalam Rapat Direksi atau dalam bentuk Keputusan Direksi Perusahaan.

4. Regulate the provisions regarding the Company's employment, including the determination of salary, pension or pension plan and other income for the Company's employees based on the provisions of the legislation, provided that the determination of salary, pension or pension plan, and other income for employees that exceeds the stipulated obligations provisions of laws and regulations, must obtain prior approval from the Minister;
5. Appoint and dismiss Company employees based on the Company's labor regulations and laws and regulations;
6. Appoint and dismiss the Corporate Secretary, Head of Internal Control Unit, and other structural positions; and
7. Perform all other actions regarding the management and ownership of the Company's assets, bind the Company with other parties and/or other parties with the Company, and represent the Company inside and outside the court regarding all matters and all events, with the restrictions as stipulated in the Articles of Association and/or provisions of laws and regulations.

Division of the Scope of Duties between the Board of Directors

The duties and authorities of each member of the Board of Directors have been regulated in the Board Manual of Perum BULOG, as follows.

President Director, Budi Waseso

1. Implementing the policies stipulated in the Government Regulation concerning Company Establishment and the laws and regulations and performing other tasks in accordance with the policies determined by the Capital Owner;
2. Coordinate the implementation of the Board of Directors policies by the member of the BOD and control the implementation of the Company's internal supervision and secretarial duties;
3. Integrating and synergizing of the managing and using of the resources to achieve the purpose, objectives and business activities of the Company;
4. Executing the plans and policies of the Company that have been formulated by the Board of Directors;
5. Signing strategic letters and general Company policies acknowledged by the Board of Directors;
6. Controlling the implementation of the Company's internal audit and submit reports on the results of the Internal Audit Unit inspection to all members of the Board of Directors, to be followed up in the Board of Directors Meeting;
7. Appoint a member of the Board of Directors as the person in charge of implementing and monitoring Good Corporate Governance at the Board of Directors Meeting or in the form of other internal regulations.

Direktur Supply Chain dan Pelayanan Publik, Mokhamad Suyamto

1. Melaksanakan kebijakan yang telah ditetapkan dalam Anggaran Dasar dan peraturan perundang-undangan;
2. Menetapkan kebijakan dan menyelenggarakan pengelolaan perencanaan operasional dan analisis data pangan, pelayanan penyaluran pangan untuk kegiatan penugasan pemerintah, budidaya pertanian (*on farm*), pengadaan gabah/beras dan produk pangan lainnya, penyelenggaraan kegiatan pergudangan, persediaan, dan angkutan, serta pengendalian dan perawatan mutu serta standarisasi;
3. Memberikan masukan, pertimbangan dan saran-saran guna menetapkan kebijakan atau keputusan Direksi yang berlaku secara korporat, serta menetapkan program kerja di Direktorat *Supply Chain* dan Pelayanan Publik sesuai peraturan perundang-undangan;
4. Bertanggung jawab atas rencana kerja dan anggaran pada Direktorat *Supply Chain* dan Pelayanan Publik;
5. Memimpin dan melaksanakan pembinaan atas unit kerja di bawah Direktorat *Supply Chain* dan Pelayanan Publik, serta mengkoordinasi tim Pembina Kantor Wilayah binaan dalam rangka menunjang kelancaran koordinasi, komunikasi, dan pengendalian kegiatan operasional Perusahaan;
6. Bertindak atas nama Direksi dan menandatangani surat-surat yang secara teknis berkaitan langsung dengan kegiatan bidang *supply chain* dan pelayanan publik.

Supply Chain and Public Service Director, Mokhamad Suyamto

1. Implementing the policies that have been stipulated in the Articles of Association and laws and regulations;
2. Establish policies and organize operational planning management and food data analysis, food distribution services for government assignment activities, agricultural cultivation (on farm), procurement of grain/rice and other food products, implementation of warehousing, inventory, and transportation activities, as well as control and quality care and standardization;
3. Provide input, consideration and suggestions in order to establish policies or decisions of the Board of Directors which apply to the whole company, as well as determine work programs in the Supply Chain and Public Service Directorate in accordance with the laws and regulations;
4. Responsible for work plans and budgets at the Supply Chain and Public Services Directorate;
5. Leading and providing guidance to the work units under the Supply Chain and Public Service Directorate as well as coordinating the Regional Office Council in order to support the smooth coordination, communication, and control of the Company's operational activities;
6. Act on behalf of the Board of Directors and sign documents that are technically related to supply chain and public service activities.

Direktur Bisnis, Febby Novita

1. Melaksanakan kebijakan yang telah ditetapkan dalam Anggaran Dasar dan peraturan perundang-undangan;
2. Menetapkan kebijakan dan menyelenggarakan pengelolaan pemasaran, penjualan, serta pengembangan bisnis dan pengembangan produk;
3. Memberikan masukan, pertimbangan dan saran-saran guna menetapkan kebijakan atau keputusan Direksi yang berlaku secara korporat, serta menetapkan program kerja di Direktorat Bisnis sesuai peraturan perundang-undangan;
4. Bertanggung jawab atas rencana kerja dan anggaran pada Direktorat Bisnis;
5. Memimpin dan melaksanakan pembinaan atas unit kerja dibawah Direktorat Bisnis, serta mengkoordinasi tim Pembina Kantor Wilayah binaan dalam rangka menunjang kelancaran koordinasi, komunikasi, dan pengendalian kegiatan operasional Perusahaan;
6. Bertindak atas nama Direksi dan menandatangani surat-surat yang secara teknis berkaitan langsung dengan kegiatan bidang bisnis.

Business Director, Febby Novita

1. Implementing the policies established in the Articles of Association and laws and regulations;
2. Establish policies and conduct management of marketing, sales, and business and product development;
3. Provide inputs, considerations and suggestions to establish the policies or decisions of Board of Directors which apply to the whole company, and determine the work program in Business Directorate in accordance with the laws and regulations;
4. Responsible for work plans and budgets at the Business Directorate;
5. Leading and providing guidance to the work units under the Business Directorate as well as coordinating the Regional Office Council in order to support the smooth coordination, communication, and control of the Company's operational activities;
6. Act on behalf of the Board of Directors and sign documents that are technically related to the business section.

Direktur Keuangan, Bagya Mulyanto

1. Melaksanakan kebijakan yang telah ditetapkan dalam Anggaran Dasar dan peraturan perundang-undangan;
2. Menetapkan kebijakan dan menyelenggarakan pengelolaan di bidang penyusunan strategi keuangan, anggaran, investasi, evaluasi *monitoring* kinerja keuangan anak perusahaan, perbendaharaan, akuntansi dan perpajakan, serta teknologi informasi;

Finance Director, Bagya Mulyanto

1. Implementing the policies established in the Articles of Association and laws and regulations;
2. Establish policies and conduct management of financial strategy, budgets, investment, evaluating and monitoring of subsidiaries financial performance, treasury, accounting and tax, and information technology;

3. Memberikan masukan, pertimbangan dan saran-saran guna menetapkan kebijaksanaan atau keputusan Direksi yang berlaku secara korporat, serta menetapkan program kerja di Direktorat Keuangan sesuai peraturan perundang-undangan;
4. Bertanggung jawab atas rencana kerja dan anggaran pada Direktorat Keuangan;
5. Memimpin dan melaksanakan pembinaan unit kerja di bawah Direktorat Keuangan, serta mengkoordinasi tim Pembina Kantor Wilayah binaan dalam rangka menunjang kelancaran koordinasi, komunikasi, dan pengendalian kegiatan operasional Perusahaan;
6. Bertindak atas nama Direksi dan menandatangani surat-surat yang secara teknis berkaitan langsung dengan kegiatan bidang keuangan.

Direktur Human Capital, Purnomo Sinar Hadi

1. Melaksanakan kebijakan yang telah ditetapkan dalam Anggaran Dasar dan peraturan perundang-undangan;
2. Menetapkan kebijakan dan menyelenggarakan pengelolaan Sumber Daya Manusia (SDM), manajemen organisasi, urusan Hukum, Umum, serta pengadaan barang dan jasa.
3. Memberikan masukan, pertimbangan dan saran-saran guna menetapkan kebijakan atau keputusan Direksi yang berlaku secara korporat, serta menetapkan program kerja di Direktorat *Human Capital* sesuai peraturan perundang-undangan;
4. Bertanggung jawab atas rencana kerja dan anggaran pada Direktorat *Human Capital;*
5. Memimpin dan melaksanakan pembinaan unit kerja di bawah Direktorat *Human Capital*, serta mengkoordinasi tim Pembina Kantor Wilayah binaan dalam rangka menunjang kelancaran koordinasi, komunikasi, dan pengendalian kegiatan operasional Perusahaan;
6. Bertindak atas nama Direksi dan menandatangani surat-surat yang secara teknis berkaitan langsung dengan kegiatan bidang *Human Capital.*

Program Pengenalan Perusahaan kepada Direksi yang Diangkat Pertama Kali

Untuk Anggota Direksi yang baru pertama kali diangkat, wajib diberikan program pengenalan mengenai kondisi Perusahaan secara umum. Penanggung jawab program pengenalan adalah Sekretaris Perusahaan.

Di tahun 2021 tidak terdapat Direksi yang baru diangkat, sehingga tidak terdapat kegiatan pengenalan yang dilaksanakan Perum BULOG kepada Direksi baru.

3. Provide inputs, considerations and suggestions to establish the policies or decisions of Board of Directors which apply to the whole company, and determine the work program in Finance Directorate in accordance with the laws and regulations;
4. Responsible for work plans and budgets at the Finance Directorate;
5. Leading and providing guidance to the work units under the Finance Directorate as well as coordinating the Regional Office Council in order to support the smooth coordination, communication, and control of the Company's operational activities;
6. Act on behalf of the Board of Directors and sign documents that are technically related to the finance section.

Human Capital Director, Purnomo Sinar Hadi

1. Implementing the policies established in the Articles of Association and laws and regulations;
2. Establish policies and conduct management of human resources, organization management, law, general affairs as well as procurement of products and services.
3. Provide inputs, considerations and suggestions to establish the policies or decisions of Board of Directors which apply to the whole company, and determine the work program in Human Capital Directorate in accordance with the laws and regulations;
4. Responsible for work plans and budgets at the Human Capital Directorate;
5. Leading and providing guidance to the work units under the Human Capital Directorate as well as coordinating the Regional Office Council in order to support the smooth coordination, communication, and control of the Company's operational activities;
6. Act on behalf of the Board of Directors and sign documents that are technically related to Human Capital activities.

Onboarding Program to the First Appointed Member of the Board of Directors

Members of the Board of Directors who are appointed for the first time, must be provided with an introduction program regarding the general condition of the Company. The person in charge of the introduction program is the Corporate Secretary.

As there were no newly appointed directors in 2021, Perum BULOG did not conduct any introductory activities for new directors.

Program Pengembangan Kompetensi

Agar Direksi dapat selalu memahami perkembangan hal-hal terkait perkembangan Perusahaan, Direksi mengikuti program pengembangan kompetensi berupa seminar, *workshop*, atau kegiatan lain yang dapat meningkatkan pengetahuan dan kompetensi.

Tentang kegiatan program pengembangan kompetensi yang diikuti Direksi di sepanjang tahun 2021 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

Penilaian Kinerja Organ Pendukung Direksi

Direksi memiliki beberapa organ pendukung untuk dapat memperkuat kontrol atas pengelolaan Perum BULOG, yaitu Sekretaris Perusahaan dan Satuan Pengawasan Intern (SPI). Penilaian kinerja masing-masing organ pendukung adalah sebagai berikut:

1. Sekretaris Perusahaan
   Penilaian Kinerja Sekretaris Perusahaan berdasarkan Sistem Manajemen Kinerja Perum BULOG yang diatur melalui Peraturan Direksi No. PD-01/DS200/02/2021. Metode Penilaian untuk Sekretaris Perusahaan berdasarkan Standar Kamus Kompetensi Manajerial untuk Pejabat Jenjang Utama dan Jenjang I yang dijabarkan dalam 6 Kompetensi Manajerial sebagai berikut:
   a. *Achievement Orientation*
   b. *Business Acumen*
   c. *Customer Orientation*
   d. *Fostering Teamwork*
   e. *Integrity*
   f. *Solution and Decision Making*
   Adapun hasil penilaian untuk Sekretaris Perusahaan mempunyai nilai 9,54 (A).

2. Satuan Pengawasan Intern (SPI)
   Penilaian Kinerja Kepala SPI berdasarkan Sistem Manajemen Kinerja Perum BULOG yang diatur melalui Peraturan Direksi No. PD-01/DS200/02/2021. Metode Penilaian untuk SPI berdasarkan Standar Kamus Kompetensi Manajerial untuk Pejabat Jenjang Utama dan Jenjang I yang dijabarkan dalam 6 Kompetensi Manajerial sebagai berikut:
   a. *Achievement Orientation*
   b. *Business Acumen*
   c. *Customer Orientation*
   d. *Fostering Teamwork*
   e. *Integrity*
   f. *Solution and Decision Making*
   Adapun hasil penilaian untuk Kepala SPI mempunyai nilai 9,45 (A).

Competencies Development Program

In order to keep up with the development of matters related to the Company development, the Board of Directors participate in competencies development programs in the form of seminars, workshops, or other activities to increase knowledge and competence.

Regarding the competencies development program participated by the Board of Directors throughout 2021, please refer to the Company Profile chapter in this annual report.

Performance Assessment of Board of Directors Supporting Organs

The Board of Directors has several supporting organs to strengthen the control over the management of Perum BULOG, namely Corporate Secretary and the Internal Control Unit (SPI). The performance appraisal of each supporting organ is as follows:

1. Corporate Secretary
   The Corporate Secretary Performance Assessment is based on Perum BULOG Performance Management System which is regulated through Directors Regulation no. PD-01/DS200/02/2021. The Assessment Method for the Corporate Secretary is based on the Standard Managerial Competency Dictionary for Officials at Main Level and Level I which are described in 6 Managerial Competences as follows:
   a. Achievement Orientation
   b. Business Acumen
   c. Customer Orientation
   d. Fostering Teamwork
   e. Integrity
   f. Solution and Decision Making
   The Corporate Secretary gained the score of 9.54 (A) from the assessment.

2. Internal Control Unit (SPI)
   The Performance Assessment of the Head of SPI is based on Perum BULOG Performance Management System which is regulated through Directors Regulation no. PD-01/DS200/02/2021. The Assessment Method for SPI is based on the Standard Managerial Competency Dictionary for Officials at Main Level and Level I which are described in 6 Managerial Competencies as follows:
   a. Achievement Orientation
   b. Business Acumen
   c. Customer Orientation
   d. Fostering Teamwork
   e. Integrity
   f. Solution and Decision Making
   The Head of SPI gained the score of 9.45 (A) from the assessment.

TRANSPARANSI INFORMASI TERKAIT DEWAN PENGAWAS DAN DIREKSI

INFORMATION TRANSPARENCY REGARDING BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

KEBERAGAMAN KOMPOSISI DEWAN PENGAWAS DAN DIREKSI

DIVERSITY IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Kebijakan Tertulis tentang Keberagaman Komposisi Dewan Pengawas dan Direksi

Hingga akhir tahun 2021 Perum BULOG belum memiliki kebijakan tertulis yang mengatur secara spesifik tentang keberagaman latar belakang Dewan Pengawas dan Direksi. Sebagai Perum/BUMN, penunjukan Dewan Pengawas dan Direksi menjadi bagian dari representasi manajemen oleh Pemerintah Republik Indonesia.

Written Policy on the Diversity in the Composition of Board of Commissioners and Board of Directors

Until the end of 2021 Perum BULOG does not have a written policy that specifically regulates the diversity of backgrounds of the Board of Commissioners and the Board of Directors. As a Perum/SOE, the appointment of the Board of Commissioners and the Board of Directors is part of the management representation by the Government of the Republic of Indonesia.

Keberagaman Komposisi Dewan Pengawas dan Direksi Tahun 2021

Berikut disampaikan keberagaman latar belakang Dewan Pengawas dan Direksi yang memungkinkan pengambilan keputusan di lingkup Perusahaan berdasarkan berbagai sudut pandang.

Diversity in the Composition of Board of Commissioners and Board of Directors

The following is a description of the diversity of backgrounds of the Board of Commissioners and the Board of Directors which enable different perspectives in decision making within the Company.

Nama Name	Warganegara Nationality	Kualifikasi Akademik Academic Qualification	Pengalaman Profesional Professional Experiences	Keahlian Expertise	Usia Age	Gender Gender
Dewan Pengawas Board of Commissioners						
Musdhalifah Machmud (Anggota Dewan Pengawas) (Member of the Board of Commissioners)	Indonesia	Doktor (S3) Manajemen Bisnis Doctor of Business Management	Berkarir di lingkungan Kementerian Koordinator Bidang Perekonomian, saat ini menjabat Deputi Bidang Koordinasi Pangan dan Agribisnis Work at the Coordinating Ministry for Economic Affairs, currently serves as Deputy for Food and Agribusiness Coordination	Makro Ekonomi Macro Economy	57	Perempuan Female

Nama Name	**Warganegara** Nationality	**Kualifikasi Akademik** Academic Qualification	**Pengalaman Profesional** Professional Experiences	**Keahlian** Expertise	**Usia** Age	**Gender** Gender
Andi Z.A. Dulung (Anggota Dewan Pengawas) (Member of the Board of Commissioners)	Indonesia	Doktor (S3) Project Management Doctor of Project Management	Berkarir di lingkungan Kementerian Sosial, saat ini menjabat Staf Ahli Bidang Teknologi Kesejahteraan Work at Ministry of Social Affairs, currently serves as Expert Staff for Welfare Technology	Sosial dan Konstruksi Bangunan Social and Building Construction	60	Laki-laki Male
Fadjry Djufry (Anggota Dewan Pengawas) (Member of the Board of Commissioners)	Indonesia	Doktor (S3) Agroklimatologi/ Pemodelan Tanaman Doctor of Agroclimatology/ Plant Modelling	Berkarir sebagai peneliti di Kementerian Pertanian, saat ini menjabat Kepala Badan Penelitian dan Pengembangan Pertanian (Balitbangtan) Work as a researcher at Ministry of Agriculture, currently serves as Head of Agricultural Research and Development (Balitbangtan)	Pertanian Agriculture	52	Laki-laki Male
Dian Safitri (Anggota Dewan Pengawas/ Independen) (Member of the Board of Commissioners/ Independent Commissioner)	Indonesia	Sarjana (S1) Hukum Bachelor of Law	Berkarir di lingkungan Kementerian BUMN, saat ini menjabat Tenaga Ahli Menteri BUMN Bidang Komunikasi Publik Work at Ministry of SOEs, currently serves as Expert Staff in Public Communication	Media dan E-Commerce Media and E-Commerce	45	Perempuan Female
Donny Gahral Adian (Anggota Dewan Pengawas) (Member of the Board of Commissioners)	Indonesia	Doktor (S3) Filsafat Doctor of Philosophy	Berkarir di lingkungan akademisi, saat ini menjabat sebagai Dosen Tetap di Departemen Filsafat Universitas Indonesia, Dosen Sekolah Tinggi Intelijen Negara, dan Dosen Sekolah Tinggi Hukum Militer. Work as an academic, currently serves as Lecturer at the Department of Philosophy, University of Indonesia, Lecturer at the State Intelligence College, and Lecturer at the College of Military Law.	Pengembangan Bisnis dan Human Capital Business Development and Human Capital	48	Laki-laki Male
Jhoni Ginting (Anggota Dewan Pengawas) (Member of the Board of Commissioners)	Indonesia	Magister (S2) Hukum Magister of Law	Berkarir di Kejaksaan Republik Indonesia dan Kementerian Hukum dan HAM. Work at the Attorney General's Office of the Republic of Indonesia and the Ministry of Law and Human Rights.	Hukum dan Tata Kelola Kepemerintahan Law and Governance	61	Laki-laki Male
Direksi Board of Directors						
Budi Waseso (Direktur Utama) (President Director)	Indonesia	Pendidikan POLRI Police Academy	Berkarir di lingkungan Kepolisian Republik Indonesia Worked at Indonesian National Police	Leadership dan Hukum Tata Negara Leadership and Constitutional Law	61	Laki-laki Male

Nama Name	Warganegara Nationality	Kualifikasi Akademik Academic Qualification	Pengalaman Profesional Professional Experiences	Keahlian Expertise	Usia Age	Gender Gender
Bagya Mulyanto (Direktur Keuangan) (Finance Director)	Indonesia	Magister (S2) Manajemen Magister of Management	Berkarir di lingkungan Kementerian BUMN, pernah menjabat Direktur Utama PTPN 8 Worked at Ministry of SOEs, previously served as President Director of PTPN 8	Keuangan dan Manajemen Finance and Management	53	Laki-laki Male
Mokhamad Suyamto (Direktur Supply Chain dan Pelayanan Publik) (Supply Chain and Public Service Director)	Indonesia	Magister (S2) Agronomi Magister of Agronomy	Berkarir di Perum BULOG sejak tahun 1997 Has been working at Perum BULOG since 1997	Pertanian dan Manajemen Rantai Pasok Agriculture and Supply Chain Management	50	Laki-laki Male
Febby Novita (Direktur Bisnis) (Business Director)	Indonesia	Magister (S2) Manajemen Magister of Management	Berkarir di Perum BULOG sejak tahun 1998 Has been working at Perum BULOG since 1998	Bisnis dan Pengembangan Produk Business and Product Development	48	Perempuan Female
Purnomo Sinar Hadi (Direktur Human Capital) (Human Capital Director)	Indonesia	Magister (S2) Manajemen Keuangan Magister of Finance Management	Pernah menjabat Dewan Komisaris PT Bukit Asam (Persero) Tbk dan Direktur Keuangan PT Askrindo (Persero) Served as Member of the Board of Commissioners of PT Bukit Asam (Persero) Tbk and Finance Director of PT Askrindo (Persero)	Sumber Daya Manusia dan Manajemen Human Resource and Management	55	Laki-laki Male

ASSESSMENT DEWAN PENGAWAS DAN DIREKSI

Sebagai organ utama dalam perusahaan, Dewan Pengawas dan Direksi memiliki peran sentral dalam gerak pertumbuhan Perum BULOG. *Assessment* atas kedua organ ini menjadi sebuah keharusan, terutama karena Perum BULOG merupakan BUMN yang diarahkan untuk menerapkan prinsip GCG pada standar BUMN sekaligus penilaian terhadap penerapan tersebut.

Perum BULOG memiliki metode penilaian atau *assessment* penerapan GCG, termasuk penilaian atas aspek Dewan Pengawas dan Direksi, dengan menggunakan Surat Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.

Tentang hasil *assessment* penerapan GCG untuk aspek Dewan Pengawas dan Direksi dan tindak lanjut yang dilakukan oleh Pengawas atas rekomendasi *assessment* dapat dilihat pada bagian "Hasil Tata Kelola: Penilaian, Evaluasi, Pemantauan, dan Peningkatan Penerapan Tata Kelola Perusahaan yang Baik" di bagian awal bab ini.

ASSESSMENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

As the main organs in the company, the Board of Commissioners and the Board of Directors play the central role in the growth of Perum BULOG. Assessment of these two organs is imperative, especially because Perum BULOG is a SOE directed to apply GCG principles according to SOE standards as well as assessment of the implementation.

Perum BULOG has an assessment method of the implementation of GCG, including assessment on the aspects of the Board of Commissioners and the Board of Directors, using the Letter of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in SOE.

Regarding the results of the assessment of the implementation of GCG for the aspects of the Board of Commissioners and the Board of Directors and the follow-up actions carried out by the Supervisors on the assessment recommendations, please see the "Governance Results: Assessment, Evaluation, Monitoring, and Improvement of Good Corporate Governance Implementation" section at the beginning of this chapter.

PENILAIAN KINERJA DEWAN PENGAWAS DAN DIREKSI

Penilaian Kinerja Dewan Pengawas

Penilaian Kinerja Dewan Pengawas merupakan hasil capaian dari rencana kerja Dewan Pengawas yang terdiri dari 4 aspek penilaian, yaitu: 1) aspek perencanaan; 2) aspek pengawasan dan nasihat; 3) aspek pelaporan; dan 4) aspek dinamis. Capaian KPI Dewan Pengawas sebagaimana dalam tabel.

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Performance Assessment of the Board of Commissioners

The Board of Commissioners Performance Assessment measures the achievement of the work plan of the Board of Commissioners in 4 aspects, namely: 1) aspects of planning; 2) aspect of supervising and advising; 3) aspect of reporting; and 4) dynamic aspect. The KPI achievement of the Board of Commissioners is shown in the following table.

Capaian Key Performance Indicator (KPI) Dewan Pengawas Tahun 2021
Key Performance Indicator (KPI) Achievement of the Board of Commissioners in 2021

No	Aspek/Kegiatan Aspects/Activities	Periode Periode	Satuan Output Output Unit	Rencana Output Output Plan	Bobot Weight	Real Output Total Total Real Output	Real Bobot Weight Real
I.	**Aspek Perencanaan** Aspect of Planning				**10**		**10,00**
	Penyusunan Rencana Kerja dan KPI Dewan Pengawas The preparation of Work Plan and KPI of the Board of Commissioners	Tahunan Annually	Dokumen Document	1	10	1	10,00
II.	**Aspek Pengawasan dan Nasehat** Aspect of Supervising and Advising				**60**		**54,23**
	1. Memberikan tanggapan/rekomendasi kepada Pemegang Saham Provide response/recommendation to the Shareholder						
	a. RKAP	Tahunan Annually	Surat Letter	1	5	1	5,00
	b. Laporan Tahunan Annual Report	Tahunan Annually	Surat Letter	1	5	1	5,00
	c. Analisa Laporan Triwulanan Quarterly Report Analysis	Triwulanan Quarterly	Surat Letter	3	5	3	5,00
	d. Evaluasi RJPP RJPP Evaluation	Tahunan Annually	Surat Letter	1	5	-	-
	2. Memberikan nasehat dan arahan kepada Direksi sesuai tugas Dewan Pengawas Provide advice and direction to the Board of Directors according to the duties of the Board of Commissioners						
	a. Jumlah Rapat Gabungan Number of Joint Meetings	Bulanan Monthly	Kali Times	12	8	12	8,00
	b. Kehadiran Rapat Gabungan Presence in Joint Meetings	Bulanan Monthly	%	100	2	78,29	1,57
	3. Rapat Dewan Pengawas Board of Commissioners Meetings						
	a. Jumlah Rapat Number of Meetings	Bulanan Monthly	Kali Times	12	8	18	8,00
	b. Kehadiran Rapat Presence in Meetings	Bulanan Monthly	%	100	2	83,34	1,67
	4. Ketepatan Waktu Penyelesaian Tanggapan dan Persetujuan Dewan Pengawas Timeliness of Providing Response and Approval of the Board of Commissioners	Hari Kerja Working day	Hari Kerja Working day	30	5	30	5,00

Capaian Key Performance Indicator (KPI) Dewan Pengawas Tahun 2021
Key Performance Indicator (KPI) Achievement of the Board of Commissioners in 2021

No		Aspek/Kegiatan Aspects/Activities	Periode Periode	Satuan Output Output Unit	Rencana Output Output Plan	Bobot Weight	Real Output Total Total Real Output	Real Bobot Weight Real
	5.	Rapat Komite Dewan Pengawas Board of Commissioners Committee's Meetings	Bulanan Monthly	Kali Times	12	5	15	5,00
	6.	Kunjungan Kerja Dewan Pengawas Work Visits of the Board of Commissioners	Setahun A year	Kunjungan Visits	6	10	12	10,00
III.		**Aspek Pelaporan** Aspect of Reporting				**20**		**20,00**
	1.	Laporan realisasi pelaksanaan KPI Dewan Pengawas Realization report of KPI implementation of the Board of Commissioners	Triwulanan Quarterly	Laporan Report	3	5	3	5,00
	2.	Laporan Pengawasan Dewan Pengawas Tahunan Annual Supervision Report of the Board of Commissioners	Tahunan Annually	Laporan Report	1	5	1	5,00
	3.	Laporan Pelaksanaan tugas Komite Audit Duties Implementation Report of Audit Committee	Triwulanan Quarterly	Laporan Report	4	5	4	5,00
	4.	Laporan Pelaksanaan Komite Tata Kelola Implementation Report of Governance Committee	Triwulanan Quarterly	Laporan Report	4	5	4	5,00
IV.		**Aspek Dinamis** Dynamic Aspect				**10**		**10,00**
	1.	Peningkatan Kompetensi Dewan Pengawas Competencies Development of the Board of Commissioners	Setahun A year	Kali Times	2	5	2	5,00
	2.	Hasil Asesmen GCG GCG Assessment Result	Tahunan Annually	Skor Score	29,75	5	34	5,00
	JUMLAH TOTAL					100		94,23

Penilaian Kinerja Direksi

Penilaian kinerja Direksi melekat pada pencapaian kinerja Perum BULOG sebagaimana tertuang dalam surat persetujuan *Key Performance Indicator's* (KPI) Tahun 2021 dari Menteri BUMN No. S-66/MBU/01/2021 tanggal 29 Januari 2021. Baik KPI maupun Tingkat Kesehatan Perusahaan sebagai alat untuk mengukur kinerja Perum BULOG tahun 2021 telah diaudit oleh Kantor Akuntan Publik (KAP) Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan.

Performance Assessment of the Board of Directors

The Board of Directors' performance appraisal is attached to the achievement of Perum BULOG's performance as stated in the 2021 Key Performance Indicators (KPI) approval letter from the Minister of SOEs No. S-66/MBU/01/2021 dated 29 January 2021. Both the KPI and the Company Health Level as a tool for measuring the performance of Perum BULOG in 2021 have been audited by the Public Accounting Firm (KAP) Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Partners.

Pencapaian *Key Performance Indicator* (KPI) berupa kinerja Perum BULOG

Key Performance Indicator (KPI) Achievement in the form of Perum BULOG's performance

Capaian Key Performance Indicator (KPI) Perum BULOG Tahun 2021
Key Performance Indicator (KPI) Achievement of Perum BULOG in 2021

No	KPI	Satuan Unit	Bobot Weight (%)	Target RKAP 2021 RKAP 2021 Target	Realisasi 2021 2021 Realization	Skor Score
Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Values for Indonesia			**46**			
1	EBITDA	Rp miliar Rp billion	4	1.897,00	1.638,43	3,45
2	Debt to EBITDA Ratio	Kali Times	4	6,27	8,83	2,84
3	Net Income			308,00	256,80	3,34
4	CFO (*Cash Flow from Operating*)	Rp miliar Rp billion	4	11,357	(1.118,99)	-
5	Debt to Equity (DER)	Kali Times	4	1,50	1,69	3,56
6	Penjualan Produk Komersial Sales of Commercial Products	Rp miliar Rp billion	4	16.136,00	9.332,58	2,31
7	Pengadaan beras/setara beras dalam negeri Procurement of rice/equivalent domestically	Ton Tons	4	1.450.000,00	1.023.291,92	2,82
8	Ketahanan stok beras (stok sepanjang tahun) Rice stock security (stock all year long)	Ton Tons	10	1.000.000,00	807.919,00	8,08
9	Penyaluran beras PSO PSO rice distribution	Ton Tons	8	1.415.000,00	1.153.987,68	6,52
Inovasi Model Bisnis Business Model Innovation			**12**			
10	Usulan Pembentukan Badan Pangan Nasional Kepada Kementerian BUMN Proposal to Establish a National Food Agency to the Ministry of SOEs	Waktu Time	6	Desember 2021 December 2021	Surat telah dikirim pada tanggal 9 Juli 2021 The letter was sent on 9 July 2021	6,00
11	*Sinergy Product Management, Brand Management, Retail Supply Chain*	Unit	6	1	1	6,00
Kepemimpinan Teknologi Technology Leadership			**12**			
12	Pengembangan beberapa modul BERAS (BULOG ERP Application System) Development of several BERAS modules (BULOG ERP Application System)	Jumlah Modul Number of Modules	6	13	13	6,00
13	Implementasi Digitalisasi Warehouse Perum BULOG Implementation of Warehouse Digitization of Perum BULOG	Unit	6	4	4	6,00
Pengembangan Investasi Investment Development			**15**			
14	Penyelesaian investasi Program PMN PMN Program Investment Completion	%	5	50	29,10	2,91
15	Realisasi Infrastruktur Non PMN Realization of Non PMN Infrastructure	Rp miliar Rp billion	5	644	40,30	0,31
16	Implementasi Program Optimalisasi Aset Asset Optimization Program Implementation	%	5	70	75,00	5,36
E . Pengembangan Talenta Talent Development			**15**			
17	Project milestone completion atas implementasi Bulog Corporate University Project milestone completion of Bulog Corporate University implementation	%	5	50	45,00	4,50

Capaian Key Performance Indicator (KPI) Perum BULOG Tahun 2021
Key Performance Indicator (KPI) Achievement of Perum BULOG in 2021

No	KPI	Satuan Unit	Bobot Weight (%)	Target RKAP 2021 RKAP 2021 Target	Realisasi 2021 2021 Realization	Skor Score
18	% top talent di bawah umur 40 tahun % top talent under 40 years old	%	5	5	5,56	5,50
19	% perempuan dalam nominated talent % of women in nominated talent	%	5	10	22,22	5,50
Jumlah Total			100			81,01

Tingkat Kesehatan Perusahaan

Perum BULOG setiap tahun mengukur Tingkat Kesehatan Perusahaan berdasarkan Surat Keputusan Menteri BUMN No. KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara. Penilaian Tingkat Kesehatan Perusahaan terbagi menjadi 3 (tiga) aspek, yaitu keuangan, operasional, dan administrasi.

Company Health Level

Perum BULOG annually measures the Company Health Level based on the Minister of SOEs Decree No. KEP-100/MBU/2002 dated June 4, 2002 concerning Assessment of the Health Level of State-Owned Enterprises. The Company Health Level Assessment is divided into 3 (three) aspects, namely financial, operational, and administrative.

Capaian Tingkat Kesehatan Perusahaan Perum BULOG Tahun 2021
Company Health Level Achievement of Perum BULOG in 2021

Indikator Indicators	Skor 2021 2021 Score
Aspek Keuangan Financial Aspects	
Imbalan kepada Pemegang Saham (ROE) Return on Equity (ROE)	7,00
Imbalan Investasi (ROI) Return on Investment (ROI)	6,00
Rasio Kas Cash Ratio	3,00
Rasio Lancar Current Ratio	4,00
Collection Periods	5,00
Perputaran Persediaan Inventory Turnover	4,00
Perputaran Total Aset Total Assets Turnover	4,50
Rasio Modal Sendiri terhadap Total Aset Ratio of Equity to Total Assets	10,00
Jumlah Skor Aspek Keuangan Financial Aspects Total Score	43,00
Aspek Operasional Operational Aspects	
Peningkatan Kualitas SDM HR Quality Improvement	5,00
Ketersediaan Cadangan Beras Pemerintah Government Rice Stock Availability	4,04
BOPO	5,00
Jumlah Skor Aspek Operasional Operational Aspects Total Score	14,04
Aspek Administrasi Administrative Aspects	

Capaian Tingkat Kesehatan Perusahaan Perum BULOG Tahun 2021
Company Health Level Achievement of Perum BULOG in 2021

Indikator Indicators	Skor 2021 2021 Score
Laporan Perhitungan Tahunan Annual Calculation Report	5,00
Rencana RKAP RKAP Plan	5,00
Laporan Periodik Periodic Report	5,00
Jumlah Skor Aspek Administrasi Administrative Aspects Total Score	15,00
Jumlah Total	72,04
	Sehat "A" Healthy "A"

Seluruh nilai KPI dan perhitungan Tingkat Kesehatan Perusahaan merupakan realisasi murni dari pencapaian Perum BULOG selama setahun. Angka Tingkat Kesehatan Perusahaan mengalami peningkatan dibanding tahun sebelumnya, sehingga Perum BULOG mampu mempertahankan kategori perusahaan sehat pada Grade A.

The total score of KPI and Company Health Level were the actual realization of the achievement of Perum BULOG for a year. The Company Health Level score increased compared to the previous year, BULOG was able to maintain healthy category at Grade A.

TATA KELOLA REMUNERASI DEWAN PENGAWAS DAN DIREKSI

Prosedur Pengusulan Hingga Penetapan Remunerasi Dewan Pengawas dan Direksi

Penetapan remunerasi bagi Dewan Pengawas dan Direksi Perusahaan mengacu kepada keputusan Menteri BUMN selaku kuasa Pemilik Modal melalui Peraturan Menteri BUMN No. PER-01/MBU/05/2019 tanggal 31 Mei 2019 tentang Perubahan Keempat atas Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara. Berikut disampaikan prosedur pengusulan hingga penetapan remunerasi bagi Dewan Pengawas dan Direksi.

REMUNERATION GOVERNANCE OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Procedure of Proposing and Stipulating the Remuneration for the Board of Commissioners and the Board of Directors

The stipulation of the Board of Commissioners and the Board of Directors remuneration refer to the Minister of SOEs decision as the representation of Capital Owner through Minister of SOEs Regulation No. PER-01/MBU/05/2019 dated May 31, 2019 regarding the fourth changes on Minister of SOEs Regulation No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of the Board of Directors, Board of Commissioners and Supervisory Board of State-Owned Enterprises. The following is the procedure for proposing to stipulate the remuneration for the Board of Commissioners and the Board of Directors.

Remunerasi Dewan Pengawas dan Direksi diusulkan dalam Rapat Dewan Pengawas Remuneration of the Board of Commissioners and the Board of Directors are proposed in the Board of Commissioners meeting	→	Hasil usulan remunerasi dalam Rapat Dewan Pengawas diusulkan kepada Menteri BUMN The remuneration proposal resulted from the Board of Commissioners meeting is proposed to the Minister of SOEs	→	Menteri BUMN/RPB menetapkan besaran remunerasi bagi Dewan Pengawas dan Direksi Minister of SOEs/RPB stipulated the remuneration of the Board of Commissioners and the Board of Directors
|				
Faktor perhitungan atas usulan besaran remunerasi: • Pertimbangan usulan yang ada • Hasil survei dengan industri sejenis dan sektor lainnya • Kemampuan Perusahaan		Factors for calculating the amount of remuneration: • Considering the suggestions received • Surveying similar industries and other sector • Company's financial		

Komite Nominasi dan Remunerasi baru dibentuk pada bulan April 2020 sebagai tindak lanjut surat Menteri BUMN No. S-254/MBU/04/2020 tanggal 17 April 2020 perihal *Talent & Succession Management* Direksi BUMN. Komite Nominasi dan Remunerasi Perum BULOG yang bertugas membantu Dewan Pengawas dalam melakukan evaluasi dan memberikan rekomendasi kepada Dewan Pengawas mengenai kebijakan/mekanisme serta penerapan nominasi dan remunerasi bagi Dewan Pengawas, Direksi, pejabat eksekutif dan pegawai secara menyeluruh.

The Nomination and Remuneration Committee was formed in April 2020 as a follow-up to the letter from the Minister of SOEs Number S-254/MBU/04/2020 dated April 17, 2020 regarding Talent & Succession Management of SOE Board of Directors. The Nomination and Remuneration Committee of Perum BULOG is tasked with assisting the Board of Commissioners in evaluating and providing recommendations to the Board of Commissioners regarding policies/mechanisms as well as the implementation of nomination and remuneration for the Board of Commissioners, Board of Directors, executive officers and employees as a whole.

Struktur Remunerasi Dewan Pengawas dan Direksi

Struktur remunerasi Dewan Pengawas dan Direksi ditetapkan berdasarkan Peraturan Menteri BUMN No. PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-13/MBU/09/2021, terdiri dari:

The Remuneration Structure for the Board of Commissioners and the Board of Directors

The remuneration structure of the Board of Commissioners and the Board of Directors is determined based on the Minister of SOE Regulation No. PER-04/MBU/2014 as amended several times, most recently by PER-13/MBU/09/2021, consists of:

No.	Penghasilan Income	Nilai/Besaran Sesuai Keputusan RPB Amount Based on RPB Decision	
		Direksi Board of Directors	Dewan Pengawas Board of Commissioners
1	Gaji/ Honorarium Salary/ Honorarium	Direktur Utama: ditetapkan dengan menggunakan pedoman internal yang ditetapkan oleh Menteri; Wakil Direktur Utama: 90% dari gaji Direktur Utama; Anggota Direksi lainnya: 85% dari gaji Direktur Utama. 1) President Director: determined by using the internal guidelines set by the Minister; 2) Vice President Director: 90% of the salary of the President Director; 3) Other members of the Board of Directors: 85% of the salary of the President Director.	Ketua Dewan Pengawas: 45% gaji Direktur Utama; Anggota Dewan Pengawas: 90% Honorarium Ketua Dewan Pengawas. President Commissioners: 45% of the salary of the President Director; Members of the Board of Commissioners: 90% of the Honorarium of the President Commissioners
2	Tunjangan: Allowance:		
	Tunjangan Hari Raya Keagamaan Religious Holiday Allowance	1 kali Gaji 1 time Salary	1 kali Honorarium 1 time Honorarium
	Asuransi Purna Jabatan Post Position Insurance	Premi yang ditanggung sebanyak 25% dari gaji dalam 1 tahun Premium borne as much as 25% of 1 year salary	Premi yang ditanggung sebanyak 25% dari gaji dalam 1 tahun Premium borne as much as 25% of 1 year salary
	Tunjangan Perumahan Housing Allowance	Rp 27.500.000/bulan Rp 27,500,000/month	-
	Tunjangan Transportasi Transportation Allowance	-	20% Honorarium/bulan 20% Honorarium/month
3	Fasilitas Facilities		
	Fasilitas kendaraan Vehicle facilities	1 unit kendaraan beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan keuangan Perusahaan 1 unit of vehicle along with maintenance costs and operational costs, by taking into account the Company's finance	-
	Fasilitas Kesehatan Health facilities	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (at cost) In form of health insurance or medical cost reimbursement (at cost)	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (at cost) In form of health insurance or medical cost reimbursement (at cost)

No.	Penghasilan Income	Nilai/Besaran Sesuai Keputusan RPB Amount Based on RPB Decision	
		Direksi Board of Directors	Dewan Pengawas Board of Commissioners
	Fasilitas Bantuan Hukum Legal aid facilities	Sebesar pemakaian (at cost) At cost	Sebesar pemakaian (at cost) At cost
4	Tantiem/Insentif Kinerja Tantiem/Performance Incentive	Diberikan tantiem/insentif kinerja atas kinerja tahun buku tertentu Tantiem/performance incentive is awarded based on the performance of a certain fiscal year	

Indikator untuk Penetapan Remunerasi Direktur Utama dan Transparansi Remunerasi Dewan Pengawas dan Direksi Tahun 2021

Penetapan remunerasi yang berupa gaji/honorarium, tunjangan dan fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan beberapa faktor di bawah ini:

1. Kondisi dan kemampuan keuangan Perusahaan.
2. Tingkat inflasi.
3. Faktor-faktor lain yang relevan, termasuk diantaranya adalah tingkat remunerasi yang berlaku umum dalam industri yang sejenis.

Untuk penetapan remunerasi yang berupa tunjangan dan tantiem yang bersifat variabel dilakukan dengan mempertimbangkan beberapa faktor, yaitu:

1. Pencapaian target.
2. Tingkat Kesehatan Perusahaan dan kemampuan keuangan Perusahaan.
3. Faktor-faktor lain yang relevan (*merit system*), termasuk diantaranya adalah tingkat remunerasi yang berlaku umum dalam industri yang sejenis.

Berdasarkan Keputusan Kementerian BUMN No. SK-324/MBU/10/2021 tanggal 1 Oktober 2021 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN Tahun 2021, Menteri BUMN mengeluarkan surat No. SR-80/Wk.1.MBU.D/10/2021 tanggal 5 Oktober 2021 tentang Penetapan Penghasilan Direksi dan Dewan Pengawas Perum BULOG tahun 2021. Adapun remunerasi Dewan Pengawas dan Direksi ditetapkan sebagai berikut:

1. Gaji Direktur Utama ditetapkan sebesar Rp 256.000.000,00 per bulan. Gaji Wakil Direktur Utama 90% dari gaji Direktur Utama, dan Gaji Anggota Direksi lainnya sebesar 85% dari gaji Direktur Utama.
2. Honorarium Ketua Dewan Pengawas ditetapkan sebesar 45% dari Gaji Direktur Utama, dan honorarium anggota Dewan Pengawas ditetapkan sebesar 90% dari Honorarium Ketua Dewan Pengawas.
3. Tunjangan dan/atau fasilitas bagi Direksi dan Dewan Pengawas diberikan sebagaimana tabel tersaji. Direksi dan Dewan Pengawas dilarang untuk memberikan jenis tunjangan dan/atau fasilitas lainnya di luar yang telah ditetapkan dalam Surat ini.

Indicators for Determining the Remuneration of the President Director and Transparency of Remuneration for the Board of Commissioners and the Board of Directors in 2021

The determination of the remuneration in form of salary/honorarium, allowances and fixed facilities is based on the following factors:

1. Company's financial condition and capability.
2. Inflation rate.
3. Other relevant factors, including the level of remuneration generally accepted in the same industry.

The determination of remuneration in form of allowances and bonuses that are variable is carried out by considering several factors, namely:

1. Achievement of targets.
2. The Company Health Level and the Company's financial capability.
3. Other relevant factors (merit system), including the level of remuneration generally accepted in the same industry.

Based on the Ministry of SOEs Decree No. SK-324/MBU/10/2021 dated 1 October 2021 concerning Determination of the 2021 Income for Directors, Board of Commissioners and Supervisory Board of SOEs, the Minister of SOEs issued letter No. SR-80/Wk.1.MBU.D/10/2021 dated October 5, 2021 concerning Determination of the 2021 Income of the Directors and Supervisory Board of Perum BULOG. The remuneration for the Supervisory Board and Directors is determined as follows:

1. The salary of the President Director is set at Rp 256,000,000.00 per month. The salary of the Vice President Director is 90% of the salary of the President Director, and the salaries of other members of the Board of Directors are 85% of the President Director's salary.
2. The Honorarium for the President Commissioners is set at 45% of the Salary of the President Director, and the honorarium for the members of the Board of Commissioners is set at 90% of the Honorarium for the President Commissioners.
3. Allowances and/or facilities for the Board of Directors and the Board of Commissioners are provided as shown in the table. The Board of Directors and the Board of Commissioners are prohibited from providing other types of allowances and/or facilities other than those stipulated in this letter.

4. Gaji/honorarium serta tunjangan dan/atau fasilitas bagi Direksi dan Dewan Pengawas untuk tahun 2021 berlaku efektif sejak tanggal 1 Januari 2021.
5. Total Insentif Khusus untuk Direksi dan Dewan Pengawas Tahun Buku 2020 ditetapkan sebesar Rp 1.955.000,00 dengan ketentuan:
   a. Direktur Utama : 100%
   b. Wakil Direktur Utama : 90% dari Direktur Utama
   c. Anggota Direksi lainnya : 85% dari Direktur Utama
   d. Ketua Dewan Pengawas : 45% dari Direktur Utama
   e. Anggota Dewan Pengawas : 90% dari Ketua Dewan Pengawas

Berdasarkan Keputusan Menteri dimaksud, jumlah remunerasi Direksi dan Dewan Pengawas untuk tahun 2021 tersaji dalam tabel berikut ini:

4. Salary/honorarium as well as allowances and/or facilities for the Board of Directors and Board of Commissioners for 2021 are effective as of January 1, 2021.
5. Total Special Incentives for the Board of Directors and the Board of Commissioners for the 2020 Fiscal Year are set at Rp 1,955,000.00 with the following conditions:
   a. President Director : 100%
   b. Vice President Director : 90% of the President Director
   c. Other members of the Board of Directors : 85% of the President Director
   d. President Commissioner : 45% of the President Director
   e. Members of the Board of Commissioners : 90% of the President Commissioner

Based on the Ministerial Decree referred to, the amount of remuneration for the Board of Directors and Board of Commissioners for 2021 is presented in the following table:

Jumlah Remunerasi Dewan Pengawas dan Direksi Tahun 2021
Total Remuneration for the Board of Commissioners and Directors for 2021

Uraian Description	Jumlah Total (Rp)
Jumlah Remunerasi Dewan Pengawas Total Remuneration for the Board of Commissioners	11.530.503.614,00
Jumlah Remunerasi Direksi Total Remuneration for the Board of Directors	22.086.151.071,00

RAPAT DEWAN PENGAWAS DAN DIREKSI

Rapat Dewan Pengawas

Dewan Pengawas mengadakan rapat minimal 1 kali dalam sebulan. Rapat Dewan Pengawas dapat dilakukan secara internal maupun dengan mengundang Direksi untuk membahas hal-hal penting dan mendesak yang memerlukan persetujuan Dewan Pengawas. Rapat tersebut dipimpin oleh Ketua Dewan Pengawas/ Plt. Ketua Dewas. Setiap pelaksanaan rapat Dewan Pengawas harus dibuat risalah rapat oleh Sekretaris Dewan Pengawas yang mencantumkan setidaknya pokok-pokok pembahasan dan keputusan rapat serta memperhatikan dinamika rapat termasuk apabila terdapat perbedaan pendapat (*dissenting opinion*).

Di sepanjang tahun 2021, Dewan Pengawas menggelar 30 kali rapat, yang terdiri dari 18 kali rapat internal Dewan Pengawas dan 12 kali Rapat Gabungan dengan mengundang Direksi.

- Rapat Internal Dewan Pengawas
  Rapat internal dilaksanakan dalam rangka mengevaluasi dan memberikan saran dan nasihat atas kebijakan dan kinerja Perusahaan. Agenda dan tingkat kehadiran Rapat Internal sebagaimana tabel berikut:

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS MEETINGS

Board of Commissioners Meetings

The Board of Commissioners held meetings at least once a month. The Board of Commissioners meetings can be held internally or by inviting the Board of Directors to discuss important and urgent matters that require the approval of the Board of Commissioners. The meeting was chaired by the President Commissioner/Act. President Commissioner. In every meeting of the Board of Commissioners there must be a minutes of meeting made by the Secretary of the Board of Commissioners which includes at least the main points of discussion and decisions of the meeting and taking into account the dynamics of the meeting, including if there are dissenting opinions.
Throughout 2021, the Board of Commissioners held 30 meetings, consisting of 18 internal meetings and 12 Joint Meetings with the Board of Directors.

- Board of Commissioners Internal Meetings
  Internal meetings are held in order to evaluate and provide advice on company policies and performance. The agenda and attendance rate of the Internal Meetings are as follows:

Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran Dewan Pengawas dalam Rapat Internal Dewan Pengawas Tahun 2021

Tanggal Date	Agenda Rapat Meeting Agenda
21 Januari 2021 21 January 2021	1. Pembahasan Surat-surat Masuk dan Agenda-agenda Yang Memerlukan Tindak Lanjut 2. Persiapan Rapat Gabungan Dewan Pengawas dan Direksi 1. Discussion of incoming letters and agendas that require follow-up 2. Preparation of the Joint Meeting of the Board of Commissioners with the Board of Directors
4 Februari 2021 4 February 2021	1. Pembahasan Program Optimalisasi Aset Perum BULOG bersama Direktur Human Capital 2. Pembagian Tugas Dewan Pengawas dan Pemilihan Ketua Komite Audit Dewan Pengawas 1. Discussion of Perum BULOG's Asset Optimization Program with the Director of Human Capital 2. Division of Duties of the Board of Commissioners and Election of Audit Committee Chairman
18 Februari 2021 18 February 2021	Pembahasan Usulan Pelepasan Saham PT Gendhis Multi Manis (PT GMM) Discussion on the Proposed Disposal of PT Gendhis Multi Manis (PT GMM) Shares
2 Maret 2021 2 March 2021	1. Pembahasan Surat-surat Masuk dan Agenda-agenda Yang Memerlukan Tindak Lanjut 2. Persiapan Rapat Gabungan Dewan Pengawas dan Direksi 1. Discussion of incoming letters and agendas that require follow-up 2. Preparation of the Joint Meeting of the Board of Commissioners with the Board of Directors
9 Maret 2021 9 March 2021	1. Pemetaan Aset Perum BULOG 2. Roadmap Pembinaan SDM Perum BULOG 1. BULOG's Asset Mapping 2. BULOG's Human Resources Development Roadmap
31 Maret 2021 31 March 2021	1. Pembahasan Surat-surat Masuk dan Agenda-agenda Yang Memerlukan Tindak Lanjut 2. Persiapan Rapat Gabungan Dewan Pengawas dan Direksi 1. Discussion of incoming letters and agendas that require follow-up 2. Preparation of the Joint Meeting of the Board of Commissioners with the Board of Directors
28 April 2021 28 April 2021	1. Pembahasan Surat-surat Masuk dan Agenda-agenda Yang Memerlukan Tindak Lanjut 2. Persiapan Rapat Gabungan Dewan Pengawas dan Direksi 1. Discussion of incoming letters and agendas that require follow-up 2. Preparation of the Joint Meeting of the Board of Commissioners with the Board of Directors
20 Mei 2021 20 May 2021	Pembahasan terkait Permohonan Tanggapan terhadap Pilihan Keputusan Kontrak EPC Pembangunan Infrastruktur Pascapanen MRMP oleh PT BBI Discussion on the Request for Response to the Decisions on the EPC Contract for MRMP Post-harvest Infrastructure Development by PT BBI
31 Mei 2021 31 May 2021	1. Pembahasan Surat-surat Masuk dan Agenda-agenda Yang Memerlukan Tindak Lanjut 2. Persiapan Rapat Gabungan Dewan Pengawas dan Direksi 1. Discussion of incoming letters and agendas that require follow-up 2. Preparation of the Joint Meeting of the Board of Commissioners with the Board of Directors
29 Juni 2021 29 June 2021	1. Pembahasan Surat-surat Masuk dan Agenda-agenda Yang Memerlukan Tindak Lanjut 2. Persiapan Rapat Gabungan Dewan Pengawas dan Direksi 1. Discussion of incoming letters and agendas that require follow-up 2. Preparation of the Joint Meeting of the Board of Commissioners with the Board of Directors
13 Juli 2021 13 July 2021	Pengenalan Calon Direktur Utama PT GMM Introduction of Candidate for President Director of PT GMM
14 Juli 2021 14 July 2021	Pembahasan Mengenai Reviu atas Tata Kelola Cadangan Pangan pada Perum BULOG dalam Mendukung Program Ketahanan Pangan Nasional Review of Food Reserve Governance at Perum BULOG in Supporting the National Food Security Program
29 Juli 2021 29 July 2021	1. Pembahasan Surat-surat Masuk dan Agenda-agenda Yang Memerlukan Tindak Lanjut 2. Persiapan Rapat Gabungan Dewan Pengawas dan Direksi 1. Discussion of incoming letters and agendas that require follow-up 2. Preparation of the Joint Meeting of the Board of Commissioners with the Board of Directors
11 Agustus 2021 11 August 2021	Pembahasan Penambahan Anggaran Terkait Kegiatan BB-PPKM Tahun 2021 Discussion on Additional Budget Related to BB-PPKM Activities in 2021

Details of Meetings, Agenda and Attendance of the Board of Commissioners in the Board of Commissioners Internal Meetings in 2021

Kehadiran Attendance							
Musdhalifah Machmud*		**Andi Z.A. Dulung****		**Fadjry Djufry**	**Syailendra*****	**Dian Safitri**	**Donny Gahral Adian******
Plt. Ketua Dewan Pengawas (1 Januari - 30 Juni) Act. President Commissioner (1 January – 30 June)	**Anggota Dewan Pengawas (17 November -31 Desember)** Member of the Board of Commissioners (17 November – 31 December)	**Anggota Dewan Pengawas (1 Januari - 30 Juni)** Member of the Board of Commissioners (1 January – 30 June)	**Plh. Ketua Dewan Pengawas (1 Juli - 31 Desember)** Act. President Commissioner (1 July – 31 December)	**Anggota Dewan Pengawas** Member of the Board of Commissioners	**Anggota Dewan Pengawas** Member of the Board of Commissioners	**Anggota Dewan Pengawas Independen** Member of the Board of Commissioners	**Anggota Dewan Pengawas Independen** Member of the Independent Commissioners
1		1		0	0	1	1
1		1		1	1	1	1
1		1		1	1	1	1
1		1		1	0	1	1
1		1		1	0	1	0
1		1		0	0	1	0
1		1		1	1	1	1
0		1		0	1	1	1
1		1		0	1	1	1
1		1		1	1	1	0
			1	0	1	1	0
			1	1	1	1	1
			1	1	1	1	0
			0	1	1	1	1

Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran Dewan Pengawas dalam Rapat Internal Dewan Pengawas Tahun 2021

Tanggal Date	Agenda Rapat Meeting Agenda
29 September 2021 29 September 2021	1. Evaluasi Kinerja Perum BULOG s.d. Agustus 2021 2. Pembahasan hal-hal yang Perlu Ditindaklanjuti 3. Persiapan Rapat Gabungan September 1. Performance Evaluation of Perum BULOG up to August 2021. 2. Discussion of matters that need follow-up 3. Preparation of the September Joint Meeting
28 Oktober 2021 28 October 2021	1. Pembahasan Surat-surat Masuk dan Agenda-agenda Yang Memerlukan Tindak Lanjut 2. Persiapan Rapat Gabungan Dewan Pengawas dan Direksi 1. Discussion of incoming letters and agendas that require follow-up 2. Preparation of the Joint Meeting of the Board of Commissioners with the Board of Directors
30 November 2021 30 November 2021	1. Pembahasan Surat-surat Masuk dan Agenda-agenda Yang Memerlukan Tindak Lanjut 2. Persiapan Rapat Gabungan Dewan Pengawas dan Direksi 1. Discussion of incoming letters and agendas that require follow-up 2. Preparation of the Joint Meeting of the Board of Commissioners with the Board of Directors
28 Desember 2021 28 December 2021	1. Pembahasan Surat-surat Masuk dan Agenda-agenda Yang Memerlukan Tindak Lanjut 2. Persiapan Rapat Gabungan Dewan Pengawas dan Direksi 1. Discussion of incoming letters and agendas that require follow-up 2. Preparation of the Joint Meeting of the Board of Commissioners with the Board of Directors
Jumlah kehadiran dan Persentase Total Attendance and Percentage	

Rekapitulasi dan Tingkat Kehadiran Dewan Pengawas dalam Rapat Internal Dewan Pengawas
Recapitulation and Attendance of the Board of Commissioners in the Board of Commissioners Internal Meeting

Dewan Pengawas Board of Commissioners	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Jumlah Ketidakhadiran Number of Absence	% Kehadiran % Attendance
Musdhalifah Machmud (Plh. Ketua Dewan Pengawas) (Act. President Commissioner)	10	9	1	90,00%
Musdhalifah Machmud (Anggota Dewan Pengawas)* (Member of the Board of Commissioners)	2	1	1	50,00%
Andi Z.A. Dulung (Anggota Dewan Pengawas) (Member of the Board of Commissioners)	10	10	-	100,00%
Andi Z.A. Dulung (Plh. Ketua Dewan Pengawas)** (Act. President Commissioner)	8	7	1	87,50%
Fadjry Djufry (Anggota Dewan Pengawas) (Member of the Board of Commissioners)	18	13	5	72,22%
Syailendra (Anggota Dewan Pengawas)*** (Member of the Board of Commissioners)	18	14	4	77,78%
Dian Safitri (Anggota Dewan Pengawas Independen) (Member of the Independent Commissioners)	18	17	1	94,44%
Donny Gahral Adian (Anggota Dewan Pengawas Independen)**** (Member of the Independent Commissioners)	18	12	4	66,67%

Details of Meetings, Agenda and Attendance of the Board of Commissioners in the Board of Commissioners Internal Meetings in 2021

	Kehadiran Attendance							
	Musdhalifah Machmud*		**Andi Z.A. Dulung****		**Fadjry Djufry**	**Syailendra*****	**Dian Safitri**	**Donny Gahral Adian******
	Plt. Ketua Dewan Pengawas (1 Januari - 30 Juni) Act. President Commissioner (1 January – 30 June)	**Anggota Dewan Pengawas (17 November -31 Desember)** Member of the Board of Commissioners (17 November – 31 December)	**Anggota Dewan Pengawas (1 Januari - 30 Juni)** Member of the Board of Commissioners (1 January – 30 June)	**Plh. Ketua Dewan Pengawas (1 Juli - 31 Desember)** Act. President Commissioner (1 July – 31 December)	**Anggota Dewan Pengawas** Member of the Board of Commissioners	**Anggota Dewan Pengawas** Member of the Board of Commissioners	**Anggota Dewan Pengawas Independen** Member of the Board of Commissioners	**Anggota Dewan Pengawas Independen** Member of the Independent Commissioners
				1	1	1	1	0
	1			1	1	1	1	1
		0		1	1	1	0	1
		1		1	1	1	1	1
	9/10 (90,00%)	1/2 (50,00%)	10/10 (100,00%)	7/8 (87,50%)	13/18 (72,22%)	14/18 (77,78%)	17/18 (94,44%)	12/18 (66,67%)

Rekapitulasi dan Tingkat Kehadiran Dewan Pengawas dalam Rapat Internal Dewan Pengawas
Recapitulation and Attendance of the Board of Commissioners in the Board of Commissioners Internal Meeting

Dewan Pengawas Board of Commissioners	**Jumlah Wajib Rapat** Number of Mandatory Meetings	**Jumlah Kehadiran** Number of Attendance	**Jumlah Ketidakhadiran** Number of Absence	**% Kehadiran** % Attendance
Rata-rata Average				79,82%

*) Musdhalifah Machmud diangkat kembali menjadi anggota Dewan pengawas sejak pada tanggal 17 November 2021, setelah berakhirnya masa jabatan pada tanggal 30 Juni 2021.
**) Andi Z.A. Dulung ditunjuk oleh Anggota Dewan Pengawas sebagai Plh. Ketua Dewan Pengawas menggantikan Musdhalifah Machmud sebagai Plt. Ketua Dewan Pengawas sejak tanggal 1 Juli 2021.
***) Syailendra tidak menjabat sebagai anggota Dewan Pengawas sejak tanggal 29 Desember 2021 dan sebagai gantinya, Menteri menunjuk Jhoni Ginting sebagai Anggota Dewan Pengawas.
****) Donny Gahral Adian menjabat sebagai Anggota Dewan Pengawas Independen sejak tanggal 13 Januari 2021, menggantikan Firmansyah N. Nazroedin yang telah habis masa jabatannya sebagai anggota Dewan Pengawas.
*) Musdhalifah Machmud was reappointed as a member of the Board of Commissioners on 17 November 2021, after her term of office ended on 30 June 2021.
**) Andi Z.A. Dulung was appointed by members of the Board of Commissioners as Act. President Commissioner, replacing Musdhalifah Machmud since 1 July 2021.
***) Syailendra no longer served as a member of the Board of Commissioners since 29 December 2021, the Minister appointed Jhoni Ginting as his replacement.
****) Donny Gahral Adian served as a Member of the Independent Commissioners since 13 January 2021, replacing Firmansyah N. Nazroedin whose term of office has ended.

- **Rapat Gabungan Dewan Pengawas dengan Mengundang Direksi**
  Rapat Gabungan Dewan Pengawas merupakan rapat yang mengundang Direksi untuk meminta penjelasan atas pencapaian kinerja perusahaan serta agenda-agenda lain yang perlu diketahui dan/atau mendapatkan rekomendasi dari Dewan Pengawas. Agenda dan tingkat kehadiran Rapat Gabungan sebagaimana tabel berikut:

Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran Dewan Pengawas dalam Rapat Gabungan dengan Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Agenda
Januari January	21 Januari 2021 21 January 2021	1. Evaluasi Kinerja Perum BULOG Tahun 2020 dan Strategi Pencapaian RKAP Tahun 2021 Performance Evaluation of Perum BULOG in 2020 and the 2021 RKAP Achievement Strategy
Februari February	2 Maret 2021 2 March 2021	1. Evaluasi Kinerja Perum BULOG Tahun 2020 (Audited) 2. Evaluasi Realisasi Investasi dari Dana PMN Tahun 2016 1. Evaluation of Perum BULOG Performance in 2020 (Audited) 2. Evaluation of Investment Realization from PMN Funds in 2016
Maret March	31 Maret 2021 31 March 2021	1. Evaluasi Kinerja Perum BULOG Tahun 2021 bulan Januari dan Februari 2021 2. Strategi Penyerapan Gabah Menghadapi Musim Panen 2021 3. Strategi Supply Chain Menjelang Ramadhan dan Idul Fitri 2021 4. Evaluasi dan Optimalisasi RPK dan E-WARONG 1. Performance Evaluation of Perum BULOG for January and February 2021 2. Grain Absorption Strategy for the 2021 Harvest Season 3. Supply Chain Strategy Ahead of Ramadan and Eid al-Fitr 2021 4. Evaluation and Optimization of RPK and E-WARONG
April April	28 April 2021 28 April 2021	1. Evaluasi Kinerja dan Pencapaian KPI Triwulan I Tahun 2020 2. Analisis Stress Test Kinerja (Skema Buruk, Normal dan Terbaik) s.d. Akhir Tahun 2021 1. Evaluation of Performance and Achievement of KPI Quarter I of 2020 2. Analysis of Performance Stress Tests (Bad, Normal and Best Schemes) up to End of 2021
Mei May	31 Mei 2021 31 May 2021	1. Evaluasi Kinerja Perum BULOG bulan April 2021 2. Update Kinerja dan Inisiatif Strategis Anak Perusahaan 1. Performance Evaluation of Perum BULOG for April 2021 2. Performance Updates and Strategic Initiatives of Subsidiaries
Juni June	30 Juni 2021 30 June 2021	1. Evaluasi Kinerja Perum BULOG s.d. Mei 2021 2. Perkembangan Pembangunan ERP dan Adendum Kontrak Proyek Infrastruktur Pasca Panen dengan Dana PMN TA 2016 1. Performance Evaluation of Perum BULOG up to May 2021 2. ERP Development Progress and Post-Harvest Infrastructure Project Contract Addendum with PMN Funds FY 2016
Juli July	29 Juli 2021 29 July 2021	1. Evaluasi Kinerja dan Pencapaian KPI Semester 1/2021 2. Neraca Beras Perum BULOG (Sebaran, Quantum, Usia, Kondisi) dan Posisinya terhadap Perberasan Nasional 1. Evaluation of Performance and Achievement of KPI Semester 1/2021 2. Rice Balance of Perum BULOG (Distribution, Quantum, Age, Condition) and Its Position in relation to National Rice
Agustus August	31 Agustus 2021 31 August 2021	1. Evaluasi Kinerja dan Pencapaian KPI s.d. Juli 2021 2. Persiapan Penerapan Perpres 66 Tahun 2021 Tentang Badan Pangan Nasional 1. Performance Evaluation and KPI Achievement up to July 2021 2. Preparation for the Implementation of Presidential Decree 66 of 2021 concerning the National Food Agency
September September	29 September 2021 29 September 2021	1. Evaluasi Kinerja Bulan Agustus 2021 2. Evaluasi Kinerja Per Wilayah (Indikator Operasi dan Keuangan) 1. Performance Evaluation for August 2021 2. Performance Evaluation by Region (Operational and Financial Indicators)
Oktober October	28 Oktober 2021 28 October 2021	1. Evaluasi Kinerja Bulan September 2021 2. Indikasi target dalam RKAP 2022 1. Performance Evaluation for September 2021 2. Target Indication in the 2022 RKAP

- **Joint Meeting of the Board of Commissioners and the Board of Directors**
  The Joint Meetings of the Board of Commissioners which invited the Board of Directors to request explanation on the company's performance and other agendas that need acknowledgement and recommendation from the Board of Commissioners. The agenda and attendance of the Joint Meetings are shown in the following table:

Details of Meetings, Agenda, and Attendance of the Board of Commissioners in the Joint Meetings with the Board of Directors in 2021

	Kehadiran Attendance					
	Musdhalifah Machmud	**Andi Z.A. Dulung**	**Fadjri Djufry**	**Syailendra**	**Donny Gahral A.**	**Dian Safitri**
	Plh. Ketua * Act. President Commissioner	**Anggota **** Member	**Anggota** Member	**Anggota** Member	**Anggota Independen** Independent Commissioner	**Anggota Independen** Independent Commissioner
	1	1	0	1	1	1
	1	1	1	1	1	1
	1	1	1	0	1	1
	1	0	0	0	1	1
	0	1	0	1	1	1
	1	1	1	1	1	1
		0	1	1	0	1
		1	0	1	1	1
		1	1	1	0	1
		1	1	0	1	1

Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran Dewan Pengawas dalam Rapat Gabungan dengan Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Agenda
November November	30 November 2021 30 November 2021	1. Evaluasi Kinerja s.d. Bulan Oktober 2021 2. Rencana Strategis Untuk Mencapai target RKAP 2021 3. Kesiapan Stok Menghadapi Natal dan Tahun Baru 1. Performance Evaluation up to October 2021 2. Strategic Plans to Achieve the 2021 RKAP targets 3. Stock Readiness for Christmas and New Year
Desember Desember	28 Desember 2021 28 Desember 2021	1. Pembahasaan Kinerja s.d. Bulan November dan Prognosa Tahun 2021 2. Lessons Learned dari Pencapaian Tahun 2021 1. Discussion of Performance up to November and 2021 Prognosis 2. Lessons Learned from 2021 Achievements
Jumlah Kehadiran Total Attendance		
Jumlah Wajib Hadir Total Mandatory Attendance		
Persentase Kehadiran Percentage of Attendance		

= tidak menjabat
= not in office

Rekapitulasi dan Tingkat Kehadiran Dewan Pengawas dan Direksi dalam Rapat Dewan Pengawas dengan Mengundang Direksi
Recapitulation and Attendance of the Board of Commissioners and the Board of Directors in the Joint Meetings which invited the Board of Directors

Dewan Pengawas dan Direksi Board of Commissioners and Board of Directors	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Jumlah Ketidakhadiran Number of Absence	% Kehadiran % Attendance
Dewan Pengawas Board of Commissioners				
Musdhalifah Machmud (Plh. Ketua Dewan Pengawas) (Act. President Commissioner)	6	5	1	83,33%
Musdhalifah Machmud (Anggota Dewan Pengawas)* (Member of the Board of Commissioners)	2	2	-	100,00%
Andi Z.A. Dulung (Anggota Dewan Pengawas) (Member of the Board of Commissioners)	6	5	1	83,33%
Andi Z.A. Dulung (Plh. Ketua Dewan Pengawas)** (Act. President Commissioner)	6	4	2	66,67%
Fadjry Djufry (Anggota Dewan Pengawas) (Member of the Board of Commissioners)	12	8	4	66,67%
Syailendra (Anggota Dewan Pengawas)*** (Member of the Board of Commissioners)	12	9	3	75,00%
Dian Safitri (Anggota Dewan Pengawas Independen) (Member of the Independent Commissioners)	12	11	1	91,67%
Donny Gahral Adian (Anggota Dewan Pengawas Independen)**** (Member of the Independent Commissioners)	12	10	2	83,33%

Details of Meetings, Agenda, and Attendance of the Board of Commissioners in the Joint Meetings with the Board of Directors in 2021

Kehadiran Attendance					
Musdhalifah Machmud	**Andi Z.A. Dulung**	**Fadjri Djufry**	**Syailendra**	**Donny Gahral A.**	**Dian Safitri**
Plh. Ketua * Act. President Commissioner	**Anggota **** Member	**Anggota** Member	**Anggota** Member	**Anggota Independen** Independent Commissioner	**Anggota Independen** Independent Commissioner
1	0	1	1	1	0
1	1	1	1	1	1
7	9	8	9	10	11
8	12	12	12	12	12
88%	75%	67%	75%	83%	92%

Rekapitulasi dan Tingkat Kehadiran Dewan Pengawas dan Direksi dalam Rapat Dewan Pengawas dengan Mengundang Direksi

Recapitulation and Attendance of the Board of Commissioners and the Board of Directors in the Joint Meetings which invited the Board of Directors

Dewan Pengawas dan Direksi Board of Commissioners and Board of Directors	**Jumlah Wajib Rapat** Number of Mandatory Meetings	**Jumlah Kehadiran** Number of Attendance	**Jumlah Ketidakhadiran** Number of Absence	**% Kehadiran** % Attendance
Rata-rata Kehadiran Dewan Pengawas Average Attendance of the Board of Commissioners				81,28%

*) Musdhalifah Machmud diangkat kembali menjadi anggota Dewan pengawas sejak pada tanggal 17 November 2021, setelah berakhirnya masa jabatan pada tanggal 30 Juni 2021.
**) Andi Z.A. Dulung ditunjuk oleh Anggota Dewan Pengawas sebagai Plh. Ketua Dewan Pengawas menggantikan Musdhalifah Machmud sebagai Plt. Ketua Dewan Pengawas sejak tanggal 1 Juli 2021.
***) Syailendra tidak lagi menjabat sebagai Anggota Dewan Pengawas sejak 29 Desember 2021 dan sebagai gantinya, Menteri menunjuk Jhoni Ginting sebagai Anggota Dewan Pengawas.
****) Donny Gahral Adian menjabat sebagai Anggota Dewan Pengawas Independen sejak tanggal 13 Januari 2021, menggantikan Firmansyah N. Nazroedin yang telah habis masa jabatannya sebagai anggota Dewan Pengawas.
*) Musdhalifah Machmud was reappointed as a member of the Board of Commissioners on 17 November 2021, after her term of office ended on 30 June 2021.
**) Andi Z.A. Dulung was appointed by members of the Board of Commissioners as Act. President Commissioner, replacing Musdhalifah Machmud since 1 July 2021.
***) Syailendra no longer served as a member of the Board of Commissioners since 29 December 2021, the Minister appointed Jhoni Ginting as his replacement.
****) Donny Gahral Adian served as a Member of the Independent Commissioners since 13 January 2021, replacing Firmansyah N. Nazroedin whose term of office has ended.

Rapat Direksi

Direksi mengadakan Rapat Direksi paling sedikit 1 (satu) kali dalam sebulan. Selain rapat Direksi, Direksi juga menghadiri Rapat Gabungan antara Dewan Pengawas dan Direksi yang diselenggarakan 1 (satu) kali dalam sebulan. Setiap pelaksanaan rapat Direksi harus dibuatkan risalah rapat oleh Sekretaris Perusahaan, sedangkan risalah rapat gabungan Dewas Direksi dibuat oleh Sekretaris Perusahaan bersama Sekretaris Dewan Pengawas.

Di sepanjang 2021, Direksi melaksanakan 55 (lima puluh lima) kali rapat Direksi dan 12 kali Rapat Gabungan. Agenda dan tingkat kehadiran Rapat Direksi sebagaimana dijelaskan dalam tabel berikut:

Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
Januari January	4 Januari 2021 4 January 2021	1. Strategi Penyelesaian Beras PSO (Stok Lama), 2. Prospek Bisnis Komersial, 3. Perkembangan PMN, 4. Rencana dan Strategi Pembangunan CDC dan RTR 5. Rencana dan Strategi Pencapaian Kinerja Direktorat Berdasarkan Usulan RKAP 2021. 1. PSO Rice Completion Strategy (Old Stock), 2. Commercial Business Prospects, 3. PMN Development, 4. CDC and RTR Development Plans and Strategies 5. Directorates Performance Plans and Strategies Based on 2021 RKAP Proposal.
	11 Januari 2021 11 January 2021	1. Rencana dan Strategi Direktorat Keuangan Tahun 2021, 2. Rencana dan Strategi Direktorat Human Capital Tahun 2021, 3. Rencana dan Strategi Direktorat Bisnis Tahun 2021, 4. Rencana dan Strategi Direktorat Supply Chain dan Pelayanan Publik Tahun 2021, 5. Strategi Penyelesaian Beras Prioritas Salur (Stok Lama) melalui Skema KPSH. 1. Plans and Strategies for Finance Directorate in 2021, 2. Plans and Strategies for Human Capital Directorate in 2021, 3. Plans and Strategies for Business Directorate in 2021, 4. Plans and Strategies for Supply Chain and Public Services Directorate in 2021, 5. Strategy for Completion of Priority Rice (Old Stock) through the KPSH Scheme.
	18 Januari 2021 18 January 2021	1. Progres PMN, 2. Progres Penyelesaian Beras Prioritas Salur, 3. Konsolidasi Bahan Raker. 1. PMN Progress, 2. Priority Rice Completion Progress, 3. Consolidation of Meeting Materials.
	25 Januari 2021 25 January 2021	1. Kesiapan Stok Komoditas dalam Rangka Puasa / Lebaran, 2. Laporan Aset Tetap, 3. Konsolidasi Bahan Raker. 1. Readiness of Commodity Stocks for Ramadan/Eid, 2. Report on Fixed Assets, 3. Consolidation of Meeting Materials.

Board of Directors Meetings

The Board of Directors holds a Board of Directors Meeting at least once a month. In addition to the Board of Directors meeting, the Board of Directors also attends the Joint Meeting with the Board of Commissioners once a month. Minutes of every meeting of the Board of Directors must be prepared by the Corporate Secretary, while the minutes of the joint meeting are prepared by the Corporate Secretary and the Secretary of the Board of Commissioners.

Throughout 2021 the Board of Directors held 55 (fifty five) Board of Directors meetings and 12 Joint Meetings. The agenda and attendance of the Board of Directors Meetings are described in the following table.

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
	1	1	1	1	1	1
	1	1	1	1	1	1
	1	1	1	1	1	1
	1	1	1	0	1	1

Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
Februari February	1 Februari 2021 1 February 2021	1. Kesimpulan Raker Terkait Target Operasional Tahun 2021, 2. Masalah dan Usulan Wilayah dalam Raker yang Memerlukan Keputusan BOD, 3. Laporan Hasil Koordinasi dengan Kementerian Terkait Kesiapan Komoditas untuk Puasa / Lebaran, 4. Kesiapan Impor Gula dan Daging. 1. Conclusion of Meeting Regarding Operational Targets for 2021, 2. Problems and Proposals for Areas in Meeting that Require BOD Decisions, 3. Report on the Results of Coordination with the Ministry Related to Commodity Readiness for Ramadan / Eid, 4. Readiness to Import Sugar and Meat.
	8 Februari 2021 8 February 2021	1. Laporan Progres PMN, 2. Rencana dan Strategi Pengadaan Gabah/Beras 2021, 3. Kesiapan Stok Gula Pasir Menghadapi Puasa/Lebaran dan Laporan Komoditas Pangan Lainnya. 1. PMN Progress Report, 2. Grain / Rice Procurement Plans and Strategies for 2021, 3. Sugar Stock Readiness for Ramadan / Eid and Other Food Commodity Reports.
	17 Februari 2021 17 February 2021	1. Laporan Keuangan Bulan Januari 2021, 2. Rencana dan Perhitungan Kebutuhan Impor Beras, 3. Rencana Penyaluran Beras untuk PPKM. 1. Financial Report for January 2021, 2. Plans and Calculation of Rice Import Needs, 3. Rice Distribution Plan for PPKM.
	22 Februari 2021 22 February 2021	1. Rencana Detail Penyaluran Beras PPKM Berbasis Mikro, 2. Rencana dan Strategi Pengadaan DN & LN Semester I Tahun 2021 1. Detailed Plan for Distribution of Micro-Based PPKM Rice, 2. Plan and Strategy for Procurement of domestic & overseas Semester I of 2021
Maret March	1 Maret 2021 1 March 2021	1. Progres PMN, 2. Perkembangan Rencana Penyaluran Beras PPKM Mikro, 3. Rencana Pengadaan dan Proyeksi Stok Beras Semester I Tahun 2021, 4. Progres Importasi Daging Kerbau. 1. PMN Progress, 2. Development of Micro PPKM Rice Distribution Plan, 3. Procurement Plan and Projection of Rice Stocks in Semester I of 2021, 4. Buffalo Meat Import Progress.
	8 Maret 2021 8 March 2021	1. Posisi Kesiapan Dana dalam Rangka Pengadaan Komoditas PSO dan Komersial, 2. Strategi Pencapaian Target Pengadaan Maret – April 2021, 3. Progres Importasi Daging Kerbau, 4. Progres PMN. 1. Fund Readiness for Procurement of PSO and Commercial Commodities, 2. Strategy for Achieving Procurement Targets March – April 2021, 3. Buffalo Meat Import Progress, 4. PMN Progress.
	16 Maret 2021 16 March 2021	1. Evaluasi Serapan Gabah / Beras Dalam Negeri, 2. Rancangan Struktur Organisasi Perum BULOG, 3. Laporan Keuangan Bulan Februari 2021, 4. Perkembangan PMN dan Strategi Penjualan Komersial, 5. Rencana Kegiatan HUT ke-54 BULOG. 1. Evaluation of Domestic Grain / Rice Uptake, 2. Draft Organizational Structure of Perum BULOG, 3. Financial Report for February 2021, 4. Development of PMN and Commercial Sales Strategy, 5. Activity Plan for BULOG's 54th Anniversary.
	24 Maret 2021 24 March 2021	1. Evaluasi Pengadaan Gabah dan Beras per Wilayah, 2. Progress PMN, 3. Persiapan HUT ke-54 Perum BULOG. 1. Evaluation of Grain and Rice Procurement per Region, 2. PMN Progress, 3. Preparation for the 54th Anniversary of Perum BULOG.

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
	1	1	1	1	1	1
	1	1	1	1	1	1
	1	1	1	1	0	1
	1	1	1	1	1	1
	1	1	1	1	1	1
	1	1	1	1	1	1
	1	1	1	1	1	1
	1	1	1	1	1	1

Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
	29 Maret 2021 29 March 2021	1. Update Penyerapan Gabah / Beras, 2. Kesiapan Komoditas dalam Rangka HBKN (Puasa dan Lebaran) Tahun 2021, 3. Progres PMN, 4. Isu dan Tantangan Strategis Bisnis Perusahaan Berdasarkan KPI Tahun 2021. 1. Update on Grain / Rice Absorption, 2. Commodity Readiness for HBKN (Ramadan and Eid) in 2021, 3. PMN Progress, 4. Strategic Issues and Challenges for Company Business Based on KPI 2021.
April April	5 April 2021 5 April 2021	1. Persiapan Penyaluran Bantuan Sosial Beras, 2. Alternatif Target dan Strategi Penyerapan Gabah / Beras, 3. Progres PMN. 1. Preparation for Aid Rice Distribution, 2. Alternative Targets and Strategies for Grain / Rice Absorption, 3. PMN Progress.
	12 April 2021 12 April 2021	1. Persiapan Penyaluran Program Bantuan Beras, 2. Evaluasi Pengadaan Gabah / Beras, 3. Progres Realisasi Impor Daging Kerbau, 4. Progres PMN, 5. Laporan Final Struktur Organisasi Perum BULOG. 1. Preparation for Aid Rice Distribution, 2. Evaluation of Grain/Rice Procurement, 3. Realization Progress of Buffalo Meat Imports, 4. PMN Progress, 5. Final Report on the Organizational Structure of Perum BULOG.
	19 April 2021 19 April 2021	1. Update Pembahasan Badan Pangan Nasional, 2. Update Rencana Penyaluran Bantuan Beras, 3. Evaluasi Pengadaan Gabah / Beras dan Proyeksi Stok per Wilayah serta progres importasi daging kerbau, 4. Rencana Kerjasama Penyediaan Paket Sembako Seswapres, 5. Evaluasi dan Progres PMN, 6. Finalisasi Rancangan Struktur Organisasi Perum BULOG. 1. Update on Discussion of the National Food Agency, 2. Update on Rice Aid Distribution Plan, 3. Evaluation of Grain/Rice Procurement and Stock Projection per Region and progress of importing buffalo meat, 4. Cooperation Plan for Provision of Staple Food Packages by the Seswapres, 5. Evaluation and Progress of PMN, 6. Finalization of the Draft Organizational Structure of Perum BULOG.
	26 April 2021 26 April 2021	1. Evaluasi Pengadaan Gabah/Beras dan Pangan Lain per Wilayah serta Progres Pengadaan Barang & Jasa, 2. Evaluasi dan Progres PMN & ERP, 3. Kesiapan Pelaksanaan Program Bantuan Sosial untuk Penanggulangan Stunting, 4. Update Kesiapan HUT ke-54 Perum BULOG. 1. Evaluation of Grain/Rice and Other Food Procurement per Region and Progress of Procurement of Goods & Services, 2. Evaluation and Progress of PMN & ERP, 3. Readiness to Implement Social Assistance Programs to overcome Stunting, 4. Update on Preparedness for the 54th Anniversary of Perum BULOG.

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
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Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
Mei May	3 Mei 2021 3 May 2021	1. Progres PMN dan ERP, 2. Target dan Strategi Penjualan Beras Komersial serta Usulan Pengadaan Komoditas, 3. Target dan Strategi Penyaluran Beras KPSH, 4. Evaluasi Pengadaan Gabah/Beras dan Rencana Pengadaan Gandum, 5. Progres Tindak Lanjut Penyelesaian Masalah Hukum. 1. PMN and ERP Progress, 2. Commercial Rice Sales Targets and Strategies and Commodity Procurement Proposals, 3. KPSH Rice Distribution Targets and Strategies, 4. Grain/Rice Procurement Evaluation and Wheat Procurement Plans, 5. Follow-Up Progress on Legal Issues Resolution.
	10 Mei 2021 10 May 2021	1. Evaluasi dan Kajian Progress PMN, 2. Evaluasi Pengadaan Gabah/Beras. 1. Evaluation and Study of PMN Progress, 2. Evaluation of Grain/Rice Procurement.
	19 Mei 2021 19 May 2021	1. Pending Matters, 2. Kebijakan Pengadaan Dalam Negeri, 3. Progress PMN. 1. Pending Matters, 2. Domestic Procurement Policy, 3. PMN Progress.
	24 Mei 2021 24 May 2021	1. Update Importasi Daging Kerbau, 2. Strategi Penjualan Beras KPSH, 3. Evaluasi Pengadaan. 1. Buffalo Meat Importation Update, 2. KPSH Rice Sales Strategy, 3. Procurement Evaluation.
	31 Mei 2021 31 May 2021	1. Strategi Percepatan Implementasi ERP dan Pembangunan PMN, 2. Strategi Peningkatan Penjualan Gula dan Daging, 3. Strategi Peningkatan Penjualan KPSH. 1. Strategy to Accelerate ERP Implementation and PMN Development, 2. Strategy to Increase Sales of Sugar and Meat, 3. Strategy to Increase Sales of KPSH.

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
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Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
Juni June	8 Juni 2021 8 June 2021	1. Update Perkembangan PMN, 2. Evaluasi dan Usulan Strategi Penyaluran KPSH per Wilayah, 3. Update Importasi Daging Kerbau 1. PMN Development Update, 2. Evaluation and Proposal of KPSH Distribution Strategy per Region, 3. Buffalo Meat Importation Update
	14 Juni 2021 14 June 2021	1. Evaluasi PMN, 2. Pengaturan Kuota Pemasok Importasi Daging Kerbau, 3. Penyelesaian Beras Prioritas Salur, 4. Update Laporan Produksi Gula PT GMM 1. PMN Evaluation, 2. Buffalo Meat Import Supplier Quota Arrangement, 3. Settlement of Priority Rice, 4. PT GMM Sugar Production Report Update
	21 Juni 2021 21 June 2021	1. Progres Pembahasan Badan Pangan Nasional (BPN), 2. Laporan dan Tindak Lanjut Rapat dengan Wamen 1 BUMN Perihal CBP, 3. Lokasi dan Kapasitas Gudang Kedelai serta Daya Dukung Infrastruktur Perum BULOG untuk Penugasan Pengelolaan Kedelai, 4. Peta Potensi Produksi & Pasar Kedelai DN, 5. Update Importasi Daging Kerbau, 6. Update Produksi Gula PT GMM, 7. Update Perkembangan Pembangunan RtR. 1. National Food Agency (BPN) Discussion Progress, 2. Report and Follow-up Meeting with Deputy Minister 1 BUMN Regarding CBP, 3. Soybean Warehouse Location and Capacity and Infrastructure Support Capacity of Perum BULOG for Soybean Management Assignment, 4. Map of Soybean Production & Domestic Market Potential, 5. Buffalo Meat Importation Update, 6. PT GMM Sugar Production Update, 7. RtR Development Development Update.
	28 Juni 2021 28 June 2021	1. Laporan Penyebaran COVID-19, Pengadaan Ge-Nose dan Evaluasi Implementasi Kebijakan WFH serta Penertiban Absensi, 2. Rencana Penjualan Beras Di bawah Harga untuk Beras Prioritas Salur dan Strategi Pengadaan untuk Pemenuhan Stok CBP, 3. Kesiapan Stok & Antisipasi Terhadap Kebijakan Pemerintah di Masa Pandemi, 4. Laporan Pelaksanaan & Hasil Commissioning Mesin RtR, 5. Tindak Lanjut atas Surat Peringatan Kepada Pelaksana Proyek PMN, serta Evaluasi atas Permasalahan PMN, 6. Temuan dan Tindak Lanjut atas Temuan Audit BPK dan Audit SPI. 1. Report on the Spread of COVID-19, Procurement of Ge-Nose and Evaluation of the Implementation of WFH Policy and Management of Absences, 2. Plans to Sell Rice Below Price for Priority Rice and Procurement Strategy for Fulfillment of CBP Stocks, 3. Stock Preparedness & Anticipation of Government Policies in Pandemic Period, 4. Report on the Implementation & Commissioning Results of the RTR Machine, 5. Follow-up on Warning Letters to PMN Project Executors, and Evaluation of PMN Problems, 6. Findings and Follow-up on BPK Audit Findings and SPI Audits.

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
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Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
Juli July	1 Juli 2021 1 July 2021	1. Perkembangan dan penanganan kasus COVID-19, 2. Antisipasi Perum BULOG terhadap kebijakan PPKM Darurat Jawa – Bali. 1. Development and handling of the COVID-19 case, 2. Perum BULOG Anticipation for the Java-Bali Emergency PPKM policy.
	5 Juli 2021 5 July 2021	1. Update Laporan Penyebaran COVID-19, 2. Penanganan Permasalahan Hukum, 3. Usulan KBIB Terkait Seragam Batik dan Kenaikan Uang Makan, 4. Alternatif Penggantian Logo Perusahaan, 5. Update PMN, Opaset & Penjualan Komoditas Komersial, 6. Kesiapan Penyaluran Beras di Masa Pandemi / PPKM Darurat. 1. Update Report on the Spread of COVID-19, 2. Handling of Legal Issues, 3. KBIB Proposals Regarding Batik Uniforms and Increase in Meal allowance, 4. Alternatives to the Company's new logo, 5. Updates on PMN, Opaset & Sales of Commercial Commodities, 6. Readiness for Rice Distribution during the Pandemic/Emergency PPKM Period.
	7 Juli 2021 7 July 2021	1. Tindak Lanjut rapat dengan Presiden, 2. Tindak Lanjut arahan Menteri BUMN. 1. Follow up the meeting with the President, 2. Follow up the direction of the Minister of SOEs.
	12 Juli 2021 12 July 2021	1. Update Laporan Penyebaran COVID-19, 2. Laporan Keuangan Bulan Juni 2021, 3. Kesiapan Penyaluran Bantuan Beras PPKM 2021, 4. Update PMN dan Kinerja Komersial. 1. Update Report on the Spread of COVID-19, 2. Financial Report of June 2021, 3. Readiness for Distribution of 2021 PPKM Rice Aid, 4. Update on PMN and Commercial Performance.
	22 Juli 2021 22 July 2021	1. Update Laporan Penyebaran COVID-19 dan Rencana Vaksinasi, 2. Kesiapan Penyaluran Bantuan Beras PPKM 2021, 3. Update PMN. 1. Update Report on the Spread of COVID-19 and Vaccination Plans, 2. Readiness for Distribution of 2021 PPKM Rice Aid, 3. PMN Update.
	27 Juli 2021 27 July 2021	1. Update Penanganan COVID-19 dan Rencana Vaksin, 2. Update dan Evaluasi Penyaluran Bantuan Beras PPKM 2021, 3. Update Progres PMN. 1. Update on COVID-19 Handling and Vaccine Plans, 2. Update and Evaluation of 2021 PPKM Rice Aid Distribution, 3. PMN Progress Update.
Agustus August	02 Agustus 2021 02 August 2021	1. Update Penanganan COVID-19 dan Rencana Vaksin, 2. Usulan Desain Kalender 2022 , 3. Progres dan Evaluasi Penyaluran Bantuan Beras PPKM 2021 dan Rencana Tambahan 8,8 Juta KPM, 4. Penawaran Saham PT MBN, 5. Update Progres PMN. 1. Update on COVID-19 Handling and Vaccine Plan, 2. Proposed 2022 Calendar Design, 3. Progress and Evaluation of the 2021 PPKM Aid Rice Distribution and Plan for Additional 8.8 Million KPM, 4. PT MBN Share Offering, 5. PMN Progress Update.

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
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Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
	9 Agustus 2021 9 August 2021	1. Update Penanganan COVID-19 dan Laporan Pelaksanaan Vaksin, 2. Pemberdayaan Peneliti, 3. Evaluasi Penyaluran Bantuan Beras PPKM 2021 per Wilayah, 4. Update Progres PMN, 5. Rencana Ekspor Beras, 6. Hapus Buku Piutang. 1. Update on COVID-19 Handling and Report on Vaccine Implementation, 2. Empowerment of Researchers, 3. Evaluation of 2021 PPKM Aid Rice Distribution per Region, 4. PMN Progress Update, 5. Rice Export Plan, 6. Write Off Receivables.
	16 Agustus 2021 16 August 2021	1. Evaluasi Penyaluran BB PPKM 8,8 Juta KPM, 2. Laporan Produksi dan Penjualan Gula PT GMM, 3. Peta Panen Gadu dan Potensi Penyerapan Gabah / Beras, 4. Konsep dan Posisi Strategis CBP, 5. Progres PMN dan Penjualan Komoditas Komersial, 6. Evaluasi RKAP dan Postur Keuangan Perusahaan Tahun 2021, 7. Laporan Final Struktur Organisasi Perum BULOG, 8. Perkembangan COVID-19 dan Rencana Kegiatan HUT KBIB. 1. Evaluation of the Distribution of BB PPKM 8.8 Million KPM, 2. Report on PT GMM Sugar Production and Sales, 3. Map of Gadu Harvest and Potential for Grain / Rice Absorption, 4. Concept and Strategic Position of CBP, 5. PMN Progress and Sales of Commercial Commodities , 6. Evaluation of the Company's RKAP and Financial Posture for 2021, 7. Final Report on the Organizational Structure of Perum BULOG, 8. Development of COVID-19 and KBIB Anniversary Activity Plans.
	23 Agustus 2021 23 August 2021	1. Strategi Pencapaian Target RKAP 2021, 2. Aspek Perpajakan: Restitusi, Sengketa dan Banding, 3. Laporan Realisasi dan Evaluasi Penyaluran Bantuan Beras PPKM, 4. Prospek Pengadaan Gabah/Beras & Proyeksi Stok Akhir Tahun, 5. Peluang Pasar dan Upaya Peningkatan Penjualan Komoditas Pangan Komersial Sampai dengan Akhir Tahun, 6. Prospek Bisnis Porang, 7. Rencana dan Strategi Optimalisasi Aset. 1. Strategy for Achieving 2021 RKAP Targets, 2. Taxation Aspects: Restitution, Disputes and Appeals, 3. Report on the Realization and Evaluation of Distribution of PPKM Aid Rice, 4. Prospects for Procurement of Grain / Rice & Year-End Stock Projection, 5. Market Opportunities and Efforts to Increase Sales of Commercial Food Commodities Until the End of the Year, 6. Porang Business Prospects, 7. Asset Optimization Plans and Strategies.

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
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Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
	31 Agustus 2021 31 August 2021	1. Persiapan Penerapan Perpres Nomor 66 Tahun 2021 tentang BPN, 2. Evaluasi Kinerja Perusahaan dan KPI sampai dengan Bulan Juli 2021, 3. Laporan Realisasi dan Evaluasi Penyaluran Bantuan Beras PPKM dan KPSH, 4. Pengadaan Gabah / Beras & Proyeksi Stok Akhir Tahun, 5. Kesiapan Importasi dan Pengolahan Raw Sugar: Alternatif 50.000 atau 100.000 ton, 6. Kesiapan untuk Penugasan Importasi dan Pemasaran Komoditas: Daging, Kedelai, Jagung, Bawang Merah & Bawang Bombay, 7. Realisasi Pembayaran PMN, 8. Pemberian Jasa Produksi / Bonus: Rencana & Sumber Pembiayaan. 1. Preparation for the Implementation of Presidential Regulation Number 66 of 2021 concerning BPN, 2. Evaluation of Company Performance and KPI up to July 2021, 3. Report on the Realization and Evaluation of Distribution of PPKM and KPSH Rice Assistance, 4. Grain / Rice Procurement & Year-End Stock Projection, 5. Readiness for Importation and Processing of Raw Sugar: Alternative 50,000 or 100,000 tons, 6. Readiness for Assignment of Importation and Marketing of Commodities: Meat, Soybeans, Corn, Shallots & Onions, 7. Realization of PMN Payments, 8. Provision of Production Services / Bonuses : Plan & Source of Funding.

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
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Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
September September	6 September 2021 6 September 2021	1. Perkembangan Vaksinasi COVID-19, 2. Laporan KPI per Wilayah Semester I 2021, 3. Struktur Organisasi Perum BULOG (Kesiapan Pengelolaan Infrastruktur : MRMP, RTR, Gudang Modern, dsb), 4. Update Laporan Aset (Clearance, Masalah & Penanganan), 5. Penyaluran BB-PPKM 2021 (Realisasi Distribusi & Penagihan), 6. Evaluasi Penyerapan Gabah / Beras, 7. Evaluasi KPSH, 8. Rencana Importasi & Pemasaran (Kedelai & Daging), 9. Rencana Importasi dan Pengolahan Raw Sugar, 10. Evaluasi Masing-Masing Proyek PMN (Perkembangan, Masalah & Solusi) 1. Progress of COVID-19 Vaccination, 2. KPI Reports per Region Semester I 2021, 3. Organizational Structure of Perum BULOG (Infrastructure Management Readiness: MRMP, RTR, Modern Warehouse, etc.), 4. Asset Report Updates (Clearance, Problems & Handling), 5. Distribution of BB-PPKM 2021 (Realization of Distribution & Billing), 6. Evaluation of Grain / Rice Absorption, 7. Evaluation of KPSH, 8. Import & Marketing Plan (Soybean & Meat), 9. Raw Sugar Import and Processing Plan, 10. Evaluation of Each PMN Project (Progress, Problems & Solutions)
	13 September 2021 13 September 2021	1. Laporan Keuangan Bulan Agustus 2021 & Prognosa Tahun 2021, 2. Modal Kerja & Piutang Perusahaan, 3. Laporan Aset (Inventarisasi, Optimalisasi dan Rencana Ruislag), 4. Finalisasi Struktur Organisasi Wilayah, 5. Potensi dan Rencana Optimis Penyerapan Gabah / Beras Tahun 2021, 6. Proyeksi Stok Siap Salur sampai dengan Akhir Tahun 2021, 7. Kesiapan Penyaluran KPSH sampai dengan Bulan Februari 2022, 8. Realisasi Pembayaran Proyek RtR dan Tindak Lanjut Pengelolaan, 9. Evaluasi & Keputusan Tindak Lanjut Pembangunan Gudang Modern Surabaya, 10. Progres ERP 1. August 2021 Financial Report & Prognosis for 2021, 2. Working Capital & Company Receivables, 3. Asset Report (Inventory, Optimization and Ruislag Plan), 4. Finalization of Regional Organizational Structure, 5. Potential and Optimistic Plans for Grain / Rice Absorption Year 2021, 6. Projection of Ready Stock for Distribution until the end of 2021, 7. Readiness for Distribution of KPSH until February 2022, 8. Realization of RtR Project Payments and Management Follow-up, 9. Evaluation & Decision on Follow-Up of Surabaya Modern Warehouse Development, 10. Progress ERP

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
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Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
	20 September 2021 20 September 2021	1. Finalisasi SO Pengelolaan Infrastruktur Pengolahan Gabah / Beras dan Gudang Modern, serta Finalisasi SO Kantor Wilayah dan Kantor Cabang, 2. Update Penyelesaian Tanah Marunda dan Kelapa Gading, 3. Update Penyelesaian Masalah Hukum & Hubungan Industrial / Ketenagakerjaan, 4. Kesiapan Pengelolaan Jagung Pakan (Rencana Kebutuhan dan Proyeksi Harga), 5. Rencana Divestasi PT GMM, 6. Peluang Bisnis Bawang Putih & Komoditas Komersial Lainnya (Harga dan Kebutuhan Pasar, 7. Update Opaset Tanah Gatsu & Rencana Ruislag Tanah Jl. A. Yani Banjarmasin, 8. Update PMN (Progres Fisik dan Pembayaran Masing-Masing Proyek. 1. Finalization of SO Management of Grain / Rice Processing Infrastructure and Modern Warehouses, as well as Finalization of SO of Regional Offices and Branch Offices, 2. Update on Land Completion of Marunda and Kelapa Gading, 3. Update on Resolution of Legal Issues & Industrial Relations / Employment, 4. Readiness for Corn Management (Requirement Plan and Price Projection), 5. PT GMM Divestment Plan, 6. Garlic Business Opportunity & Other Commercial Commodities (Market Price and Needs), 7. Update on Gatsu Land Opaset & Land Ruislag Plan in Jl. A. Yani Banjarmasin, 8. PMN Update (Physical Progress and Payment of Each Project)
	27 September 2021 27 September 2021	1. Kesiapan Pengadaan dan Distribusi Jagung Pakan (Peta Wilayah Produksi & Kebutuhan serta Perhitungan Harga Pokok Produksi & Harga Jual), 2. Update Opaset Tanah Gatsu dan Rencana Ruislag Tanah Jl. A. Yani Banjarmasin, 3. Update PMN, 4. Laporan Rencana Penjualan Saham PT GMM dan Penjualan Gula Turun Mutu, 5. Finalisasi Struktur Organisasi, 6. Update Penyelesaian Masalah Hukum (Kasus Tanah Kelapa Gading) 1. Readiness for Procurement and Distribution of Corn (Map of Production Areas & Needs and Calculation of Cost of Production & Selling Prices), 2. Update on Gatsu Land Opaset & Land Ruislag Plan in Jl. A. Yani Banjarmasin, 3. PMN Update, 4. Report on the Selling Plan of PT GMM Shares and Sales of Decreased Quality Sugar, 5. Finalization of Organizational Structure, 6. Update on Legal Problem Resolution (Kelapa Gading Land Case)

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
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Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
Oktober October	4 Oktober 2021 4 October 2021	1. Update Kesiapan Pengadaan & Distribusi Jagung Pakan, 2. Pemetaan Kondisi Kualitas Beras dan Komoditas Lain per Wilayah, 3. Rancangan RKAP Tahun 2022, 4. Update Progres PMN dan Pending Matters Komersial, 5. Update Opaset Tanah Jl. Gatsu & Jl. A. Yani / Depang Jakarta, 6. Update dan Evaluasi Investasi Non PMN, 7. Finalisasi Struktur Organisasi Wilayah, 8. Update Inventarisasi Data & Clearance Asset, 9. Update Perkembangan COVID-19 & Vaksinasi per Wilayah. 1. Readiness on Corn Procurement & Distribution, 2. Mapping of Quality of Rice and Other Commodities per Region, 3. 2022 RKAP Draft, 4. Update on PMN Progress and Commercial Pending Matters, 5. Update on Jl. Gatsu Land Opaset & Jl. A. Yani / Depang Jakarta, 6. Update and Evaluation of Non PMN Investments, 7. Finalization of Regional Organizational Structure, 8. Update on Data Inventory & Asset Clearance, 9. Update on COVID-19 & Vaccination Developments per Region.
	11 Oktober 2021 11 October 2021	1. Update Pelaksanaan Pengadaan & Distribusi Jagung Pakan, 2. Realisasi & Proyeksi KPSH s.d Februari 2022, serta Rencana Penyaluran Beras Tahun Pengadaan 2018 / 2019, 3. Update Importasi Daging Kerbau, 4. Laporan Keuangan TW III dan Progres Pembayaran Piutang Pemerintah, 5. Update Opaset Tanah Jl. Gatsu, Jl. A. Yani / Depang Jakarta, dan Rumah Dinas Pengumben Jakarta, 6. Potensi & Kesiapan Penjualan Komoditas Komersial Menjelang Natal dan Tahun Baru 2022. 1. Update on Procurement & Distribution of Corn, 2. KPSH Realization & Projection up to February 2022, and Rice Distribution Plan for Procurement Year 2018 / 2019, 3. Buffalo Meat Importation Update, 4. Q3 Financial Report and Government Receivable Payment Progress, 5. Update on Jl. Gatsu Land Opaset & Jl. A. Yani / Depang Jakarta, and the Jakarta Pengumben Office, 6. Potential & Readiness for Sales of Commercial Commodities Ahead of Christmas and New Year 2022.
	18 Oktober 2021 18 October 2021	1. Update Pelaksanaan Pengadaan & Distribusi Jagung Pakan, 2. Evaluasi Stok CBP dan Kebijakan Pengadaan Gabah / Beras, 3. Update PMN (Keterbatasan Bahan Baku untuk Commissioning & Rencana Pengelolaan, 4. Evaluasi & Rencana Penataan Ruangan Kerja Kantor Pusat. 1. Update on Procurement & Distribution of Corn, 2. Evaluation of CBP Stock and Grain / Rice Procurement Policy, 3. PMN Update (Limitation of Raw Materials for Commissioning & Management Plans, 4. Evaluation & Plan for Head Office Workspace Arrangement.

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
	1	1	1	1	1	1
	1	1	1	1	1	1
	1	0	1	1	1	1

Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
	25 Oktober 2021 25 October 2021	1. Tindak Lanjut Hasil Rakortas 22 Oktober 2021 tentang Kebijakan Beras, Jagung dan Telur, 2. Tindak Lanjut FGD dengan Kementerian BUMN tentang Badan Pangan Nasional, 3. Update Perkembangan Divestasi PT GMM dan Opaset Tanah di Jalan Gatot Subroto, Jakarta Selatan, 4. Rencana Pengadaan Tanah di Pulang Pisau, 5. Finalisasi Struktur Organisasi, 6. Konsep Penataan Ruangan Kerja Kantor Pusat, 7. Update Perkembangan COVID-19 dan Vaksinasi, 8. Pengaturan Keluar Masuk Kantor Bagi Karyawan, 9. Design Kalender 2022. 1. Follow-up on the results of the 22 October 2021 Rakortas on Rice, Corn and Egg Policy, 2. Follow-up FGD with the Ministry of SOEs on the National Food Agency, 3. Update on the Development of PT GMM Divestment and Gatsu Land Opaset - South Jakarta, 4. Land Acquisition Plan in Pulang Pisau , 5. Finalization of Organizational Structure, 6. Concept of Arrangement of Head Office Workspaces, 7. Update on the Development of COVID-19 and Vaccination, 8. Exit and Entry Arrangements for Employees, 9. 2022 Calendar Design.
	28 Oktober 2021 28 October 2021	1. Update Kontrak Proyek MRMP, 2. Update Pelaksanaan Pengadaan Jagung 1. MRMP Project Contract Update, 2. Corn Procurement Implementation Update.
November November	1 November 2021 1 November 2021	1. Progres Rencana Penataan Ruangan Kerja Kantor Pusat, 2. Kontrak Manajemen Tahunan dan Cascading KPI Direksi, 3. Laporan Evaluasi Pembangunan MRMP di Bojonegoro dan Magetan, 4. Update Importasi Daging Kerbau, 5. Update Lelang Pengadaan Jagung Pakan. 1. Headquarters Workspace Arrangement Plan Progress, 2. Annual Management Contract and Directors KPI Cascading, 3. MRMP Development Evaluation Report in Bojonegoro and Magetan, 4. Buffalo Meat Importation Update, 5. Corn Procurement Auction Update.
	8 November 2021 8 November 2021	1. Update Progres PMN (Evaluasi tiap-tiap proyek), 2. Antisipasi Lonjakan Harga (Kesiapan Komoditas & Proyeksi Penjualan sampai dengan Akhir Tahun, 3. Mitigasi Bencana Hidrometeorologi (Kesiapan Stok dan Pengamanan Aset). 1. PMN Progress Update (Evaluation of each project), 2. Anticipation of Price Surge (Commodity Readiness & Sales Projection until the End of the Year, 3. Hydrometeorological Disaster Mitigation (Stock Readiness and Asset Protection).
	15 November 2021 15 November 2021	1. Laporan Keuangan November 2021, 2. Postur RKAP Tahun 2022, 3. Progres PMN (Realisasi Fisik dan Pembayaran), 4. Update Permasalahan Hukum, 5. Laporan Review atas Permasalahan Beras Komersial Kanwil DKI, 6. Kesiapan Komoditas Komersial dan Proyeksi Penjualan sampai dengan Akhir Tahun, 7. Kesiapan Stok untuk Antisipasi Bencana dan Proyeksi CBP Akhir Tahun 2021, 8. Update Importasi Daging Kerbau. 1. November 2021 Financial Report, 2. RKAP Posture for 2022, 3. PMN Progress (Physical Realization and Payment), 4. Update on Legal Issues, 5. Review Report on Commercial Rice Issues in DKI Regional Office, 6. Readiness of Commercial Commodities and Sales Projection until the end of the year, 7. Stock Readiness for Disaster Anticipation and CBP Projection at the End of 2021, 8. Buffalo Meat Importation Update.

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
	1	0	1	1	1	1
	1	0	1	1	1	1
	1	0	1	1	1	1
	1	0	1	1	1	1
	1	0	1	1	1	1

Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
	22 November 2021 22 November 2021	1. Usulan Final RKAP Tahun 2022, 2. Update Permasalahan Hukum, 3. Review Beras Komersial Kanwil DKI Jakarta, 4. Update Gudang Modern (DKI, Medan & Surabaya), 5. Update Penataan Ruang Kerja Kantor Pusat, 6. Update Divestasi PT GMM dan Opaset Tanah Jl. Gatot Subroto, Jakarta Selatan, 7. Kesiapan Komoditas Komersial & Proyeksi Penjualan sampai dengan Akhir Tahun, 8. Update Pengadaan & Penyaluran Jagung-Jagung Pakan, 9. Laporan Sigapmen, Proyeksi Stok CBP Akhir Tahun 2021, dan Prediksi Panen Tahun 2022, 10. Realisasi Penyaluran CBP untuk Bencana Alam. 1. Final Proposal of 2022 RKAP, 2. Update on Legal Issues, 3. Review of Commercial Rice for DKI Jakarta Regional Office, 4. Update on Modern Warehouses (DKI, Medan & Surabaya), 5. Update on Head Office Workspace Arrangement, 6. Update on PT GMM Divestment and Jl. Gatsu Land Opaset, 7. Readiness of Commercial Commodities & Sales Projection until the End of the Year, 8. Update on Procurement & Distribution of Corn, 9. Alert Report, Projection of CBP Stock End of 2021, and Prediction of Harvest for 2022, 10. Realization of CBP Distribution for Natural disasters.
	29 November 2021 29 November 2021	1. Progress Proyek PMN, 2. Penyelesaian Beras Komersial, 3. Progress Divestasi PT. GMM, 4. Kesiapan Komoditas Komersial dan Proyeksi Penjualan sampai dengan akhir tahun 2021. 1. PMN Project Progress, 2. Completion of Commercial Rice, 3. PT. GMM Divestment Progress, 4. Commercial Commodity Readiness and Sales Projection until the end of 2021.

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
	1	0	1	1	1	1
	1	0	1	1	1	1

Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
Desember December	6 Desember 2021 6 December 2021	1. Update & Evaluasi PMN, 2. Laporan Tahap I Audit Umum oleh KAP, 3. Pemetaan Wilayah Rawan Bencana (Antisipasi untuk Pengamanan Aset Perusahaan), 4. Rencana Penyelesaian Beras Prioritas Salur, 5. Rencana Penyelesaian Beras Komersial, 6. Potensi & Rencana Kegiatan Komersial Menjelang Natal Tahun 2021 dan Tahun Baru 2022, 7. Evaluasi Kerjasama RtR dengan PT Raja Musi Perkasa di DKI Jakarta. 1. PMN Update & Evaluation, 2. General Audit Phase I Report by KAP, 3. Mapping of Disaster-Prone Areas (Anticipation for Security of Company Assets), 4. Priority Rice Completion Plan, 5. Commercial Rice Completion Plan, 6. Commercial Activities Potential & Plan ahead of Christmas 2021 and New Year 2022, 7. Evaluation of RTR Collaboration with PT Raja Musi Perkasa in DKI Jakarta.
	13 Desember 2021 13 December 2021	1. Perkembangan KPSH dan Estimasi Stok Akhir Tahun 2021, 2. Pemetaan Gudang di Wilayah Rawan Bencana, 3. Laporan Keuangan Bulan November 2021, 4. Laporan Progres PMN, 5. Perkembangan Divestasi PT GMM, 6. Perkembangan Optimalisasi Aset. 1. KPSH Development and Stock Estimation of Year End of 2021, 2. Warehouse Mapping in Disaster-Prone Areas, 3. November 2021 Financial Report, 4. PMN Progress Report, 5. PT GMM Divestment Development, 6. Asset Optimization Development.
	20 Desember 2021 20 December 2021	1. Update dan Evaluasi PMN, 2. Update Rencana Penataan Ruangan Kerja Kantor Pusat, 3. Perkembangan Divestasi PT GMM, 4. Rencana Pengelolaan UB Industri, 5. Perkembangan Optimalisasi Aset, 6. Penyelesaian & Penjualan Beras Komersial, 7. Perkembangan KPSH dan Estimasi Stok Akhir Tahun 2021, 8. Update Importasi Daging Kerbau, 9. Realisasi Pembayaran Penyaluran BB-PPKM & Disposal Stok Beras Turun Mutu. 1. PMN Update and Evaluation, 2. Head Office Workspace Arrangement Plan Update, 3. Development of PT GMM Divestment, 4. UB Industry Management Plan, 5. Asset Optimization Development, 6. Commercial Rice Completion & Sales, 7. KPSH Development and Year End 2021 Stock Estimation, 8. Buffalo Meat Importation Update, 9. Payment Realization of BB-PPKM Distribution & Disposal of Decreased Quality Rice Stocks.

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
	1	0	1	1	1	1
	1	0	1	1	1	1
	1	0	1	1	1	1

Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran dalam Rapat Direksi Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
	27 Desember 2021 27 December 2021	1. Update dan Evaluasi PMN, 2. Perkembangan Divestasi PT GMM, 3. Laporan Kinerja dan Pengelolaan Unit Bisnis, 4. Margin Penugasan Atas Pengelolaan Pangan oleh Perum BULOG, 5. Proyeksi Kinerja Keuangan Tahun 2021, 6. Evaluasi Stok CBP dan Peluang Pengadaan Beras di Akhir Tahun, 7. Update Importasi Daging Kerbau – Marhaba. 1. PMN Update and Evaluation, 2. Development of PT GMM Divestment, 3. Performance Report and Management of Business Units, 4. Assignment Margins for Food Management by Perum BULOG, 5. Projection of Financial Performance for 2021, 6. Evaluation of CBP Stocks and Rice Procurement Opportunities at the End of the Year, 7. Buffalo Meat Importation Update – Marhaba.
Jumlah Kehadiran Total Attendance		
Jumlah Wajib Hadir Total Mandatory Attendance		
Persentase Kehadiran Percentage of Attendance		
= tidak menjabat = not in office		

Rekapitulasi dan Tingkat Kehadiran Direksi dalam Rapat Direksi
Recapitulation and Attendance of the Board of Directors in Board of Directors Meetings

Direksi Board of Directors	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Jumlah Ketidakhadiran Number of Absence	% Kehadiran % Attendance
Budi Waseso (Direktur Utama) (President Director)	55	55	-	100%
Gatot Trihargo (Wakil Direktur Utama) * (Vice President Director)	43	41	2	95,35%
Bagya Mulyanto (Direktur Keuangan) (Finance Director)	55	55	-	100%
Mokhamad Suyamto (Direktur Supply Chain dan Pelayanan Publik) (Supply Chain and Public Service Director)	55	54	1	98,18%
Febby Novita (Direktur Bisnis) (Business Director)	55	53	2	96,36%

Details of Meetings, Agenda and Attendance in Board of Directors Meetings in 2021

	Kehadiran Attendance					
	Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
	Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
	1	0	1	1	1	1
	55	41	55	54	53	55
	55	43	55	55	55	55
	100,00%	95,35%	100,00%	98,18%	96,36%	100,00%

Rekapitulasi dan Tingkat Kehadiran Direksi dalam Rapat Direksi
Recapitulation and Attendance of the Board of Directors in Board of Directors Meetings

Direksi Board of Directors	**Jumlah Wajib Rapat** Number of Mandatory Meetings	**Jumlah Kehadiran** Number of Attendance	**Jumlah Ketidakhadiran** Number of Absence	**% Kehadiran** % Attendance
Purnomo Sinar Hadi (Direktur Human Capital) (Human Capital Director)	55	55	-	100%
Rata-rata Kehadiran Direksi Average of Board of Directors Attendance				**98,43%**

*) Gatot Trihargo tidak lagi menjabat sebagai Wakil Direktur Utama sejak 11 Oktober 2021.
*) Gatot Trihargo no longer served as Vice President Director since 11 October 2021

Rapat Gabungan Dewan Pengawas dengan Direksi

Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran Direksi dalam Rapat Gabungan dengan Dewan Pengawas Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
Januari January	21 Januari 2021 21 January 2021	8. Evaluasi Kinerja Perum BULOG Tahun 2020 dan Strategi Pencapaian RKAP Tahun 2021. Performance Evaluation of Perum BULOG in 2020 and the Strategy for RKAP 2021.
Februari February	2 Maret 2021 2 March 2021	1. Evaluasi Kinerja Perum BULOG Tahun 2020 (Audited). 2. Evaluasi Realisasi Investasi dari Dana PMN Tahun 2016. 1. Performance Evaluation of Perum BULOG in 2020 (Audited). 2. Evaluation of Investment Realization from PMN Funds in 2016.
Maret March	31 Maret 2021 31 March 2021	1. Evaluasi Kinerja Perum BULOG Tahun 2021 bulan Januari dan Februari 2021. 2. Strategi Penyerapan Gabah Menghadapi Musim Panen 2021. 3. Strategi Supply Chain Menjelang Ramadhan dan Idul Fitri 2021. 4. Evaluasi dan Optimalisasi RPK dan E-WARONG. 1. Performance Evaluation of Perum BULOG for January and February 2021. 2. Grain Absorption Strategy for the 2021 Harvest Season. 3. Supply Chain Strategy Ahead of Ramadan and Eid al-Fitr 2021. 4. Evaluation and Optimization of RPK and E-WARONG.
April April	28 April 2021 28 April 2021	1. Evaluasi Kinerja dan Pencapaian KPI Triwulan I Tahun 2020. 2. Analisis Stress Test Kinerja (Skema Buruk, Normal dan Terbaik) s.d. Akhir Tahun 2021. 1. Evaluation of Performance and Achievement of KPI Quarter I of 2020 2. Analysis of Performance Stress Tests (Bad, Normal and Best Schemes) up to End of 2021
Mei May	31 Mei 2021 31 May 2021	1. Evaluasi Kinerja Perum BULOG bulan April 2021. 2. Update Kinerja dan Inisiatif Strategis Anak Perusahaan. 1. Performance Evaluation of Perum BULOG for April 2021 2. Performance Updates and Strategic Initiatives of Subsidiaries
Juni June	30 Juni 2021 30 June 2021	1. Evaluasi Kinerja Perum BULOG s.d. Mei 2021. 2. Perkembangan Pembangunan ERP dan Adendum Kontrak Proyek Infrastruktur Pasca Panen dengan Dana PMN TA 2016. 1. Performance Evaluation of Perum BULOG up to May 2021. 2. ERP Development Progress and Post-Harvest Infrastructure Project Contract Addendum with PMN Funds FY 2016.
Juli July	29 Juli 2021 29 July 2021	1. Evaluasi Kinerja dan Pencapaian KPI Semester 1/2021. 2. Neraca Beras Perum BULOG (Sebaran, Quantum, Usia, Kondisi) dan Posisinya terhadap Perberasan Nasional. 1. Evaluation of Performance and Achievement of KPI Semester 1/2021. 2. Rice Balance of Perum BULOG (Distribution, Quantum, Age, Condition) and Its Position in relation to National Rice.
Agustus August	31 Agustus 2021 31 August 2021	1. Evaluasi Kinerja dan Pencapaian KPI s.d. Juli 2021. 2. Persiapan Penerapan Perpres 66 Tahun 2021 Tentang Badan Pangan Nasional. 1. Performance Evaluation and KPI Achievement up to July 2021 2. Preparation for the Implementation of Presidential Decree 66 of 2021 concerning the National Food Agency.
September September	29 September 2021 29 September 2021	1. Evaluasi Kinerja Bulan Agustus 2021. 2. Evaluasi Kinerja Per Wilayah (Indikator Operasi dan Keuangan). 1. Performance Evaluation for August 2021. 2. Performance Evaluation by Region (Operational and Financial Indicators).
Oktober October	28 Oktober 2021 28 October 2021	1. Evaluasi Kinerja Bulan September 2021. 2. Indikasi target dalam RKAP 2022. 1. Performance Evaluation for September 2021. 2. Target Indication in the 2022 RKAP.

Joint Meetings with the Board of Commissioners and the Board of Directors

Details of Meetings, Agenda and Attendance of the Board of Directors in Joint Meetings with the Board of Commissioners in 2021

Kehadiran					
Budi Waseso	Gatot Trihargo	Mokh. Suyamto	Febby Novita	Purnomo Sinar Hadi	Bagya Mulyanto
Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
1	1	1	1	1	1
1	1	1	1	1	1
1	1	1	1	1	1
1	1	1	1	1	1
1	1	1	1	1	1
1	1	1	1	1	1
1	1	1	1	1	1
1	1	1	1	1	1
1	1	1	1	1	1
1		1	1	-	1

Tabel Rincian Pelaksanaan Rapat, Agenda dan Kehadiran Direksi dalam Rapat Gabungan dengan Dewan Pengawas Tahun 2021

Bulan Month	Tanggal Date	Agenda Rapat Meeting Agenda
November November	30 November 2021 30 November 2021	1. Evaluasi Kinerja s.d. Bulan Oktober 2021. 2. Rencana Strategis Untuk Mencapai target RKAP 2021 3. Kesiapan Stok Menghadapi Natal dan Tahun Baru 1. Performance Evaluation up to October 2021. 2. Strategic Plans to Achieve the 2021 RKAP targets. 3. Stock Readiness for Christmas and New Year.
Desember December	28 Desember 2021 28 December 2021	1. Pembahasaan Kinerja s.d. Bulan November dan Prognosa Tahun 2021 2. Lessons Learned dari Pencapaian Tahun 2021 1. Discussion of Performance up to November and 2021 Prognosis 2. Lessons Learned from 2021 Achievements
Jumlah Kehadiran Total Attendance		
Jumlah Wajib Hadir Total Mandatory Attendance		
Persentase Kehadiran Percentage of Attendance		

= tidak menjabat
= not in office

Rekapitulasi dan Tingkat Kehadiran Direksi dalam Rapat Gabungan Dewan Pengawas dengan Direksi
Recapitulation and Attendance of the Board of Directors in the Joint Meetings with the Board of Commissioners

Direksi Board of Directors	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Jumlah Ketidakhadiran Number of Absence	% Kehadiran % Attendance
Budi Waseso (Direktur Utama) (President Director)	12	12	0	100%
Gatot Trihargo (Wakil Direktur Utama)* (Vice President Director)	9	9	0	100%
Mokhamad Suyamto (Direktur Supply Chain dan Pelayanan Publik) (Supply Chain and Public Service Director)	11	12	1	91,67%
Febby Novita (Direktur Bisnis) (Business Director)	12	12	0	100%

Details of Meetings, Agenda and Attendance of the Board of Directors in Joint Meetings with the Board of Commissioners in 2021

Kehadiran					
Budi Waseso	**Gatot Trihargo**	**Mokh. Suyamto**	**Febby Novita**	**Purnomo Sinar Hadi**	**Bagya Mulyanto**
Direktur Utama President Director	**Wakil Direktur Utama** Vice President Director	**Direktur SCPP** SCPP Director	**Direktur Bisnis** Business Director	**Direktur HC** HC Director	**Direktur Keuangan** Finance Director
1		-	1	1	1
1		1	1	1	1
12	9	11	12	11	12
12	9	12	12	12	12
100%	100%	91,67%	100%	92%	100%

Rekapitulasi dan Tingkat Kehadiran Direksi dalam Rapat Gabungan Dewan Pengawas dengan Direksi
Recapitulation and Attendance of the Board of Directors in the Joint Meetings with the Board of Commissioners

Direksi Board of Directors	**Jumlah Wajib Rapat** Number of Mandatory Meetings	**Jumlah Kehadiran** Number of Attendance	**Jumlah Ketidakhadiran** Number of Absence	**% Kehadiran** % Attendance
Purnomo Sinar Hadi (Direktur Human Capital) (Human Capital Director)	11	12	1	91,67%
Bagya Mulyanto (Direktur Keuangan) (Finance Director)	12	12	0	100%
Rata-rata Kehadiran Direksi Average of Board of Directors Attendance				97,23%

*) Gatot Trihargo sudah tidak menjabat sebagai Wakil Direktur Utama sejak tanggal 11 Oktober 2021
*) Gatot Trihargo no longer served as Vice President Director since 11 October 2021.

Rencana Rapat Dewan Pengawas dan Direksi Tahun 2022

Dewan Pengawas dan Direksi telah menyusun rencana rapat untuk tahun 2022 berdasarkan ketentuan yang berlaku, minimal 1 kali dalam 1 bulan yang dituangkan dalam RKAP Perusahaan tahun 2022.

Board of Commissioners and Board of Directors Meeting Plan 2022

The Board of Commissioners and the Board of Directors have prepared meeting plans for 2022 based on applicable regulations, at least once a month as outlined in the Company's Work Plan and Budget 2022.

TRANSPARANSI HUBUNGAN HUBUNGAN AFILIASI ANTARA DEWAN PENGAWAS, DIREKSI, DAN PEMILIK MODAL

Informasi tentang Pemilik Modal Hingga Nama Pemilik Akhir

Pemilik Modal Perum BULOG adalah Pemerintah Republik Indonesia dengan kepemilikan sebesar 100,00%, dengan kuasa pemilik modal adalah Kementerian BUMN.

Pengungkapan Hubungan Afiliasi Antara Direksi, Dewan Komisaris, dan Pemilik Modal

Tabel di bawah ini menunjukkan hubungan hubungan afiliasi antara Dewan Pengawas, Direksi, dan Pemilik Modal. Bentuk hubungan afiliasi mencakup hubungan istimewa terutama yang disebabkan hubungan pertalian darah seperti suami/istri/anak/orang tua/saudara kandung/ipar, dsbnya, maupun hubungan lainnya yang dapat menimbulkan hubungan yang istimewa, seperti yang diuraikan pada Pernyataan Standar Akuntansi Keuangan (PSAK) 7 tentang Pengungkapan Pihak-pihak Berelasi.

TRANSPARENCY OF AFFILIATION BETWEEN THE BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND CAPITAL OWNER

Information on Capital Owners to Final Owner's Name

Capital owner of Public Company (Perum) BULOG is 100.00% the Government of the Republic of Indonesia, with the power of capital ownership being the Ministry of SOEs.

Disclosure of Affiliation Between Board of Directors, Board of Commissioners, and Capital Owner

The table below shows the affiliation p between the Board of Commissioners, Board of Directors, and Capital Owner. The form of affiliation includes special relationships, especially family relationships such as husband/wife/children/parents/siblings/in-laws, etc., as well as other relationships that can lead to special relationships, as described in the Statement of Financial Accounting Standards (PSAK) 7 concerning Related Party Disclosures.

	Hubungan Afiliasi dengan Affiliation with		
	Dewan Pengawas Board of Commissioners	**Direksi** Board of Directors	**Pemerintah Republik Indonesia sebagai Pemilik Modal** Government of the Republic of Indonesia as Capital Owner
Dewan Pengawas Board of Commissioners			
Andi Z.A. Dulung (Plh. Ketua) (Act. President Commissioner)	x	x	v
Musdhalifah Machmud (Anggota) (Member)	x	x	v
Fadjry Djufry (Anggota) (Member)	x	x	v
Jhoni Ginting (Anggota) (Member)	x	x	x
Dian Safitri (Anggota/Independen) (Member/Independent)	x	x	v
Donny Gahral Adian (Anggota/Independen) (Member/Independent)	x	x	x

	Hubungan Afiliasi dengan Affiliation with		
	Dewan Pengawas Board of Commissioners	**Direksi** Board of Directors	**Pemerintah Republik Indonesia sebagai Pemilik Modal** Government of the Republic of Indonesia as Capital Owner
Direksi Board of Directors			
Budi Waseso (Direktur Utama) (President Director)	x	x	x
Bagya Mulyanto (Direktur Keuangan) (Finance Director)	x	x	x
Mokhamad Suyamto (Direktur Supply Chain dan Pelayanan Publik) (Supply Chain and Public Service Director)	x	x	x
Febby Novita (Direktur Bisnis) (Business Director)	x	x	x
Purnomo Sinar Hadi (Direktur Human Capital) (Human Capital Director)	x	x	x

v = ada | (there is an affiliation)
x = tidak ada | (there is no affiliation)

Terdapat hubungan afiliasi Dewan Pengawas terhadap Pemerintah Republik Indonesia sebagai pemilik modal melalui rangkap jabatan sebagaimana akan dijelaskan pada bagian berikutnya. Hubungan afiliasi ini merupakan bagian dari representasi manajerial dan kepentingan dari Pemerintah Indonesia atas pengelolaan Perum BULOG.

The affiliation relationship between the Board of Commissioners and the Government of the Republic of Indonesia as the capital owner through multiple positions will be explained in the next section. The affiliation relationship is part of the managerial representation and interest of the Indonesian Government in managing Perum BULOG.

TRANSPARANSI RANGKAP JABATAN DEWAN PENGAWAS DAN DIREKSI

Hubungan kepengurusan anggota Dewan Pengawas dan Direksi pada perusahaan lain di luar Perum BULOG maupun jabatan lainnya adalah sebagai berikut.

TRANSPARENCY OF CONCURRENT POSITIONS OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The management relationship of members of the Board of Commissioners and the Board of Directors in companies other than Perum BULOG or in other positions is as follows.

	Rangkap Jabatan Concurrent Positions		
	Sebagai Anggota Dewan Komisaris/ Dewan Pengawas As Member of Board of Commissioners	**Sebagai Anggota Direksi** As Member of Board of Directors	**Jabatan Lainnya** Other Positions
Dewan Pengawas Board of Commissioners			
Andi Z.A. Dulung (Plh. Ketua) (Act. President Commissioner)	x	x	v
Musdhalifah Machmud (Anggota) (Member)	x	x	v
Fadjry Djufry (Anggota) (Member)	x	x	v
Jhoni Ginting (Anggota) (Member)	x	x	v

	Rangkap Jabatan Concurrent Positions		
	Sebagai Anggota Dewan Komisaris/ Dewan Pengawas As Member of Board of Commissioners	**Sebagai Anggota Direksi** As Member of Board of Directors	**Jabatan Lainnya** Other Positions
Dian Safitri (Anggota/Independen) (Member/Independent)	x	x	v
Donny Gahral Adian (Anggota/Independen) (Member/Independent)	x	x	v
Direksi Board of Directors			
Budi Waseso (Direktur Utama) (President Director)	x	x	x
Bagya Mulyanto (Direktur Keuangan) (Finance Director)	x	x	x
Mokhamad Suyamto (Direktur Supply Chain dan Pelayanan Publik) (Supply Chain and Public Service Director)	x	x	x
Febby Novita (Direktur Bisnis) (Business Director)	x	x	x
Purnomo Sinar Hadi (Direktur Human Capital) (Human Capital Director)	x	x	x
v = ada | (there is an affiliation) x = tidak ada | (there is no affiliation)			

Rangkap jabatan yang ada adalah sebagai berikut:

- Plh. Ketua Dewan Pengawas Andi Z.A. Dulung menjabat Staf Ahli Bidang Teknologi Kesejahteraan Kementerian Sosial (2020-sekarang)
- Anggota Dewan Pengawas Musdhalifah Machmud menjabat Deputi Bidang Koordinasi Pangan dan Agribisnis Kementerian Koordinator Bidang Perekonomian (2015-sekarang).
- Anggota Dewan Pengawas Fadjry Djufry menjabat Kepala Badan Penelitian dan Pengembangan Pertanian (Balitbangtan) Kementerian Pertanian (2019-sekarang).
- Anggota Dewan Pengawas Jhoni Ginting tidak menjabat selain di Perum BULOG.
- Anggota Dewan Pengawas/Independen Dian Safitri menjabat Tenaga Ahli Menteri BUMN Bidang Komunikasi Publik, Kementerian BUMN (2020-sekarang).
- Anggota Dewan Pengawas Independen Donny Gahral Adian menjabat Dosen Tetap Departemen Filsafat Universitas Indonesia (1999-sekarang), Dosen Sekolah Tinggi Intelijen Negara (2016-sekarang), dan Dosen Sekolah Tinggi Hukum Militer (2018-sekarang).

The existing concurrent positions are as follows:

- Act. President Commissioner Andi Z.A. Dulung serves as Expert Staff for Welfare Technology at the Ministry of Social Affairs (2020-present)
- Member of the Board of Commissioners Musdhalifah Machmud serves as Deputy for Food and Agribusiness Coordination at the Coordinating Ministry for Economic Affairs (2015-present).
- Member of the Board of Commissioners Fadjry Djufry serves as Head of the Agricultural Research and Development Agency (Balitbangtan) of the Ministry of Agriculture (2019-present).
- Member of the Board of Commissioners Jhoni Ginting does not serve other than at Perum BULOG.
- Member of the Board of Commissioners /Independent Dian Safitri serves as Expert Staff for the Minister of SOEs in Public Communication, Ministry of SOEs (2020-present).
- Member of the Independent Commissioners Donny Gahral Adian is a Lecturer at Department of Philosophy, University of Indonesia (1999-present), Lecturer at the State Intelligence College (2016-present), and Lecturer at the Military Law College (2018-present).

Organ Pendukung Dewan Pengawas

Supporting Organs of the Board of Commissioners

SEKRETARIS DEWAN PENGAWAS

Dalam rangka membantu kelancaran pelaksanaan tugasnya, Dewan Pengawas dibantu oleh Sekretaris Dewan Pengawas yang berfungsi melaksanakan kegiatan protokol dan kesekretariatan Perusahaan.

Ketentuan Masa Jabatan

Berdasarkan peraturan Menteri BUMN tentang Organ Pendukung Dewan Pengawas, masa jabatan Sekretaris Dewan Pengawas maksimal 3 (tiga) tahun dan dapat diangkat kembali untuk paling lama 2 (dua) tahun dengan tidak mengurangi hak Dewan Pengawas untuk memberhentikannya sewaktu-waktu.

Pejabat Sekretaris Dewan Pengawas

Berdasarkan Surat Keputusan Dewan Pengawas No. 03/DW000/10/2019 tanggal 31 Oktober 2019 tentang Pemberhentian dan Pengangkatan Sekretaris Dewan Pengawas Perusahaan Umum (Perum) BULOG, Pejabat Sekretaris Dewan Pengawas dipercayakan kepada Sdr. Fahrudin.

SECRETARY OF THE BOARD OF COMMISSIONERS

To ensure the implementation of its duties, the Board of Commissioners is supported by the Secretary of Board of Commissioners whose function is to carry out protocol and secretarial activities of the Company.

Provision on Term of Office

According to the Minister of SOEs' regulation concerning the supporting organs of the Board of Commissioners, the Secretary of the Board of Commissioners' term of office is a maximum of 3 (three) years and can be reappointed for a maximum of 2 (two) years without limiting the Board of Commissioners' right to dismiss at any time.

Acting Secretary of the Board of Commissioners

Based on the Decree of the Board of Commissioners No. 03/DW000/10/2019 dated October 31, 2019 regarding the Dismissal and Appointment of the Secretary of the Board of Commissioners of Public Company (Perum) BULOG, the Acting Secretary of Board of Commissioners is Mr. Fahrudin.

Fahrudin
Sekretaris Dewan Pengawas
Periode Jabatan: 31 Oktober 2019 - 31 Oktober 2022, Periode Pertama
Fahrudin
Secretary of the Board of Commissioners
Term of Office: 31 October 2019 – 31 October 2022, First Term

Data Pribadi Warga negara Indonesia Usia 39 tahun Kelahiran Temanggung, 19 November 1983	Personal data Indonesian citizens 39 years old Born in Temanggung, 19 November 1983
Domisili Kota Administrasi Jakarta Pusat, DKI Jakarta, Indonesia	Domicile Central Jakarta Administrative City, DKI Jakarta, Indonesia
Pendidikan SE, Akuntansi, Universitas Indonesia, 2009; M.Acc, Magister Akuntansi, Universitas Gadjah Mada, 2012	Education Bachelor of Economics, Accounting, University of Indonesia; M.Acc, Master of Accounting, Gadjah Mada University, 2012
Riwayat Profesi Penata Kelola Perusahaan Negara Muda Asisten Deputi Bidang Tanggung Jawab Sosial dan Lingkungan, Kementerian BUMN, 2021 – sekarang	Work Experience Young State Enterprise Manager Assistant Deputy for Social and Environmental Responsibility, Ministry of SOEs, 2021 – present

Tugas Pokok dan Fungsi Sekretaris Dewan Pengawas

Sekretaris Dewan Pengawas mempunyai tugas membantu kelancaran pelaksanaan tugas Dewan Pengawas yang dibantu oleh beberapa staf sekretariat yang ditetapkan oleh Ketua Dewan Pengawas. Dalam melaksanakan tugasnya, Sekretaris Dewan Pengawas menyelenggarakan fungsi sebagai berikut:

1. Merencanakan, mengarahkan, mengkoordinasikan kegiatan pengelolaan ketatausahaan.
2. Merencanakan, mengarahkan, mengkoordinasikan kegiatan pengelolaan kerumahtanggaan.
3. Menyelenggarakan hubungan internal di lingkungan Dewan Pengawas dengan Unit Kerja/Divisi-Divisi di bawah Direksi.
4. Menyelenggarakan hubungan eksternal dengan BUMN, instansi Pemerintah, swasta dan lembaga.

Program Pengembangan Kompetensi

Agar Sekretaris Dewan Pengawas selalu dapat mengikuti perkembangan hal-hal terkait perkembangan Perusahaan, Sekretaris Dewan Pengawas mengikuti program pengembangan kompetensi berupa seminar, *workshop*, atau kegiatan lain yang dapat meningkatkan pengetahuan dan kompetensi Sekretaris Dewan Pengawas.

Tentang kegiatan peningkatan kompetensi yang diikuti Sekretaris Dewan Pengawas di sepanjang tahun 2021 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

Remunerasi Sekretaris Dewan Pengawas

Remunerasi Sekretaris Dewan Pengawas ditetapkan dalam Keputusan Dewan Pengawas No. KEP-08/DW000/08/2017 tentang Penetapan Remunerasi Sekretaris Dewan Pengawas Perusahaan Umum (Perum) BULOG. Dengan surat keputusan tersebut, ditetapkan honorarium Sekretaris Dewan Pengawas sebesar 15% dari Gaji Direktur Utama/bulan. Total remunerasi yang diterima oleh Sekretaris Dewan Pengawas selama tahun 2021 adalah sebesar 710.523.131,00

Laporan Singkat Pelaksanaan Tugas Tahun 2021

Di sepanjang tahun 2021 Sekretaris Dewan Pengawas telah melaksanakan beberapa kegiatan, yaitu membuat seluruh konsep dokumen Dewan Pengawas (kecuali komite) untuk disetujui dan disahkan oleh Dewan Pengawas, mengawal terciptanya GCG di Dewan Pengawas dan Perusahaan, mengurus kerumahtanggaan Dewan Pengawas, berkoordinasi dan menyelenggarakan rapat baik internal maupun dengan eksternal, berkoordinasi dan menyelenggarakan kunjungan kerja Dewan Pengawas, mengelola persuratan dan arsip dokumen Dewan Pengawas, dan hal-hal lain terkait tugas pengawasan Dewan Pengawas.

Main Duties and Functions of Secretary of Board of Commissioners

The Secretary of the Board of Commissioners is responsible to support the Board of Commissioners' duties implementation, assisted by several secretariat staff appointed by the President Commissioner. The Secretary of the Board of Commissioners carries out the following functions:

1. Plan, direct, coordinate administrative management activities.
2. Plan, direct, coordinate household management activities.
3. Organize internal relations of the Board of Commissioners with the Work Units/Divisions under the Board of Directors.
4. Organize external relations with SOEs, government agencies, private sector and institutions.

Competencies Development Program

To always be updated on issues related to the Company's development, the Secretary of the Board of Commissioners participates in competencies development programs in the form of seminars, workshops, or other activities that can improve the knowledge and competence of the Secretary of the Board of Commissioners.

The competency development programs participated by the Secretary of the Board of Commissioners in 2021 can be found in the Company Profile chapter in this annual report.

Remuneration of the Secretary of the Board of Commissioners

The remuneration of the Secretary of Board of Commissioners is stipulated in the Decree of the BOC No. KEP-08/DW000/08/2017 concerning Determination of Remuneration for Secretary of Board of Commissioners of Public Company (Perum) BULOG. The honorarium is set at 15% of the President Director's Salary/month. The total remuneration received by the Secretary of the Board of Commissioners during 2021 was Rp710.523.131,00.

Brief Report on Performance Activities 2021

Throughout 2021 the Secretary of the Board of Commissioners has carried out several activities, namely: prepared all draft documents for the Board of Commissioners (except committees) to be approved and ratified by the Board of Commissioners, oversaw the implementation of GCG in the Board of Commissioners and the Company, managed the household of the Board of Commissioners, coordinated and held meetings both internally and externally, coordinated and organized working visits of the Board of Commissioners, managed the correspondence and archives of the Board of Commissioners' documents, and other matters related to the supervisory duties of the Board of Commissioners.

KOMITE AUDIT

Komite Audit dibentuk mengacu kepada pasal 70 Undang-Undang No. 19 Tahun 2003 tentang BUMN, yang menyebutkan bahwa Dewan Komisaris/Dewan Pengawas BUMN wajib membentuk Komite Audit. Pembentukan Komite Audit juga diatur dalam Peraturan Menteri Negara BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.

Piagam Komite Audit

Piagam Komite Audit untuk periode 2019-2024 disahkan oleh Plt. Ketua Dewan Pengawas bersama Ketua Komite Audit pada tanggal 26 Desember 2019 yang merupakan revisi dari Standar Profesi Akuntan Publik untuk Ikatan Akuntan Indonesia (IAI), yang diadopsi oleh Perum bulog melalui KEP-17/DEWAS/06/2009 tentang Pedoman Pelaksanaan Kerja Komite Audit Perum BULOG.

Masa Jabatan

Masa jabatan anggota Komite Audit yang bukan merupakan anggota Dewan Pengawas Perusahaan adalah 3 (tiga) tahun dan dapat diperpanjang 1 (satu) kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Pengawas untuk memberhentikannya sewaktu-waktu.

Susunan dan Profil Anggota Komite Audit

Di tahun 2021 terdapat pergantian keanggotaan Komite Audit. Susunan Komite Audit adalah sebagai berikut:

AUDIT COMMITTEE

The establishment of the Audit Committee refers to article 70 of Law Number 19 of 2003 concerning SOEs, which states that the Board of Commissioners/Supervisory Board of SOEs must establish an Audit Committee. The establishment of the Audit Committee is also stipulated in the Regulation of the State Minister of SOEs Number: PER-12/MBU/2012 concerning Supporting Organs of Board of Commissioners/Supervisory Board of State-Owned Enterprises.

Audit Committee Charter

The Audit Committee Charter for the period 2019-2024 was ratified by Act. President Commissioner together with the Chairman of the Audit Committee on December 26, 2019 which is a revision of the Accountant Professional Standards of Indonesian Accountant Association (IAI), which was adopted by Perum BULOG through KEP-17/DEWAS/06/2009 concerning Guidelines for the Work Implementation of Perum BULOG Audit Committee.

Term of Office

The term of office for members of the Audit Committee who are not members of the Company's Board of Commissioners is 3 (three) years and can be extended 1 (one) time for 2 (two) years, without limiting the right of the Board of Commissioners to dismiss at any time.

Composition and Profile of the Audit Committee Members

In 2021 there was a change in the membership of the Audit Committee. The composition of Audit Committee is as follow:

Susunan Komite Audit per 31 Desember 2021
Audit Committee Composition as of 31 December 2021

per 31 Desember 2021	Nama Name	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Position Term
Ketua Komite Audit/Plt. Ketua Dewan Pengawas Chairman of the Audit Committee / Act President Commissioner	Andi Zainal Abidin Dulung	Surat Keputusan Dewan Pengawas No. KEP-04/DW000/02/2021 tanggal 4 Februari 2021 The Board of Commissioners' Decree No. KEP-04/DW000/02/2021 dated 4 February 2021	Mengikuti masa jabatan sebagai Anggota Dewan Pengawas Follow the term of office as Member of the Board of Commissioners	
Anggota Komite Audit Member of the Audit Committee	Achmad Yakub	Surat Keputusan Dewan Pengawas No. KEP-03/DW000/07/2018 tanggal 30 Juli 2018 The Board of Commissioners' Decree No. KEP-03/DW000/07/2018 dated 30 July 2018 Surat Keputusan Dewan Pengawas No. KEP-08/DW000/07/2021 tanggal 23 Juli 2021 The Board of Commissioners' Decree No. KEP-08/DW000/07/2021 dated 23 July 2021	1 Agustus 2018 s.d. 29 Juli 2023 1 August 2018 - 29 July 2023	Ke-2 2nd
Anggota Komite Audit Member of the Audit Committee	Mega Meilisya	Surat Keputusan Dewan Pengawas No. KEP-11/DW000/10/2020 tanggal 27 Oktober 2020 The Board of Commissioners' Decree No. KEP-11/DW000/10/2020 dated 27 October 2020	1 November 2020 s.d. 1 November 2023 1 November 2020 - 1 November 2023	Ke-1 1st

Andi Z.A. Dulung
Ketua Komite Audit/Anggota Dewan Pengawas
Chairman of the Audit Committee /Member of the Board of Commissioners

Profil Ketua Komite Audit Andi Z.A. Dulung dapat dilihat pada bagian Profil Dewan Pengawas, dalam bab Profil Perusahaan.
Profile of the Chairman of the Audit Committee Andi Z.A. Dulung can be seen in the Board of Commissioners Profile section, in the Company Profile chapter.

Achmad Yakub
Anggota Komite Audit/Pihak Independen
Periode Jabatan: 1 Agustus 2018 s.d. 29 Juli 2023, Periode Kedua
Member of the Audit Committee/Independent
Term of Office: 1 August 2018 to 29 July 2023, Second Term

Data Pribadi
Warga negara Indonesia
Usia 44 tahun
Kelahiran Jakarta, 5 November 1977

Domisili
Jakarta Timur, DKI Jakarta, Indonesia

Pendidikan
S.Ip, Administrasi Negara, Universitas Sriwijaya, 2001

Riwayat Profesi
Dewan Pengawas Koperasi Berkah Makmur Bersama (BMB), 2020 s.d. sekarang

Personal data
Indonesian citizen
44 years old
Born in Jakarta, November 5, 1977

Domicile
East Jakarta, DKI Jakarta, Indonesia

Education
S.Ip, State Administration, Sriwijaya University, 2001

Work Experience
Board of Commissioner of Koperasi Berkah Makmur Bersama (BMB), 2020 s.d. now

Mega Meilistya
Anggota Komite Audit/Pihak Independen
Periode Jabatan: 1 November 2020 s.d. 1 November 2023 , Periode Pertama
Member of the Audit Committee/Independent
Term of Office: 1 November 2020 to 1 November 2023, First Term

Data Pribadi
Warga negara Indonesia
Usia 53 tahun
Kelahiran 5 Mei 1968

Domisili
Jakarta Pusat, DKI Jakarta, Indonesia

Pendidikan
S.E., Ak., M.B.A.; Ekonomi Akuntansi; Universitas Indonesia, Waseda University Jepang; tahun lulus 1993 dan 2008

Riwayat Profesi
Kasubdit Standar Akuntansi Pemerintahan Direktorat Akuntansi dan Pelaporan Keuangan, Kementerian Keuangan RI, 9 September 2014 s.d. sekarang.

Personal data
Indonesian citizen
53 years old
Born May 5, 1968

Domicile
Central Jakarta, DKI Jakarta, Indonesia

Education
S.E., Ak., M.B.A.; Economic Accounting; University of Indonesia, Waseda University Japan; year graduated 1993 and 2008

Work Experience
Head of Sub-Directorate of Government Accounting Standards Directorate of Accounting and Financial Reporting, Ministry of Finance, Republic of Indonesia, September 9, 2014 until present.

Independensi Komite Audit

Komite Audit tidak memiliki kepentingan atau keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perusahaan seperti mempunyai kaitan keluarga sedarah dan semenda sampai derajat ketiga, baik menurut garis lurus maupun garis ke samping dengan Direksi atau Dewan Pengawas atau pejabat inti dalam Perusahaan. Komite Audit juga tidak mempunyai kaitan dengan rekanan Perusahaan.

Independency of Audit Committee

The Audit Committee does not have any personal interests or relationships that can have a negative impact and conflict of interest on the Company, such as having family relationships to the third degree, both vertically and horizontally, with the Board of Directors or the Board of Commissioners or key positions within the Company. The Audit Committee also has no relationship with the Company's partners.

Tugas, Tanggung Jawab dan Wewenang Komite Audit

Sebagaimana diatur dalam *Board Manual* Perum BULOG tahun 2021 dan Surat Keputusan Dewan Pengawas Perum BULOG No. KEP-08/DW000/08/2016 tanggal 25 Agustus 2016 tentang Organisasi dan Tata Kerja Dewan Pengawas Perusahaan Umum BULOG, tugas pokok dan tanggung jawab Komite Audit adalah:

1. Bekerja secara kolektif dalam melaksanakan tugasnya membantu Dewan Pengawas.
2. Bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam pelaporan, dan bertanggung jawab langsung kepada Dewan Pengawas.
3. Membantu Dewan Pengawas untuk memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas eksternal auditor dan internal auditor.
4. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh SPI maupun auditor eksternal.
5. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.
6. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan perusahaan.
7. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Pengawas serta tugas-tugas Dewan Pengawas lainnya.
8. Dewan Pengawas dapat memberikan penugasan lain kepada Komite Audit yang ditetapkan dalam piagam Komite Audit.

Komite Audit bertanggung jawab kepada Dewan Pengawas. Tanggung jawab Komite Audit adalah memberikan analisis, penilaian, rekomendasi dan informasi mengenai hal-hal yang ditelaah sesuai tugas dan wewenangnya. Pertanggungjawaban Komite Audit disampaikan kepada Dewan Pengawas dalam bentuk laporan-laporan berikut:

1. Laporan triwulan dan laporan tahunan pelaksanaan kegiatan Komite Audit.
2. Laporan untuk setiap pelaksanaan tugas Komite Audit sesuai Surat Perintah Ketua Dewan Pengawas yang antara lain berisi temuan fakta lapangan, analisis, kesimpulan dan saran.

Duties, Responsibilities and Authorities of the Audit Committee

As stipulated in the Board Manual of Perum BULOG in 2021 and Perum BULOG BOC Decree No. KEP-08/DW000/08/2016 dated August 25, 2016 regarding the Organization and Work Procedures of the Board of Commissioners of Perum BULOG, the main duties and responsibilities of the Audit Committee are:

1. Working collectively in carrying out its duties to assist the Board of Commissioners.
2. Independent in both the implementation of duties and in reporting, and reporting directly to the Board of Commissioners.
3. Assisting the Board of Commissioners to ensure the effectiveness of the internal control system and the effectiveness of duties implementation of the external and internal auditors.
4. Assessing the implementation of activities as well as the results of audits carried out by the SPI and external auditors.
5. Providing recommendations regarding the improvement of the management control system and its implementation.
6. Ensuring that there has been a satisfactory evaluation procedure for all information released by the company.
7. Identifying matters that require the attention of the Board of Commissioners as well as other duties of the Board of Commissioners.
8. Other assignments; The Board of Commissioners can provide other assignments to the Audit Committee as stipulated in the Audit Committee charter.

The Audit Committee reports to the Board of Commissioners. The responsibility of the Audit Committee is to provide analysis, assessments, recommendations and information on matters that have been reviewed in accordance with their duties and authorities. The accountability of the Audit Committee is conveyed to the Board of Commissioners in the following reports:

1. Quarterly and annual reports on the implementation of the Audit Committee's activities.
2. Reports for each Audit Committee's duty implementation that is in accordance with the Order of the President Commissioner which includes, among other, field facts, analysis, conclusions and suggestions.

Program Pengembangan Kompetensi

Agar Komite Audit selalu dapat mengikuti perkembangan hal-hal terkait perkembangan Perusahaan, Komite Audit mengikuti program pengembangan kompetensi berupa seminar, *workshop*, atau kegiatan lain yang dapat meningkatkan pengetahuan dan kompetensi Komite Audit.

Tentang kegiatan peningkatan kompetensi yang diikuti Anggota Komite Audit di sepanjang tahun 2021 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

Rapat Komite Audit

Rapat Komite Audit ditetapkan dan dilakukan minimal 1 (satu) kali dalam sebulan. Pertemuan/Rapat tersebut dipimpin oleh Ketua Komite, dihadiri oleh Ketua Komite lainnya atau Sekretaris Dewan Pengawas, Anggota Komite dan Sekretaris Dewan Pengawas, dan didokumentasikan dalam bentuk Notulen Rapat dan Daftar Hadir Peserta Rapat. Rapat Komite Audit diselenggarakan dalam rangka membahas masalah-masalah aktual tentang kinerja, Rencana Kerja, dan Hasil Kunjungan Kerja Komite Audit.
Di sepanjang tahun 2021, Komite Audit menggelar 12 (dua belas) kali rapat. Berikut disampaikan risalah rapat dan tingkat kehadiran Komite Audit dalam rapat-rapat tersebut.

Competencies Development Program

To always be updated on issues related to the Company's development, the Audit Committee participates in competencies development programs in the form of seminars, workshops, or other activities that can improve the knowledge and competence of the Audit Committee.

The competencies development program participated by the Audit Committee in 2022 can be found in the Company Profile chapter in this annual report.

Audit Committee Meeting

The Audit Committee meeting is determined and held at least 1 (one) time in a month. The meeting is chaired by the Committee Chairman, attended by other Committee Chairs or Secretary of BOC, Committee Members and the Secretary of Board of Commissioners, and documented in the form of Minutes of Meeting and Attendance List of Meeting Participants. The Audit Committee meeting is held to discuss actual issues regarding the performance, Work Plan, and Results of the Audit Committee's Work Visits.
Throughout 2021, the Audit Committee held 12 (twelve) meetings. The following are the minutes of the meetings and level of attendance of the Audit Committee in the meetings.

Rincian Rapat Komite Audit
Audit Committee Minutes of Meeting

Bulan Month	**Tanggal** Date	**Agenda Rapat** Meeting Agenda	**Peserta Rapat (orang)** Meeting Participants (persons)
Februari February	22 Februari 2021 22 February 2021	Pemaparan Hasil Temuan Audit Tahun Buku 2020 Perum BULOG Presentation of Audit Findings for the 2020 Fiscal Year of Perum BULOG	6
	24 Februari 2021 24 February 2021	1. Evaluasi Kinerja Perum BULOG Tahun 2020 (Audited) 2. Evaluasi Realisasi Investasi dari Dana PMN Tahun 2016 1. Performance Evaluation of Perum BULOG in 2020 (Audited) 2. Evaluation of Investment Realization from PMN Funds in 2016	6
Maret March	4 Maret 2021 4 March 2021	1. Pemantauan Gudang DKI Jakarta 2. Pemaparan mengenai a. Demo Sistem ERP di Kantor Wilayah DKI Jakarta b. Progres Pembangunan Rice to Rice menggunakan Dana PMN TA Tahun 2016 1. Warehouse Monitoring DKI Jakarta 2. Presentation regarding a. ERP System Demo at DKI Jakarta Regional Office b. Rice to Rice Development Progress uses PMN Funds for 2016 Fiscal Year	6
	5 Maret 2021 5 March 2021	1. Laporan Komite Audit dan TKP 2. Finalisasi Penilaian Kinerja Direksi 1. Report of the Audit Committee and TKP 2. Finalization of the Board of Directors Performance Assessment	4
	10 Maret 2021 10 March 2021	1. Pembahasan Evaluasi Kinerja Perum BULOG Tahun 2020 2. Kinerja Investasi dari Dana PMN TA Tahun 2016 1. Discussion of Perum BULOG Performance Evaluation for 2020 2. Investment Performance of 2016 PMN Funds	5

Rincian Rapat Komite Audit
Audit Committee Minutes of Meeting

Bulan Month	**Tanggal** Date	**Agenda Rapat** Meeting Agenda	**Peserta Rapat (orang)** Meeting Participants (persons)
	27 Maret 2021 27 March 2021	1. Pembahasan Laporan Kunjungan Kerja Komite 2. Penyusunan Bahan Rapat Internal Dewan Pengawas serta Persiapan Rapat Gabungan Dewan Pengawas dan Direksi 1. Discussion of Committee Work Visit Reports 2. Preparation of Materials for Internal Meetings of the Board of Commissioners and Preparation for Joint Meetings with the Board of Directors	4
April April	5 April 2021 5 April 2021	Pembahasan Annual Audit Plan (AAP) SPI Tahun 2021 Discussion of the 2021 SPI Annual Audit Plan (AAP).	6
	8 April 2021 8 April 2021	Pembahasan mengenai Pemetaan Infrastruktur Pascapanen Perum BULOG dengan Dana PMN Tahun 2016 Discussion on Postharvest Infrastructure Mapping of Perum BULOG with PMN Funds in 2016	4
Mei May	11 Mei 2021 11 May 2021	Pembahasan Tindak Lanjut Rekomendasi Hasil Pemeriksaan BPK RI Pada Perum BULOG 1. Pemantauan Tindak Lanjut Laporan Hasil Pemeriksaan BPK RI Tahun-Tahun Sebelumnya, Sebagaimana Disampaikan Melalui Surat BPK RI Nomor: 58/S/XX/2/2021 Tanggal 23 Februari 2021 2. Pembahasan Temuan dan Rencana Tindak Lanjut Laporan Hasil Pemeriksaan Dengan Tujuan Tertentu atas Pengelolaan CBP, Bansos Rastra, Kegiatan Komersial Daging, Gula, dan Beras Tahun 2019 Pada Perum BULOG, Sebagaimana Disampaikan Melalui Surat BPK RI Nomor: 03/S/IX-XX.4/01/2021 tanggal 22 Januari 2021 Follow-Up Discussion on Recommendations of BPK RI Examination Results of Perum BULOG 1. Follow-up Monitoring on BPK RI Inspection Reports in Previous Years, As Conveyed Through BPK RI Letter Number: 58/S/XX/2/2021 dated 23 February 2021 2. Discussion of Findings and Follow-Up Plans for Inspection Results Reports with Specific Purposes for Management of CBP, Rastra Social Aid, Meat, Sugar and Rice Commercial Activities in 2019 at Perum BULOG, As Conveyed Through BPK RI Letter Number: 03/S/IX-XX.4 /01/2021 dated 22 January 2021	6
	28 Mei 2021 28 May 2021	Pembahasan mengenai Persiapan Rapat Internal Dewan Pengawas tanggal 31 Mei 2021 Discussion regarding the Preparation for the Internal Meeting of the Board of Commissioners on 31 May 2021	4
September September	21 September 2021 21 September 2021	Pembahasan Permohonan Persetujuan Penghapusbukuan Piutang TGR dan Raskin/Rastra yang Sulit Tertagih Kembali (Macet) Discussion of Requests for Approval of Write-off of TGR and Raskin/Rastra Receivables that are Hard to Collect	4
Desember December	17 Desember 2021 17 December 2021	1. Pembahasan Kebijakan Akuntansi dan Penyusunan Laporan Keuangan, Melalui Pembahasan Laporan Keuangan Triwulanan 2. Pembahasan Temuan Audit BPK dan Kinerja SPI 2021 1. Discussion of Accounting Policies and Preparation of Financial Statements, Through Discussion of Quarterly Financial Reports 2. Discussion of BPK Audit Findings and 2021 SPI Performance	4

Rekapitulasi dan Tingkat Kehadiran Komite Audit dalam Rapat Komite Audit
Recapitulation and Attendance of the Audit Committee in Audit Committee Meetings

Komite Audit Audit Committee	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Jumlah Ketidakhadiran Number of Absence	% Kehadiran % Attendance
Firmansyah N. Nazaroedin *)	1	1	-	100%
Andi Zainal Abidin Dulung (Ketua) *) (Chairman)	11	11	-	100%
Achmad Yakub (Anggota) (Member)	12	12	-	100%
Mega Meilistya (Anggota) (Member)	12	12	-	100%
Rata-rata Average				100%

*) Firmansyah N. Nazaroedin tidak lagi menjabat sebagai Ketua sejak 13 Januari 2021. Posisinya digantikan oleh Andi Z.A. Dulung.
*) Firmansyah N. Nazaroedin no longer served as chairman since 13 January 2021. He was replaced by Andi Z.A. Dulung.

Remunerasi Komite Audit

Remunerasi bagi Komite Audit telah ditetapkan sesuai Surat Keputusan Dewan Pengawas No. KEP-09/DW000/08/2017 tentang Penetapan Remunerasi Anggota-Anggota Komite Dewan Pengawas Perusahaan Umum (Perum) BULOG. Dengan surat keputusan tersebut, ditetapkan honorarium Anggota Komisi sebesar 17% dari Gaji Direktur Utama/bulan. Total remunerasi yang diterima oleh Komite Audit selama tahun 2021 adalah sebesar Rp1.219.740.000,00.

Audit Committee Remuneration

The remuneration for the Audit Committee has been determined in accordance with the BOC Decree No. KEP-09/DW000/08/2017 concerning the Determination of Remuneration for Committee Members of the Board of Commissioners of the Public Company (Perum) BULOG. The honorarium is set at 17% of the President Director's Salary/month. The total remuneration received by the Audit Committee in 2021 was Rp1.219.740.000,00.

Laporan Singkat Pelaksanaan Kegiatan Komite Audit Tahun 2021

Di sepanjang tahun 2021 Komite Audit telah melaksanakan beberapa kegiatan, yaitu dengan melakukan pengawasan atas tindak lanjut temuan auditor internal dan eksternal, serta restrukturisasi keuangan Perum BULOG bersama Kementerian BUMN. Melalui hasil telaah dan rekomendasi Komite Audit, Dewan Pengawas melakukan reviu pelaksanaan auditor eksternal KAP Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan dan mengusulkan pengangkatannya kembali kepada Pemilik Modal.

Brief Report on Audit Committee Performance Activities in 2021

Throughout 2021 the Audit Committee has carried out several activities including supervising the follow-up to the findings of internal and external auditors and financial restructuring of Perum BULOG with the Ministry of SOEs. Through the results of the review and recommendations of the Audit Committee, the Board of Commissioners reviewed the work of the external auditors Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Partners and proposed the reappointment to the Capital Owner.

KOMITE TATA KELOLA PERUSAHAAN

Untuk memastikan bahwa Perum BULOG telah menjalankan kegiatan operasionalnya sesuai dengan aturan-aturan tentang *Good Corporate Governance* (GCG) yang berlaku, Dewan Pengawas membentuk Komite Tata Kelola Perusahaan melakukan pengawasan terhadap penerapan GCG, manajemen risiko dan pengembangan usaha.

CORPORATE GOVERNANCE COMMITTEE

To ensure that Perum BULOG carried out its operational activities in accordance with the applicable Good Corporate Governance (GCG) regulations, the Board of Commissioners established a Corporate Governance Committee to supervise the implementation of GCG, risk management and business development.

Piagam Komite Tata Kelola Perusahaan

Piagam Komite Tata Kelola Perusahaan untuk periode 2019-2024 disahkan oleh Plt. Ketua Dewan Pengawas bersama Ketua Komite Tata Kelola Perusahaan pada tanggal 26 Desember 2019 dengan ruang lingkup tugas di bidang GCG, Manajemen Risiko, dan pengembangan usaha Perusahaan.

Corporate Governance Committee Charter

The Corporate Governance Committee Charter for the period 2019-2024 was ratified by Act. President Commissioner together with the Chairman of the Corporate Governance Committee on December 26, 2019 with the scope of duties in the fields of GCG, Risk Management, and the Company's business development.

Ketentuan Masa Jabatan

Masa jabatan anggota Komite Tata Kelola Perusahaan yang bukan merupakan anggota Dewan Pengawas Perusahaan adalah 3 (tiga) tahun dan dapat diperpanjang 1 (satu) kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Pengawas untuk memberhentikannya sewaktu-waktu.

Provision on Terms of Office

The term of office for members of the Corporate Governance Committee who are not members of the Company's Board of Commissioners is 3 (three) years and can be extended 1 (one) time for 2 (two) years, without limiting the right of the Board of Commissioners to dismiss at any time.

Susunan dan Profil Anggota Komite Tata Kelola Perusahaan

Di tahun 2021 terdapat pergantian keanggotaan Komite Tata Kelola Perusahaan, sehingga susunan Komite Tata Kelola Perusahaan adalah sebagai berikut:

Composition and Profile of the Corporate Governance Committee Members

In 2021 there was a change in the membership of the Corporate Governance Committee, hence the composition of the Corporate Governance Committee is as follows:

Susunan Komite Tata Kelola Perusahaan per 31 Desember 2021
Composition of the Corporate Governance Committee as of 31 December 2021

Jabatan Position	Nama Name	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Position Period
Ketua Komite/ Anggota Dewan Pengawas Chairman/Member of Board of Commissioners	Donny Gahral Adian	Surat Keputusan Dewan Pengawas No. KEP-03/DW000/02/2021 tanggal 4 Februari 2021 Board of Commissioners Decree No. KEP-03/DW000/02/2021 date February 4, 2021	Mengikuti masa jabatan sebagai Anggota Dewan Pengawas Following the term of office as Member of Board of Commissioners	
Anggota Komite Committee Member	Edi Santosa	Surat Keputusan Dewan Pengawas No. KEP-01/DW000/08/2014 tanggal 30 Agustus 2014 Board of Commissioners Decree No. KEP-01/DW000/08/2014 dated 30 August 2014	1 Juni 2017 s.d. 29 Mei 2022 1 June 2017 until present	Ke-2 2nd
Anggota Komite Committee Member	Amir Fikri	Surat Keputusan Dewan Pengawas No. KEP-10/DW000/10/2020 tanggal 27 Oktober 2020 Board of Commissioners Decree No. KEP-10/DW000/10/2020 dated 27 October 2020	1 November 2020 s.d. sekarang 1 November 2020 until present	Ke-1 1st

Donny Gahral Adian
Ketua Komite Tata Kelola Perusahaan /Anggota Dewan Pengawas
Chairman of the Corporate Governance Committee/Member of the Board of Commissioners

Profil Ketua Komite Tata Kelola Perusahaan Donny Gahral Adian dapat dilihat pada bagian Profil Dewan Pengawas, dalam bab Profil Perusahaan.
Profile of the Chairman of the Corporate Governance Committee, Donny Gahral Adian, can be found in the Profile of the Board of Commissioners, in the Company Profile chapter.

Edi Santosa
Anggota Komite Tata Kelola Perusahaan/Pihak Independen
Periode Jabatan: 1 Juni 2017 s.d. 29 Mei 2022, Periode Ketiga (diperpanjang hingga 2022)
Member of the Corporate Governance Committee/Independent
Term of Office: 1 June 2017 to 29 May 2022, Third Term (extended until 2022)

Data Pribadi Warga negara Indonesia Usia 51 tahun Kelahiran Banjarnegara, 20 Mei 1970	Personal data Indonesian citizens 51 years old Born in Banjarnegara, May 20, 1970
Domisili Kota Bogor, Jawa Barat, Indonesia	Domicile Bogor City, West Java, Indonesia
Pendidikan Dr. SP, M.SI, Agronomi, Agronomi, Global Agriculture and Environmental Biology; IPB, IPB, University of Tokyo, 1994, 2000, 2006	Education Dr. SP, M.SI, Agronomy, Agronomy, Global Agriculture and Environmental Biology; IPB, IPB, University of Tokyo, 1994, 2000, 2006
Riwayat Profesi Ketua Program Studi Agronomi, Institut Pertanian Bogor, 2007-2009.	Work Experience Head of Agronomy Study Program, Bogor Agricultural University, 2007-2009.

Amir Fikri
Anggota Komite Tata Kelola Perusahaan/Pihak Independen
Periode Jabatan: 1 November 2020 s.d. 1 November 2023, Periode Pertama
Member of the Corporate Governance Committee/Independent
Term of Office: 1 November 2020 to 1 November 2023, First Term

Data Pribadi Warga negara Indonesia Usia 52 tahun Kelahiran Jakarta, 14 Januari 1969	Personal data Indonesian citizens 52 years old Born in Jakarta, January 14, 1969
Domisili Kabupaten Bogor, Jawa Barat, Indonesia	Domicile Bogor Regency, West Java, Indonesia
Pendidikan Dr.Ir, MM; Sosial Ekonomi Pertanian, Manajemen, Manajemen Bisnis, IPB, Trisakti, IPB, 1992, 1995, 2019	Education Dr.Ir, MM; Agricultural Socio-Economic, Management, Business Management, IPB, Trisakti, IPB, 1992, 1995, 2019
Riwayat Profesi Dosen, Universitas Trisakti, Bina Nusantara, Universitas Terbuka, 2013 s.d. sekarang.	Work Experience Lecturer, Trisakti University, Bina Nusantara, Open University, 2013 until present.

Independensi Komite Tata Kelola Perusahaan

Komite Tata Kelola Perusahaan tidak memiliki kepentingan atau keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perusahaan seperti mempunyai kaitan keluarga sedarah dan semenda sampai derajat ketiga, baik menurut garis lurus maupun garis kesamping dengan Direksi atau Dewan Pengawas atau pejabat inti dalam Perusahaan. Komite Tata Kelola Perusahaan juga tidak mempunyai kaitan dengan rekanan Perusahaan.

Independency of Corporate Governance Committee

The Corporate Governance Committee does not have any personal interests or relationships that can have a negative impact and conflict of interest on the Company, such as having family relationships to the third degree, both vertically and horizontally, with the Board of Directors or the Board of Commissioners or key positions within the Company. The Corporate Governance Committee also has no relationship with the Company's partners.

Tugas dan Tanggung Jawab Komite Tata Kelola Perusahaan

Sebagaimana diatur dalam Board Manual Perum BULOG tahun 2013 dan Surat Keputusan Dewan Pengawas No. KEP-08/DW000/08/2016 tanggal 25 Agustus 2016 tentang Organisasi dan Tata Kerja Dewan Pengawas Perusahaan Umum BULOG, tugas pokok dan tanggung jawab Komite Tata Kelola Perusahaan adalah:

1. Memantau penerapan tata kelola perusahaan yang baik (TKP) pada Perum BULOG pusat maupun daerah;

Duties and Responsibilities of the Corporate Governance Committee

As stipulated in the Board Manual of Perum BULOG in 2013 and the Board of Commissioners Decree No. KEP-08/DW000/08/2016 dated August 25, 2016 regarding the Organization and Work Procedures of the Board of Commissioners of Public Company BULOG, the main duties and responsibilities of the Corporate Governance Committee are:

1. Monitor the implementation of Good Corporate Governance (GCG) in Perum BULOG both at the head office and regional;

2. Melakukan evaluasi terhadap penerapan TKP dalam rangka meningkatkan prinsip keterbukaan, akuntabilitas, dapat dipercaya, bertanggung jawab dan adil agar perusahaan memiliki daya saing yang kuat, baik secara nasional maupun internasional;
3. Melakukan kajian terhadap TKP dalam rangka peningkatan pelaksanaan TKP di masa yang akan datang;
4. Memantau kegiatan pengelolaan manajemen risiko di bidang operasi dan pengembangan usaha dalam rangka mengurangi kerugian dan atau yang dapat mengganggu kelangsungan perusahaan;
5. Melakukan penilaian secara berkala dan merekomendasikan tentang risiko usaha dari kegiatan operasi dan pengembangan usaha;
6. Melakukan evaluasi terhadap risiko usaha kegiatan operasi dan pengembangan usaha yang merupakan kajian terhadap tahapan pengendalian risiko untuk masukan dalam pengendalian risiko berikutnya dan atau kebijakan selanjutnya;
7. Melakukan penilaian secara berkala dan merekomendasikan tentang pengembangan terhadap kebijakan dan strategi di bidang industri, perdagangan, jasa dan lain-lain yang berkaitan dengan kegiatan perusahaan;
8. Melakukan evaluasi terhadap pengembangan kebijakan dan strategi di bidang industri, perdagangan, jasa dan lainnya yang berkaitan dengan kegiatan perusahaan;
9. Melaporkan secara berkala hasil pelaksanaan tugas kepada Ketua Dewan Pengawas.

2. Evaluate the implementation of GCG in order to improve the principles of transparency, accountability, trustworthiness, responsibility and fairness so that the Company has strong competitiveness, both nationally and internationally;
3. Conduct a study on GCG in order to improve the implementation of GCG in the future;
4. Monitor risk management activities in the field of operations and business development in order to reduce losses and/or factors which may disrupt the continuity of the company;
5. Conduct periodic assessments and recommend business risks from operations and business development activities;
6. Evaluate the risks of operations and business development activities by studying risk control stages as input for future risk control and/or policies;
7. Conduct regular assessments and recommend the development of policies and strategies in the industrial, trade, services and other fields related to company activities;
8. Evaluate the development of policies and strategies in the industrial, trade, services and other fields related to company activities;
9. Periodically report the results of the implementation of duties to the President Commissioner.

Program Pengembangan Kompetensi

Agar Komite Tata Kelola Perusahaan selalu dapat mengikuti perkembangan hal-hal terkait perkembangan Perusahaan, Komite Tata Kelola Perusahaan mengikuti program pengembangan kompetensi berupa seminar, *workshop*, atau kegiatan lain yang dapat meningkatkan pengetahuan dan kompetensi Komite Tata Kelola Perusahaan.

Tentang kegiatan peningkatan kompetensi yang diikuti Anggota Komite Tata Kelola Perusahaan di sepanjang tahun 2021 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

Competencies Development Program

To always be updated on issues related to the Company's development, the Corporate Governance Committee participates in competencies development programs in the form of seminars, workshops, or other activities that can improve the knowledge and competence of the Corporate Governance Committee.

The competencies development programs participated by the Corporate Governance Committee in 2021 can be found in the Company Profile chapter in this annual report.

Rapat Komite Tata Kelola Perusahaan

Rapat Komite Tata Kelola Perusahaan ditetapkan dan dilakukan minimal 1 (satu) kali dalam sebulan. Pertemuan/Rapat tersebut dipimpin oleh Ketua Komite atau Sekretaris Dewan Pengawas, dihadiri oleh Ketua Komite lainnya, Anggota Komite dan Sekretaris Dewan Pengawas, dan didokumentasikan dalam bentuk Notulen Rapat dan Daftar Hadir Peserta Rapat. Rapat Komite Tata Kelola Perusahaan diselenggarakan dalam rangka membahas masalah-masalah aktual tentang kinerja, Rencana Kerja, dan Hasil Kunjungan Kerja Komite Tata Kelola Perusahaan.

Di sepanjang tahun 2021, Komite Tata Kelola Perusahaan menggelar 13 (tiga belas) kali rapat. Berikut disampaikan risalah rapat dan tingkat kehadiran Komite Tata Kelola Perusahaan dalam rapat komite.

Corporate Governance Committee Meeting

The Corporate Governance Committee meeting is determined and held at least 1 (one) time in a month. The meeting is chaired by the Chairman of the Secretary of BOC, attended by other Committee Chairs, Committee Members and the Secretary of Board of Commissioners, and documented in the form of Minutes of Meeting and Attendance List of Meeting Participants. The Corporate Governance Committee meeting is held in order to discuss actual issues regarding performance, Work Plans, and the Results of the Corporate Governance Committee's Work Visits.

Throughout 2021, the Corporate Governance Committee held 13 (thirteen) meetings. The following are the minutes of the meeting and level of attendance of the Corporate Governance Committee in the meetings.

Rincian Rapat Komite Tata Kelola Perusahaan
Corporate Governance Committee Minutes of Meeting

Bulan Month	**Tanggal** Date	**Agenda Rapat** Meeting Agenda	**Peserta Rapat (orang)** Meeting participants (person)
Januari January	7 Januari 2021 7 January 2021	Pembahasan Permohonan Penghapusbukuan Aset Tetap Berupa Bangunan di Komplek Pergudangan Rungkut, Kanwil Jatim Discussion of Requests for Write-off of Fixed Assets in the Form of Buildings at the Rungkut Warehousing Complex, Regional Office of East Java	5
Februari February	24 Februari 2021 24 February 2021	1. Evaluasi Kinerja Perum BULOG Tahun 2020 (Audited) 2. Evaluasi Realisasi Investasi dari Dana PMN Tahun 2016 1. Performance Evaluation of Perum BULOG in 2020 (Audited) 1. Evaluation of Investment Realization from PMN Funds in 2016	6
Maret March	4 Maret 2021 4 March 2021	1. Pemantauan Gudang DKI Jakarta 2. Pemaparan mengenai a. Demo Sistem ERP di Kantor Wilayah DKI Jakarta b. Progres Pembangunan Rice to Rice menggunakan Dana PMN TA Tahun 2016 1. Warehouse Monitoring DKI Jakarta 2. Presentation regarding a. ERP System Demo at DKI Jakarta Regional Office b. Rice to Rice Development Progress uses PMN Funds for 2016 Fiscal Year	6
	5 Maret 2021 5 March 2021	1. Laporan Komite Audit dan TKP 2. Finalisasi Penilaian Kinerja Direksi 1. Report of the Audit Committee and GCG 2. Finalization of the Board of Directors Performance Assessment	4
	10 Maret 2021 10 March 2021	1. Pembahasan Evaluasi Kinerja Perum BULOG Tahun 2020 2. Kinerja Investasi dari Dana PMN TA Tahun 2016 1. Discussion of Perum BULOG Performance Evaluation in 2020 2. Investment Performance of PMN Funds FY 2016	5
	27 Maret 2021 27 March 2021	1. Pembahasan Laporan Kunjungan Kerja Komite 2. Penyusunan Bahan Rapat Internal Dewan Pengawas serta Persiapan Rapat Gabungan Dewan Pengawas dan Direksi 1. Committee Work Visit Reports 2. Preparation of Materials for Internal Meetings of the Board of Commissioners and Preparation for Joint Meeting of the Board of Commissioners and the Board of Directors	4
April April	8 April 2021 8 April 2021	Pembahasan mengenai Pemetaan Infrastruktur Pasca Panen Perum BULOG dengan Dana PMN Tahun 2016 Discussion on Post-Harvest Infrastructure Mapping of Perum BULOG with PMN Funds in 2016	4
Mei May	28 Mei 2021 28 May 2021	Pembahasan mengenai Persiapan Rapat Internal Dewan Pengawas tanggal 31 Mei 2021 Discussion on the Preparation for the Internal Meeting of the Board of Commissioners on 31 May 2021	4
Juni June	22 Juni 2021 22 June 2021	Pembahasan Penghapusbukuan Beras Rusak Discussion of Write-off of Damaged Rice	3
Agustus August	12 Agustus 2021 12 August 2021	Pembahasan Beras Rusak pada Program Bantuan Beras PPKM Discussion on Damaged Rice in the PPKM Rice Aid Program	7
September September	10 September 2021 10 September 2021	Sinergi dan Konsolidasi Perum BULOG Menyongsong Implementasi Perpres No. 66 Tahun 2021 tentang Badan Pangan Nasional Synergy and Consolidation of Perum BULOG Toward Implementation of Presidential Decree No. 66 of 2021 concerning the National Food Agency	4

Rincian Rapat Komite Tata Kelola Perusahaan
Corporate Governance Committee Minutes of Meeting

Bulan Month	**Tanggal** Date	**Agenda Rapat** Meeting Agenda	**Peserta Rapat (orang)** Meeting participants (person)
Oktober October	1 Oktober 2021 1 October 2021	FGD dengan tema: 1. Filosofi UU No.18 Tahun 2012 tentang Pangan dan Perpres No.66 Tahun 2021 tentang Badan Pangan Nasional 2. Implementasi Perpres No.66 Tahun 2021 tentang Badan Pangan Nasional terhadap Pengelolaan Pangan Negara FGD with the theme: 1. Philosophy of Law No.18 of 2012 concerning Food and Presidential Decree No.66 of 2021 concerning the National Food Agency 2. Implementation of Presidential Regulation No. 66 of 2021 concerning the National Food Agency for State Food Management	6
November November	16 November 2021 16 November 2021	1. Penghapusbukuan dan Pemindahtanganan Aset Tetap Berupa Kendaraan roda dua 2. Progress Penghapusbukuan dan Pemindahtanganan Kendaraan Direksi pada Tahun 2020 3. Progress Penghapusbukuan Inventaris UB Jastasma 1. Write-off and transfer of fixed assets in the form of two-wheeled vehicles 2. Progress on the write-off and transfer of the Directors' Vehicles in 2020 3. UB Jastasma Inventory Write-off Progress	4

Rekapitulasi dan Tingkat Kehadiran Komite Tata Kelola Perusahaan dalam Rapat Komite Tata Kelola Perusahaan
Recapitulation and Attendance of the Corporate Governance Committee in Corporate Governance Committee Meetings

Komite Tata Kelola Perusahaan Corporate Governance Committee	**Jumlah Wajib Rapat** Number of Mandatory Meetings	**Jumlah Kehadiran** Number of Attendance	**Jumlah Ketidakhadiran** Number of Absence	**% Kehadiran** % Attendance
Andi Z.A. Dulung (Ketua) * (Chairman)	1	1	-	100%
Donny Gahral Adian (Ketua) * (Chairman)	11	11	-	100%
Edi Santosa (Anggota) (Member)	12	12	-	100%
Amir Fikri (Anggota) (Member)	12	12	-	100%
Rata-rata Average				100%

*) Andi Z.A. Dulung tidak lagi menjabat sebagai Ketua sejak 4 Februari 2021. Posisinya digantikan oleh Donny Gahral Adian
*) Andi Z.A. Dulung no longer served as Chairman since 4 February 2021. He was replaced by Donny Gahral Adian

Remunerasi Komite Tata Kelola Perusahaan

Remunerasi bagi Komite Tata Kelola Perusahaan telah ditetapkan sesuai Surat Keputusan Dewan Pengawas No. KEP-09/DW000/08/2017 tentang Penetapan Remunerasi Anggota-anggota Komite Dewan Pengawas Perusahaan Umum (Perum) BULOG. Dengan surat keputusan tersebut, ditetapkan honorarium Anggota Komite sebesar 17% dari Gaji Direktur Utama/bulan. Total remunerasi yang diterima oleh Komite Tata Kelola Perusahaan selama tahun 2021 adalah sebesar Rp1.214.115.000,00.

Corporate Governance Committee Remuneration

The remuneration for the Corporate Governance Committee has been determined in accordance with the BOC Decree No. KEP-09/DW000/08/2017 concerning Determination of Remuneration for Members of the Board of Commissioners Committee for Public Company (Perum) BULOG. The honorarium is set at 17% of the President Director's Salary/month. The total remuneration received by the Corporate Governance Committee during 2021 was Rp1.214.115.000,00.

Laporan Singkat Pelaksanaan Kegiatan Komite Tata Kelola Perusahaan Tahun 2021

Di sepanjang tahun 2021 Komite Tata Kelola Perusahaan telah melaksanakan beberapa kegiatan, yaitu dengan melakukan pengawasan atas proses tata kelola perusahaan termasuk terhadap RJPP Perum BULOG, profil risiko dan mitigasi risiko Perusahaan, proses bisnis manajemen rantai pasok di seluruh Kanwil , serta pembahasan tentang ketahanan pangan dalam RPJMN tahun 2020-2024.

KOMITE NOMINASI DAN REMUNERASI

Perum BULOG membentuk Komite Nominasi dan Remunerasi guna membantu Dewan Pengawas untuk melaksanakan tugas mengawasi dan memastikan efektivitas pelaksanaan di bidang nominasi dan remunerasi terhadap anggota Direksi dan Dewan Pengawas serta bidang manajemen sumber daya manusia.

Piagam Komite Nominasi dan Remunerasi

Piagam Komite disahkan berdasarkan Surat Keputusan Dewan Pengawas Perum BULOG No. KEP-02/DW000/04/2020 tentang Piagam Komite Nominasi dan Remunerasi pada tanggal 27 April 2020 oleh Plt. Ketua Dewan Pengawas. Piagam ini mengukuhkan Struktur Organisasi dan Keanggotaan Komite, Tanggung Jawab Komite, Tugas dan Wewenang Komite, serta masa jabatan anggota Komite.

Masa Jabatan

Masa jabatan anggota Komite Nominasi dan Remunerasi yang bukan merupakan anggota Dewan Pengawas Perusahaan adalah 3 (tiga) tahun dan dapat diperpanjang 1 (satu) kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Pengawas untuk memberhentikannya sewaktu-waktu.

Susunan dan Profil Anggota Komite Nominasi dan Remunerasi

Pembentukan Komite Nominasi dan Remunerasi sekaligus pengangkatan para anggotanya berdasarkan Surat Keputusan Dewan Pengawas No. KEP-01/DW000/04/2020 tanggal 27 April 2020 tentang Pembentukan dan Pengangkatan Anggota Komite Nominasi dan Remunerasi. Berikut disampaikan susunan Komite Nominasi dan Remunerasi.

Brief Report on Performance Activities of Corporate Governance Committee 2021

Throughout 2021 the Corporate Governance Committee has carried out several activities by supervising the corporate governance process including the Company Long Term Plan (RJPP) Perum BULOG, risk profile and risk mitigation of the Company, supply chain management business processes in all Regional Offices, as well as discussions on food security in RPJMN 2020-2024.

NOMINATION AND REMUNERATION COMMITTEE

Perum BULOG established the Nomination and Remuneration Committee to assist the Board of Commissioners in carrying out its duties of supervising and ensuring the effectiveness of implementation in nomination and remuneration fields for BOD and BOC members as well as in the field of human resource management.

Nomination and Remuneration Committee Charter

The Committee Charter was ratified based on the Perum BULOG BOC Decree No: KEP-02/DW000/04/2020 regarding the Nomination and Remuneration Committee Charter on April 27, 2020 by Act. President Commissioner. This Charter stipulates the Organizational Structure and Membership of the Committee, Responsibilities of the Committee, Duties and Authorities of the Committee, and the term of office of the Committee members.

Term of Office

The term of office for members of the Nomination and Remuneration Committee who are not members of the Company's Board of Commissioners is 3 (three) years and can be extended 1 (one) time for 2 (two) years, without limiting the right of the Board of Commissioners to dismiss at any time.

Composition and Profile of the Nomination and Remuneration Committee Members

The establishment of the Nomination and Remuneration Committee as well as the appointment of its members based on the BOC Decree No. KEP-01/DW000/04/2020 dated April 27, 2020 regarding the Establishment and Appointment of the Nomination and Remuneration Committee Members. The following is the composition of the Nomination and Remuneration Committee.

Susunan Komite Nominasi dan Remunerasi per 31 Desember 2021
Composition of the Nomination and Remuneration Committee as of December 31, 2021

Jabatan Position	Nama Name	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Position Period
Ketua Komite/ Anggota Dewan Pengawas Chairman/ Member of Board of Commissioners	Syailendra	Surat Keputusan Dewan Pengawas No. KEP-08/DW000/10/2020 tanggal 27 Oktober 2020 Board of Commissioners Decree No. KEP-08/DW000/10/2020 dated 27 October 2020	Mengikuti masa jabatan sebagai Anggota Dewan Pengawas Following the term of office as Member of the Board of Commissioners	
Anggota Komite Committee Member	Fadjry Djufry	Surat Keputusan Dewan Pengawas No. KEP-08/DW000/10/2020 tanggal 27 Oktober 2020 Board of Commissioners Decree No. KEP-08/DW000/10/2020 dated 27 October 2020	27 Oktober 2020 s.d. sekarang 27 October 2020 until present	Ke-1 1st
Anggota Komite Committee Member	Dian Safitri	Surat Keputusan Dewan Pengawas No. KEP-08/DW000/10/2020 tanggal 27 Oktober 2020 Board of Commissioners Decree No. KEP-08/DW000/10/2020 dated 27 October 2020	27 Oktober 2020 s.d. sekarang 27 October 2020 until present	Ke-1 1st

Syailendra
Ketua Komite Nominasi dan Remunerasi/Anggota Dewan Pengawas
Chairman of the Nomination and Remuneration Committee / Member of the Board of Commissioners

Profil Ketua Komite Nominasi dan Remunerasi Syailendra dapat dilihat pada bagian Profil Dewan Pengawas, dalam bab Profil Perusahaan.
The profile of Chairman of the Nomination and Remuneration Committee, Syailendra can be found in the Board of Commissioners Profile section, in the Company Profile chapter.

Fadjry Djufry
Anggota Komite Nominasi dan Remunerasi/Anggota Dewan Pengawas
Member of the Nomination and Remuneration Committee/Member of the Board of Commissioners

Profil anggota Komite Nominasi dan Remunerasi Fadjry Djufry dapat dilihat pada bagian Profil Dewan Pengawas, dalam bab Profil Perusahaan.
The profile of the member of the Nomination and Remuneration Committee, Fadjry Djufry can be found in the Board of Commissioners Profile section, in the Company Profile chapter.

Dian Safitri
Anggota Komite Nominasi dan Remunerasi/Anggota Dewan Pengawas
Member of the Nomination and Remuneration Committee/Member of the Board of Commissioners

Profil Komite Nominasi dan Remunerasi dapat dilihat pada bagian Profil Dewan Pengawas dalam bab Profil Perusahaan di Laporan Tahunan ini.

The profile of the Nomination and Remuneration Committee can be found in the Board of Commissioners Profile section, in the Company Profile chapter.

Tugas, Tanggung Jawab dan Wewenang Komite Nominasi dan Remunerasi

Duties, Responsibilities and Authorities of the Nomination and Remuneration Committee

Fungsi Nominasi
Nomination Function

Tugas dan tanggung jawab Komite Nominasi dan Remunerasi adalah sebagai berikut:

1. Terkait dengan fungsi nominasi
   a. Memberikan rekomendasi kepada Dewan Pengawas mengenai:
      - Komposisi jabatan anggota Direksi dan/atau anggota Dewan Pengawas;

Fungsi Remunerasi
Remuneration Function

The duties and responsibilities of the Nomination and Remuneration Committee are as follows:

1. Related to the nomination function
   a. Provide recommendations to the Board of Commissioners regarding:
      - Composition of the positions of members of the Board of Directors and/or members of the Board of Commissioners;

- Kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi; dan
- Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Pengawas;

b. Membantu Dewan Pengawas melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Pengawas berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi;

c. Memberikan rekomendasi kepada Dewan Pengawas mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Pengawas;

d. Memberikan usulan/rekomendasi calon anggota Direksi dan/atau calon anggota Dewan Pengawas yang memenuhi syarat kepada Dewan Pengawas untuk disampaikan kepada Pemilik Modal;

e. Menyusun dan memberikan rekomendasi kepada Dewan Pengawas mengenai sistem dan prosedur pemilihan dan/atau penggantian anggota Dewan Pengawas dan Direksi kepada Dewan Pengawas untuk disampaikan kepada Pemilik Modal;

f. Memberikan rekomendasi kepada Dewan Pengawas mengenai Pihak Independen yang akan menjadi anggota Komite Nominasi dan Remunerasi.

2. Terkait dengan fungsi remunerasi
   a. Melakukan evaluasi terhadap sistem/kebijakan remunerasi yang didasarkan atas kinerja, risiko, kewajaran dengan *peer group*, sasaran, dan strategi jangka panjang perusahaan, pemenuhan cadangan sebagaimana diatur dalam perundang-undangan dan potensi pendapatan perusahaan di masa yang akan datang;
   b. Menyusun dan memberikan rekomendasi kepada Dewan Pengawas mengenai:
      - Struktur remunerasi;
      - Kebijakan remunerasi; dan
      - Besaran remunerasi;

      Struktur, kebijakan dan besaran remunerasi bagi Dewan Pengawas dan Direksi tersebut di atas dievaluasi oleh Komite Nominasi dan Remunerasi sekurang-kurangnya satu kali dalam satu tahun.
   c. Menyampaikan hasil evaluasi dan memberikan rekomendasi kepada Dewan Pengawas mengenai:
      - Kebijakan remunerasi bagi Direksi dan Dewan Pengawas untuk disampaikan kepada Pemilik Modal;

- Policies and criteria required in the Nomination process; and
- Performance evaluation policies for members of the Board of Directors and/or members of the Board of Commissioners;

b. Assist the Board of Commissioners in assessing the performance of members of the Board of Directors and/or members of the Board of Commissioners based on the benchmarks that have been prepared as evaluation material;

c. Provide recommendations to the Board of Commissioners regarding the capacity building program for members of the Board of Directors and/or members of the Board of Commissioners;

d. Provide proposals/recommendations for candidates for members of the Board of Directors and/or candidates for members of the Board of Commissioners who meet the requirements to the Board of Commissioners, to be submitted to the Capital Owner;

e. Prepare and provide recommendations to the Board of Commissioners regarding the system and procedure for selecting and/or replacing members of the Board of Commissioners and the Board of Directors to the Board of Commissioners, to be submitted to the Capital Owner;

f. Provide recommendations to the Board of Commissioners regarding Independent Parties who will become members of the Nomination and Remuneration Committee.

2. Related to the remuneration function
   a. Evaluate the remuneration system/policy based on performance, risk, fairness with peer groups, targets, and the company's long-term strategy, fulfillment of reserves, as regulated in legislation and the company's revenue potential in the future;
   b. Prepare and provide recommendations to the Board of Commissioners regarding:
      - Remuneration structure;
      - Remuneration policy; and
      - The amount of remuneration;

      The structure, policies and amount of remuneration for the Board of Commissioners and the Board of Directors mentioned above are evaluated by the Nomination and Remuneration Committee at least once a year.
   c. Submit evaluation results and provide recommendations to the Board of Commissioners regarding:
      - Remuneration policy for the Board of Directors and the Board of Commissioners to be submitted to the Capital Owner;

- Kebijakan remunerasi bagi pejabat eksekutif dan pegawai secara keseluruhan untuk disampaikan kepada Direksi;

d. Memastikan bahwa kebijakan remunerasi telah sesuai dengan ketentuan yang berlaku;
e. Melakukan evaluasi secara berkala terhadap penerapan kebijakan remunerasi;
f. Membantu Dewan Pengawas melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Pengawas;

3. Melaksanakan tugas lainnya yang diberikan oleh Dewan Pengawas terkait fungsi nominasi dan remunerasi;

Prosedur pelaksanaan tugas dan fungsi Komite Nominasi dan Remunerasi dilakukan berdasarkan pada peraturan perundangan yang mengatur Komite Nominasi dan Remunerasi yang berlaku.

Program Pengembangan Kompetensi

Agar Komite Nominasi dan Remunerasi selalu dapat mengikuti perkembangan hal-hal terkait perkembangan Perusahaan, Komite Nominasi dan Remunerasi mengikuti program pengembangan kompetensi berupa seminar, workshop, atau kegiatan lain yang dapat meningkatkan pengetahuan dan kompetensi Komite Audit.

Tentang kegiatan peningkatan kompetensi yang diikuti Anggota Komite Nominasi dan Remunerasi di sepanjang tahun 2021 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

Rapat Komite Nominasi dan Remunerasi

Rapat Komite Nominasi dan Remunerasi ditetapkan dan dilakukan minimal 1 (satu) kali dalam sebulan. Pertemuan/Rapat tersebut dipimpin oleh Ketua Komite atau Sekretaris Dewan Pengawas, dihadiri oleh Ketua Komite lainnya, Anggota Komite dan Sekretaris Dewan Pengawas, dan didokumentasikan dalam bentuk Notulen Rapat dan Daftar Hadir Peserta Rapat. Rapat Komite Nominasi dan Remunerasi diselenggarakan dalam rangka membahas masalah-masalah aktual tentang kinerja, Rencana Kerja, dan Hasil Kunjungan Kerja Komite Nominasi dan Remunerasi.

Di sepanjang tahun 2021, Komite Nominasi dan Remunerasi menggelar 4 kali rapat. Berikut disampaikan risalah rapat dan tingkat kehadiran Komite Nominasi dan Remunerasi dalam rapat komite.

- Remuneration policy for executive officers and employees as a whole to be submitted to the Board of Directors;

d. Ensure that the remuneration policy is in accordance with applicable regulations;
e. Periodically evaluate the implementation of the remuneration policy;
f. Assist the Board of Commissioners in conducting performance assessments in accordance with the remuneration received by each member of the Board of Directors and/or members of the Board of Commissioners;

3. Carry out other duties assigned by the Board of Commissioners related to the nomination and remuneration functions;

The procedure for carrying out the duties and functions of the Nomination and Remuneration Committee is in accordance with the applicable laws and regulations governing the Nomination and Remuneration Committee.

Competencies Development Program

To always be updated on issues related to the Company's development, the Nomination and Remuneration Committee participates in competencies development programs in the form of seminars, workshops, or other activities that can improve the knowledge and competence of the Nomination and Remuneration Committee.

The competencies development program participated by the Nomination and Remuneration Committee in 2021 can be found in the Company Profile chapter in this annual report.

Nomination and Remuneration Committee Meeting

The Nomination and Remuneration Committee meeting is determined and held at least 1 (one) time in a month. The meeting is chaired by the Committee Chairman or Chairman of the Secretary of BOC, attended by other Committee Chairs, Committee Members and the Secretary of Board of Commissioners, and documented in the form of Minutes of Meeting and Attendance List of Meeting Participants. The Nomination and Remuneration Committee meeting is held in order to discuss actual issues regarding the performance, Work Plan, and Results of the Nomination and Remuneration Committee's Work Visits.

Throughout 2021, the Nomination and Remuneration Committee held 4 meetings. The following are the minutes of the meeting and level of attendance of the Nomination and Remuneration Committee in the meetings.

Risalah Rapat Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee Minutes of Meeting

Bulan Month	**Tanggal** Date	**Agenda Rapat** Meeting Agenda	**Peserta Rapat (orang)** Meeting Participants (person)
Maret March	9 Maret 2021 9 March 2021	1. Pemetaan Aset Perum BULOG. 2. Roadmap Pembinaan SDM Perum BULOG 1. Mapping of Perum BULOG Assets. 2. Roadmap for HR Development of Perum BULOG	5
April April	19 April 2021 19 April 2021	Pembahasan Usulan Remunerasi Tahun 2021 dan Tantiem/Insentif Kinerja Tahun 2020 Perum BULOG Discussion of Proposed 2021 Remuneration and Tantiem/Performance Incentives for 2020	6
Mei May	28 Mei 2021 28 May 2021	Pembahasan mengenai Persiapan Rapat Internal Dewan Pengawas tanggal 31 Mei 2021 Discussion regarding the Preparation for the Internal Meeting of the Board of Commissioners on 31 May 2021	2
Juli July	13 Juli 2021 13 July 2021	Pengenalan Calon Direktur Utama PT GMM Introduction of the Prospective President Director of PT GMM	5

Rekapitulasi dan Tingkat Kehadiran Komite Nominasi dan Remunerasi dalam Rapat Komite Nominasi dan Remunerasi
Recapitulation and Attendance of the Nomination and Remuneration Committee at the Nomination and Remuneration Committee Meeting

Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	**Jumlah Wajib Rapat** Number of Mandatory Meetings	**Jumlah Kehadiran** Number of Attendance	**Jumlah Ketidakhadiran** Number of Absence	**% Kehadiran** % Attendance
Syailendra (Ketua) (Chairman)	4	4	-	100%
Fahrudin (Sekretaris) (Secretary)	4	4	-	100%
Dian Safitri (Anggota) (Member)	4	3	1	75%
Rata-rata Average				87,5%

Remunerasi Komite Nominasi dan Remunerasi

Remunerasi bagi Komite Nominasi dan Remunerasi tidak diberikan karena seluruh anggota dan ketuanya merupakan Anggota Dewan Pengawas.

Laporan Singkat Pelaksanaan Kegiatan Komite Nominasi dan Remunerasi Tahun 2021

Komite Nominasi dan Remunerasi telah melaksanakan program kerja untuk menyiapkan talenta Perum BULOG untuk posisi jabatan BOD-1 berdasarkan *Roadmap* Pengembangan SDM dalam Mencapai Target RJPP Perum BULOG tahun 2020-2024 dan mengusulkan tantiem/insentif, serta remunerasi Direksi dan Dewan Pengawas untuk tahun buku 2021.

Remuneration of the Nomination and Remuneration Committee

There is no remuneration for the Nomination and Remuneration Committee because all the members of the Committee are Members of the Board of Commissioners.

Brief Report on the Performance Activities of the Nomination and Remuneration Committee 2020

The Nomination and Remuneration Committee has carried out a work program to prepare Perum BULOG talents for BOD-1 positions based on the HR Development Roadmap in Reaching Perum BULOG's RJPP Targets for 2020-2024 and proposed bonuses/incentives, as well as Board of Directors and Board of Commissioners remuneration for fiscal year 2021.

Kebijakan Mengenai Suksesi Direksi

Suksesi Direksi menjadi momentum membangun tradisi alih generasi dan *role model* bagi Perum BULOG, selain sebagai tantangan bagi Direksi terpilih dan segenap karyawan untuk menjawabnya dengan prestasi dan kinerja terbaik. Sesuai dengan Peraturan Pemerintah Republik Indonesia No. 7 Tahun 2003 sebagaimana telah diubah dengan Peraturan Pemerintah No. 61 Tahun 2003, dan kembali diubah dengan Peraturan Pemerintah Republik Indonesia No. 13 Tahun 2016 tentang Perusahaan Umum (Perum) BULOG, suksesi atau pergantian Direksi berupa pengangkatan dan pemberhentian dilakukan oleh Menteri BUMN sebagai Pemilik Modal.

Untuk memastikan Perusahaan dikelola oleh manajemen yang memiliki keahlian dan kompetensi yang semestinya, Perusahaan melakukan proses suksesi Direksi di mana pencalonan dan penetapan Direksi ditetapkan berdasarkan pemenuhan Peraturan Menteri BUMN No. PER-10/MBU/10/2020 tanggal 9 Oktober 2020 tentang Perubahan atas Peraturan Menteri BUMN No. PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara. Adapun proses pemilihan Direksi dilakukan oleh Tim Evaluasi yang ditetapkan oleh Menteri berdasarkan usulan dari Eselon I terkait dan Sekretaris Kementerian. Selain itu, Menteri dapat meminta masukan dari Menteri Teknis.

Direksi diangkat dari calon yang lulus seleksi melalui Uji Kelayakan dan Kepatuhan (UKK) yang dilakukan oleh tim dan/atau lembaga profesional yang dibentuk dan/atau ditunjuk oleh Menteri. Sumber calon Direksi didapatkan dari:

1. Direksi BUMN;
2. Dewan Komisaris/Dewan Pengawas BUMN;
3. Talenta yang dimiliki Perum BULOG, yang terdiri atas:
   a. Pejabat 1 (satu) tingkat di bawah Direksi atau pejabat yang mempunyai prestasi istimewa;
   b. Direksi anak perusahaan/perusahaan patungan;
4. Talenta Kementerian BUMN;
5. Sumber lain yang terdiri dari:
   a. Pejabat BUMN lain; dan
   b. Sumber lainnya.

Berikut disampaikan bagan pengusulan hingga penetapan Direksi di lingkup Perum BULOG.

Board of Directors Succession Policy

The succession of the Board of Directors is a momentum to build a regenerational tradition and role model for Perum BULOG, as well as being a challenge for the appointed Board of Directors and all employees to respond it with the best achievements and performance. In accordance with the Government Regulation of the Republic of Indonesia No. 7 of 2003 as amended by Government Regulation no. 61 of 2003, and amended again by Government Regulation of the Republic of Indonesia No. 13 of 2016 regarding the Public Company (Perum) BULOG, succession or replacement of the Board of Directors in the form of appointments and dismissals is carried out by the Minister of SOEs as Capital Owner.

To ensure that the Company is managed by executives who have the appropriate skills and competencies, the Company conducts a succession process for the Board of Directors in which the nomination and appointment process of the Board of Directors is determined based on the fulfillment of the Minister of SOE Regulation No. PER-10/MBU/10/2020 dated October 9, 2020 concerning Amendments to the Regulation of the Minister of SOEs No. PER-02/MBU/02/2015 regarding Requirements and Procedures for Appointment and Dismissal of Members of the Board of Commissioners and Board of Commissioners of State-Owned Enterprises. The selection process for the Board of Directors is carried out by the Evaluation Team determined by the Minister based on the proposal from the relevant Echelon I and the Secretary of the Ministry. The Minister may also request input from the Technical Minister.

The Board of Directors is appointed from candidates who pass the selection through the Fit and Proper Test (UKK) conducted by a team and/or professional institution formed and/or appointed by the Minister. Sources of candidates for the Board of Directors are obtained from:

1. SOE Directors;
2. Board of Commissioners/Supervisory Board of SOEs;
3. The talents of Perum BULOG, which consist of:
   a. Officials 1 (one) level below the Board of Directors or officials who have special achievements;
   b. Directors of subsidiaries/joint ventures;
4. Talents of the Ministry of SOEs;
5. Other sources consisting of:
   a. Other SOEs officials; and
   b. Other sources.

The following is the chart of nomination to the appointment process of the Board of Directors in Perum BULOG

Pengajuan Bakal Calon
Pengajuan nama-nama calon Direksi didasarkan pada sumber-sumber bakal calon yang terdiri dari personal yang pernah menjabat Direksi BUMN, Dewan Komisaris/Dewan Pengawas BUMN, talenta yang dimiliki Perum BULOG, talenta dari Kementrian BUMN dan sumber lain.
Submission of Prospective Candidates
The nomination of candidates for the Board of Directors is based on the sources of the nominees consisting of personnel who have served as Directors of SOEs, Board of Commissioners/ Supervisory Board of SOEs, talents of Perum BULOG, talents from the Ministry of SOEs and other sources.

↓

Penjaringan Bakal Calon
Penjaringan nama-nama Direksi dilakukan oleh Menteri BUMN, Sekretaris, Deputi Teknis, dan/atau Deputi mencari bakal calon dari berbagai sumber. Dalam rangka penjaringan bakal calon Direksi, Menteri BUMN dapat meminta masukan dari Menteri Teknis.
Screening of Prospective Candidates
The screening of the names of the Board of Directors candidates is carried out by the Minister of SOEs, the Secretary, Technical Deputy, and/or the Deputy looking for prospective candidates from various sources. In the context of screening candidates for the Board of Directors, the Minister of SOEs may request input from the Technical Minister.

↓

Uji Kelayakan dan Kepatutan (UKK)
Bakal calon yang akan ditetapkan menjadi calon anggota Direksi, adalah seseorang yang telah dinyatakan memenuhi Persyaratan Formal dan Persyaratan lain dan lulus UKK. UKK terhadap bakal calon dilakukan oleh lembaga profesional yang ditunjuk oleh Menteri BUMN. Pengangkatan kembali pada jabatan yang sama bagi Anggota Direksi yang dinilai mampu melaksanakan tugas dengan baik selama masa jabatannya tidak perlu seleksi melalui Uji Kelayakan dan Kepatuhan (UKK).
Fit and Proper Test
A nominee who will be selected as a candidate for a member of the Board of Directors is someone who has been declared to have fulfilled the Formal Requirements and other Requirements and passed the Fit and Proper Test, which is carried out by a professional institution appointed by the Minister of SOEs. In terms of reappointment to the same position for Members of the Board of Directors, who are considered capable of carrying out their duties properly during their term of office, does not require to take Fit and Proper Test again.

↓

Usulan Pengangkatan
Bagi calon yang telah mendapatkan rekomendasi “Disarankan” oleh tim penilai akan diajukan kepada Menteri untuk diangkat.
Appointment Proposal
Candidates who have received a "Suggested" recommendation by the assessment team will be submitted to the Minister for appointment.

↓

Penetapan
Penetapan dilakukan melalui mekanisme keputusan Menteri BUMN.
Determination
Determination is carried out through a mechanism of the Minister of SOEs decision.

“Per 31 Desember 2021, terdapat 2 (dua) orang Direksi Perum BULOG yang berasal dari talenta internal, yaitu Mokhamad Suyamto yang menjabat Direktur *Supply Chain* dan Pelayanan Publik dan Febby Novita yang menjabat Direktur Bisnis. Hal ini menunjukkan kesempatan yang sama bagi siapa pun yang memiliki talenta dan prestasi untuk mendapatkan promosi jabatan.”

“As of December 31, 2021, there were 2 (two) Directors of Perum BULOG who were appointed from internal talents source, namely Mokhamad Suyamto, serving as Supply Chain and Public Services Director, and Febby Novita, serving as Business Director. This shows the equal opportunity for anyone with talent and achievements to get a promotion.”

ORGAN PENDUKUNG DIREKSI

SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan memiliki beberapa peran yaitu membangun hubungan baik dengan berbagai pihak termasuk regulasi dan peraturan perundang-undangan yang berlaku. Selain itu, Sekretaris Perusahaan juga bertugas menyampaikan informasi internal maupun eksternal yang aktual dan baik kepada pemangku kepentingan. Sekretaris Perusahaan juga bertanggung jawab atas kegiatan berikut:

1. Memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Pengawas secara berkala dan/atau apabila diminta;
2. Sebagai penghubung (*liaison officer*);
3. Menatausahakan serta menyimpan dokumen perusahaan, termasuk tetapi tidak terbatas pada daftar khusus dan risalah rapat Direksi, dan surat Keputusan Menteri.

Pihak yang Mengangkat dan Memberhentikan Sekretaris Perusahaan

Sesuai Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara Pasal 28 ayat 3, Sekretaris Perusahaan diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Dewan Pengawas.

Pejabat Sekretaris Perusahaan

Berdasarkan Surat Keputusan Direksi No. KD-149/DS101/SM.04.01/05/2019 tanggal 31 Mei 2019, Sekretaris Perusahaan dipercayakan untuk dijabat oleh Awaludin Iqbal.

SUPPORTING ORGANS OF THE BOARD OF DIRECTORS

CORPORATE SECRETARY

The Corporate Secretary has several roles, including building good relations with various parties with incorporating applicable regulations and laws. In addition, the Corporate Secretary is in charge of conveying actual and appropriate internal and external information to stakeholders. The Corporate Secretary is also responsible for the following activities:

1. Providing information needed by the Board of Directors and Board of Commissioners periodically and/or when requested;
2. Act as a liaison officer;
3. Administering and archiving company documents, including but not limited to special lists and minutes of meetings of the Board of Directors, and Ministerial Decrees.

Authority Appointing and Dismissing the Corporate Secretary

According to the Regulation of the Minister of SOE No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises Article 28 paragraph 3, the Corporate Secretary is appointed and dismissed by the President Director with the approval of the Board of Commissioners.

Corporate Secretary Officer

Based on the Board of Directors Decree No. KD-149/DS101/SM.04.01/05/2019 dated 31 May 2019, the Corporate Secretary was entrusted to be held by Awaludin Iqbal.

Awaludin Iqbal
Sekretaris Perusahaan
Menjabat sejak 31 Mei 2019
Corporate Secretary
Effective since 31 May 2019

Data Pribadi
Warga negara Indonesia
Usia 53 tahun
Kelahiran Lamongan, 6 Mei 1969

Domisili
Kecamatan Kebon Jeruk, Provinsi DKI Jakarta, Indonesia

Pendidikan
Magister (S2) Manajemen dari Universitas Airlangga (2012)
Sarjana (S1) Ilmu Politik dari Universitas Airlangga (1995)

Sertifikasi Profesi yang Masih Berlaku
-

Bergabung di Perum BULOG
1 Maret 1997, sebagai Staf Depot Logistik Jawa Timur

Riwayat Profesi
Sebelum menjabat Sekretaris Perusahaan, beberapa jabatan yang pernah diemban di lingkungan Perum BULOG adalah Kepala Divisi Organisasi Direktorat SDM dan Umum (28 Desember 2018 s.d. 31 Mei 2019), Kepala Divisi Regional Kalimantan Selatan (28 Mei 2018 s.d. 28 Desember 2018), Kepala Divisi Riau dan Kepri (8 Agustus 2016 s.d. 28 Mei 2018), Kepala Divisi Pengadaan Pangan Pokok Direktorat Pengadaan (24 November 2015 s.d. 15 Oktober 2014), Kepala Divisi Regional Jakarta dan Banten (15 Oktober 2014 s.d. 24 November 2015), dan Kepala Divisi Regional Yogyakarta (22 Juli 2013 s.d. 14 Oktober 2014).

Personal data
Indonesian citizens
53 years old
Born in Lamongan, 6 May 1969

Domicile
Kebon Jeruk District, DKI Jakarta Province, Indonesia

Education
Master (S2) in Management from Airlangga University (2012)
Bachelor (S1) in Political Science from Airlangga University (1995)

Current Professional Certification
-

Joining Perum BULOG
1 March 1997, as Staff of the East Java Logistics Depot

Working Experience
Prior to serving as Corporate Secretary, he held several positions in Perum BULOG, namely Head of the Organizational Division of the HR and General Directorate (December 28, 2018 to May 31, 2019), Head of the South Kalimantan Regional Division (May 28, 2018 to December 28, 2018), Head of the Riau Division and Riau Islands (August 8, 2016 to May 28, 2018), Head of the Staple Food Procurement Division of the Procurement Directorate (November 24, 2015 to October 15, 2014), Head of the Jakarta and Banten Regional Division (October 15, 2014 to November 24, 2015), and Head of the Yogyakarta Regional Division (July 22, 2013 to October 14, 2014).

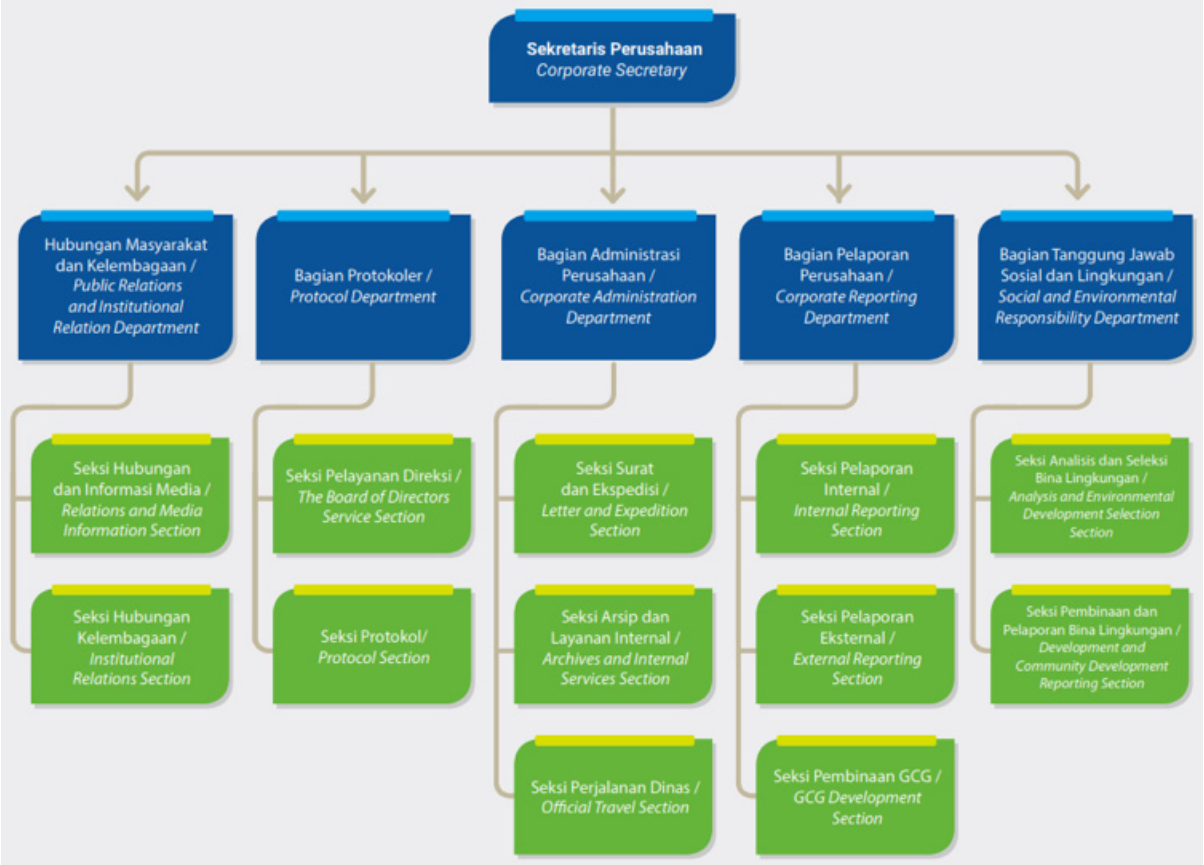
Struktur Organisasi dan Kedudukan Sekretaris Perusahaan

Untuk dapat memberikan gambaran tentang lingkup tugas dan fungsi Sekretaris Perusahaan, berikut disampaikan struktur organisasi Sekretaris Perusahaan yang telah disahkan melalui Peraturan Direksi No. PD-21/DS000/11/2021 tanggal 1 November 2021 tentang Organisasi dan Tata Kerja Kantor Pusat Perum BULOG.

Organizational Structure and Position of Corporate Secretary

In order to give a general overview of the range of responsibilities and functions of the Corporate Secretary, the following is the organizational structure of the Corporate Secretary, which has been approved by Directors Regulation No. PD-21/DS000/11/2021 dated November 1, 2021 regarding the Organization and Work Procedures of the Perum BULOG Head Office.

Struktur Organisasi Sekretaris Perusahaan
Corporate Secretary Organizational Structure



Secara organisasi, Sekretaris Perusahaan membawahi 5 (lima) Kepala Bagian, yaitu:

1. Kepala Bagian Hubungan Masyarakat dan Kelembagaan
2. Kepala Bagian Protokoler
3. Kepala Bagian Administrasi Perusahaan
4. Kepala Bagian Pelaporan Perusahaan
5. Kepala Bagian Tanggung Jawab Sosial dan Lingkungan

Per 31 Desember 2021, jumlah karyawan di Sekretariat Perusahaan sebanyak 47 orang dengan penempatan sebagai berikut.

Based on organizational structure, the Corporate Secretary supervises 5 (five) Division Heads, as follows:

1. Head of Public Relations and Institutional Relation Department
2. Head of Protocol Department
3. Head of Corporate Administration Department
4. Head of Corporate Reporting Department
5. Head of Social and Environmental Responsibility Department

As of December 31, 2021, the Corporate Secretary has 47 employees with the following placements:

Jabatan/Fungsi Position/ Function	Jumlah (orang) Number (person)
Sekretaris Perusahaan Corporate Secretary	1
Bagian Humaslem PR and Institutional Relation Department	7
Bagian Protokoler Protocol Department	20
Bagian Administrasi Perusahaan Corporate Administration Department	8
Bagian Pelaporan Reporting Department	6
Bagian TJSL Social and Environmental Responsibility Department	5
Jumlah Total	47

Tugas dan Tanggung Jawab Sekretaris Perusahaan

Sekretaris Perusahaan merupakan organ yang dibentuk Direksi yang berfungsi sebagai penghubung antara Perusahaan dengan Pemilik Modal dan pihak-pihak yang berkepentingan lainnya dengan Perusahaan, memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Pengawas secara berkala dan/atau sewaktu-waktu apabila diminta serta melakukan pengelolaan dokumen Perusahaan. Di samping itu, Sekretaris Perusahaan memastikan bahwa Perusahaan mematuhi tentang persyaratan keterbukaan sejalan dengan penerapan prinsip-prinsip GCG.

Dalam menyelenggarakan tugas tersebut, Sekretaris Perusahaan memiliki fungsi:

1. Merencanakan dan mengkoordinasikan kegiatan surat dan ekspedisi, arsip serta perjalanan dinas.
2. Merencanakan mengkoordinasikan kegiatan hubungan kemasyarakatan dan kelembagaan serta pembinaan media elektronik.
3. Merencanakan dan mengkoordinasikan kegiatan kesekretariatan dan keprotokolan Direksi.
4. Merencanakan dan mengkoordinasikan kegiatan penyusunan Laporan Perusahaan dan *Corporate Governance*.

Secara rinci, sebagaimana terlihat pada bagan struktur organisasi Sekretaris Perusahaan di atas, tugas pokok Sekretaris Perusahaan melalui 4 (empat) bidang adalah sebagai berikut:

1. Bagian Administrasi Perusahaan Bagian Administrasi Perusahaan mempunyai tugas pokok melaksanakan urusan surat menyurat, ekspedisi, dokumentasi dan arsip, administrasi dan tata usaha perjalanan dinas, serta penyusunan pedoman/prosedur di bidang administrasi perusahaan.

2. Bagian Pelaporan Perusahaan Bagian Pelaporan Perusahaan mempunyai tugas pokok melaksanakan penghimpunan bahan dan penyusunan laporan perusahaan untuk pihak internal maupun eksternal dan melaksanakan pembinaan *Corporate Governance* serta penyusunan pedoman/prosedur di bidang pelaporan perusahaan dan GCG.
3. Bagian Tanggung Jawab Sosial dan Lingkungan Bagian Tanggung Jawab Sosial dan Lingkungan mempunyai tugas pokok melaksanakan analisis dan seleksi program bina lingkungan, administrasi serta pelaporan program bina lingkungan.
4. Bagian Hubungan Masyarakat dan Kelembagaan Bagian Hubungan Masyarakat dan Kelembagaan mempunyai tugas pokok melaksanakan pembinaan hubungan kemasyarakatan dan informasi media, hubungan kelembagaan, penyiapan kegiatan protokoler dan pelayanan kebutuhan operasional Direksi, serta penyusunan pedoman/prosedur di bidang hubungan masyarakat dan kelembagaan serta protokoler Direksi.

Duties and Responsibilities of the Corporate Secretary

The Corporate Secretary is an organ formed by the Board of Directors which functions as a liaison between the Company and the Capital Owner and other interested parties, providing information needed by the Board of Directors and the Board of Commissioners periodically and/or when requested and managing Company documents. In addition, the Corporate Secretary ensures that the Company complies with the disclosure requirements in line with the implementation of GCG principles.

In carrying out its duties, the Corporate Secretary has the following functions:

1. Plan and coordinate the activities of letters and expeditions, archives and official travel.
2. Plan and coordinate the public and institutional relations activities and electronic media development.
3. Plan and coordinate the secretariat and protocol activities of the Board of Directors.
4. Plan and coordinate the preparation of Company's Reports and Corporate Governance.

In detail, as shown in the organizational structure chart of the Corporate Secretary above, the Corporate Secretary oversees 4 (four) areas with the following main duties:

1. Corporate Administration Department
   The Corporate Administration Department has the main duty to perform correspondence, expedition, documentation and archives, administration of official travel, as well as the preparation of guidelines/procedures in the corporate administration field.
2. Corporate Reporting Department
   The Corporate Reporting Department has the main duty to perform material compilation and preparation of corporate reports for internal and external parties and conduct Corporate Governance development as well as preparation of guidelines/procedures in Corporate Reporting and GCG field.
3. Social and Environmental Responsibility Department
   The Social and Environmental Responsibility Department has the main duty to perform analysis and selection of environmental development programs, administration and environmental development programs reporting.
4. Public and Institutional Relations Department
   The Public and Institutional Relations Department has the main duty to perform the public relations and media information development, institutional relations, preparation of protocol activities and service for Board of Directors' operational needs, preparation of guidelines/procedures in the public and institutional relations, as well as the Board of Directors' protocol field.

Program Pengembangan Kompetensi

Agar Sekretaris Perusahaan selalu dapat mengikuti perkembangan hal-hal terkait dunia usaha, perkembangan Perusahaan, serta peraturan dan perundang-undangan terkait, Perusahaan memfasilitasi SDM yang tergabung dalam Sekretaris Perusahaan untuk mengikuti program pengembangan kompetensi berupa seminar, *workshop*, atau kegiatan lain yang dapat meningkatkan pengetahuan dan kompetensi.

Tentang kegiatan peningkatan kompetensi yang diikuti Pejabat Sekretaris Perusahaan di sepanjang tahun 2021 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

Adapun program pengembangan kompetensi yang diikuti oleh karyawan yang tergabung dalam unit Sekretaris Perusahaan di tahun 2021 adalah sebagai berikut:

Competencies Development Program

To always be updated on issues related to the business, the Company's development and related laws and regulations, the Company facilitates the Corporate Secretary members to participate in competencies development programs in the form of seminars, workshops, or other activities that can improve the knowledge and competence of the Corporate Secretary.

The competencies development program participated by the Corporate Secretary in 2021 can be found in the Company Profile chapter in this annual report.

As for the competencies development programs participated by the Corporate Secretary team in 2021 can be found in the following table:

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Subject	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Awaludin Iqbal-Sekretaris Perusahaan Corporate Secretary	FGD FGD	Pengukuran ACHI di Lingkungan Perum BULOG ACHI MEASUREMENT IN PERUM BULOG	BULOG Corporate University	ACT Consulting
Andes Masyri Hidayat – Kabag TJSL Head of Social and Environmental Responsibility Department	Webinar	Coaching For Managers	Online	BULOG Corporate University
Gandi Prarista – Kabag Pelaporan Head of Reporting Department	Workshop	Sosialisasi Tim Pengelola Teknis dan Aplikasi *E-Project* Pembangunan Socialization of the Technical Management Team and Development E-Project Application	Online	BULOG Corporate University
	Workshop	Pengenalan ERP dan Overview Odoo Introduction to ERP and Overview of Odoo	BULOG Corporate University	BULOG Corporate University
Ahmad Nur Varid - Kasi Pembinaan GCG GCG Development Section Head	Diklat Training	Diklat Awareness dan Audit Internal ISO 9001:2015 ISO 9001:2015 Awareness and Internal Audit Training	Online	BULOG Corporate University
Nenden Ajeng Yusniandri Kasi Pembinaan dan Pelaporan TJSL CSR Development and Reporting Section Head	Workshop	Pembekalan Culture Agent Transformasi Budaya Provision of Cultural Transformation Agent Culture	Online	BULOG Corporate University

Laporan Singkat Pelaksanaan Tugas Sekretaris Perusahaan Tahun 2021

Di sepanjang tahun 2021, Sekretaris Perusahaan telah melaksanakan beberapa kegiatan sebagai berikut:

1. Menyusun Laporan Manajemen Triwulan dan Tahunan Perum BULOG;
2. Menyelenggarakan Rapat Direksi dan Rapat Gabungan Direksi dan Dewan Pengawas;
3. Menyelenggarakan Rapat Kerja seluruh Pimpinan Wilayah;
4. Pengelolaan LHKPN Pejabat Wajib Lapor Perum BULOG;

Brief Report on Corporate Secretary Duties Implementation in 2021

Throughout 2021, the Corporate Secretary has carried out the following activities:

1. Prepared Quarterly and Annual Management Reports of BULOG
2. Held Board of Directors Meeting and Joint Meeting of the Board of Directors and Board of Commissioners
3. Conduct Work Meetings for all Regional Heads
4. Manage Report of State Official Assets (LHKPN) for Perum BULOG's Officials Required to Report

5. Pembinaan dan *self assessment* penerapan GCG;
6. Pengelolaan Hubungan Masyarakat dan Kelembagaan;
7. *Press Release* dan analisis pemberitaan publik;
8. Pengelolaan TJSL Perusahaan;
9. Pengelolaan Tata Kelola Persuratan, Arsip, dan Ekspedisi Perusahaan; dan
10. Pembinaan Kegiatan Protokoler dan layanan rumah tangga Direksi Perusahaan.

SATUAN PENGAWASAN INTERN/AUDIT INTERNAL

Satuan Pengawas Intern (SPI) merupakan bagian dari organ perusahaan yang berada di bawah pengawasan Direktur Utama dan dipimpin oleh Kepala Unit SPI. SPI bertugas memberikan keyakinan (*assurance*) dan melakukan konsultasi secara independen dan objektif dalam rangka perbaikan operasional perusahaan. SPI juga memiliki fungsi melakukan audit, evaluasi dan *review* yang sistematis terhadap efektivitas manajemen risiko, pengendalian internal dan proses tata kelola Perusahaan.

Pihak yang Mengangkat dan Memberhentikan Kepala Satuan Pengawasan Intern

Mengacu kepada Peraturan Menteri BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara pasal 28 ayat 3, Kepala SPI diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Dewan Pengawas.

Profil Kepala Satuan Pengawasan Intern

Berdasarkan Keputusan Direksi No. KD-255/DS101/07/2017 tanggal 27 September 2017, Kepala Satuan Pengawasan Intern dipercayakan untuk dijabat oleh Edhy Rizwan.

5. Conduct guidance and self-assessment of GCG implementation
6. Perform Public Relations and Institutional Management
7. Publish press Release and public news analysis
8. Manage the Company's CSR
9. Administer Corporate Mail, Archives and Expedition Governance
10. Develop Protocol Activities and Household Services for the Board of Directors

INTERNAL CONTROL UNIT

The Internal Control Unit (SPI) is part of the company's organs which reports to the President Director and led by the Head of the SPI Unit. SPI has duties to provide assurance and conduct independent and objective consultations in order to improve the company's operations. SPI also has the function of conducting audits, evaluations and systematic reviews of the effectiveness of risk management, internal control and corporate governance processes.

Authority Appointing and Dismissing Head of Internal Control Unit

According to the Regulation of the Minister of SOE No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises Article 28 paragraph 3, the Head of the Internal Control Unit (SPI) is appointed and dismissed by the President Director with the approval of the Board of Commissioners.

Profile of the Head of Internal Control Unit

Based on the Board of Directors Decree No. KD-255/DS101/07/2017 dated September 27, 2017, Edhy Rizwan was given the responsibility to lead the Internal Control Unit.

Edhy Rizwan
Kepala Satuan Pengawasan Intern
Menjabat sejak 27 September 2017
Head of Internal Control Unit
Effective since September 27, 2017

Data Pribadi Warga negara Indonesia Usia 53 tahun Kelahiran Malang, 23 Maret 1968	Personal Data Indonesian citizens 53 years old Born in Malang, March 23, 1968
Domisili Jakarta Timur, DKI Jakarta, Indonesia	Domicile East Jakarta, DKI Jakarta, Indonesia
Pendidikan Sarjana (S1) Ekonomi jurusan Akuntansi dari Universitas Merdeka Malang (1991).	Education Bachelor (S1) of Economics majoring in Accounting from Merdeka University Malang (1991).
Sertifikasi Profesi yang Masih Berlaku Saat ini tengah mengikuti sertifikasi QIA Tingkat Pre Manajerial dan Manajerial	Current Professional Certification Currently participating in the Pre Managerial and Managerial Level QIA certification
Bergabung di Perum BULOG 1 April 1998, sebagai Staf Subseksi Pembukuan DOLOG Kalimantan Timur	Joining Perum BULOG April 1, 1998, as Staff of the Bookkeeping Subsection of DOLOG East Kalimantan
Riwayat Profesi Sebelum menjabat Kepala SPI, beberapa jabatan yang pernah diemban di lingkungan Perum BULOG adalah Kepala Divisi Anggaran Direktorat Keuangan (2015-2017), Kepala Divisi Perbendaharaan Direktorat Keuangan (2013-2015), Kepala Subkanwil Surakarta Divisi Regional Jawa Tengah (2012-2013), Kepala Subdivisi Akuntansi Kantor Pusat Divisi Akuntansi (2008-2012).	Work Experience Prior to serving as Head of SPI, he held several positions in Perum BULOG, namely, Head of the Budget Division of the Directorate of Finance for the Year (2015-2017), Head of the Treasury Division of the Directorate of Finance (2013-2015), Head of the Surakarta Sub-Kanwil Central Java Regional Division (2012-2013), Head of Accounting Subdivision Head Office Accounting Division (2008-2012).

Struktur Organisasi dan Kedudukan Satuan Pengawasan Intern

Dalam menjalankan tugasnya, SPI juga melakukan koordinasi secara berkala dengan Komite Audit. Untuk tingkat Kantor Pusat, Kepala SPI dibantu oleh Kepala Bagian (Kabag) Pelaporan dan Pengembangan Audit (PPA), Kabag Audit *Anti Fraud* (AAF), dan Kabag Audit Teknologi Informasi (TI). Masing-masing Kabag Kantor Pusat bertugas untuk mengkoordinasi dan memantau kepala seksi dan auditor, beserta jajaran staf di bawahnya. Selain itu, SPI juga melakukan koordinasi secara berkala dengan Komite Audit.

Untuk tingkat Regional, Kepala SPI dibantu oleh Kepala Auditor Internal dan Auditor yang wilayah kerjanya mencakup beberapa Kantor Wilayah (Kanwil). Pembagian wilayah kerja SPI Regional adalah sebagai berikut:

- Auditor Internal Wilayah I: Kanwil Aceh, Kanwil Riau dan Kepulauan Riau, dan Kanwil Sumatera Utara (berkedudukan di Medan).
- Auditor Internal Wilayah II: Kanwil Sumatera Barat, Kanwil Jambi, Kanwil Sumatera Selatan dan Bangka Belitung, dan Kanwil Bengkulu (berkedudukan di Palembang).
- Auditor Internal Wilayah III: Kantor Pusat (berkedudukan di Jakarta).

Organizational Structure and Position of the Internal Control Unit

In carrying out its duties, the Internal Audit Unit (SPI) regularly coordinates with the Audit Committee. At the Head Office level, the Head of SPI is assisted by the Head of Audit Reporting and Development Division (PPA), Head of the Anti Fraud Audit Division (AAF), and Head of the Information Technology Audit Division (IT). At the Head Office, each Head has the duty to coordinate and monitor division heads, auditor and staff. In addition, SPI also regularly coordinates with the Audit Committee.

For the Regional level, the Head of SPI is assisted by the Head of Regional SPI and Resident Auditor whose work area includes several Regional Offices. The division of the Regional SPI work area is as follows:

- Internal Auditor Region I: Aceh Regional Office, Riau and Riau Islands Regional Office, and North Sumatra Regional Office (based in Medan).
- Internal Auditor Region II: West Sumatra Regional Office, Jambi Regional Office, South Sumatra and Bangka Belitung Regional Office, and Bengkulu Regional Office (based in Palembang).
- Internal Auditor Region III: Head Office (based in Jakarta).

- Auditor Internal Wilayah IV: Kanwil Lampung, Kanwil DKI Jakarta dan Banten, dan Kanwil Kalimantan Tengah (berkedudukan di Jakarta).
- Auditor Internal Wilayah V: Kanwil Jawa Barat dan Kanwil Kalimantan Barat (berkedudukan di Bandung).
- Auditor Internal Wilayah VI: Kanwil Jawa Tengah dan Kanwil DI Yogyakarta (berkedudukan di Semarang).
- Auditor Internal Wilayah VII: Kanwil Jawa Timur (berkedudukan di Surabaya).
- Auditor Internal Wilayah VIII: Kanwil Bali, Kanwil Nusa Tenggara Barat, dan Kanwil Nusa Tenggara Timur (berkedudukan di Mataram).
- Auditor Internal Wilayah IX: Kanwil Kalimantan Timur dan Kalimantan Utara, Kanwil Kalimantan Selatan, Kanwil Sulawesi Tengah, dan Kanwil Sulawesi Tenggara (berkedudukan di Banjarmasin).
- Auditor Internal Wilayah X: Kanwil Sulawesi Utara dan Gorontalo, Kanwil Sulawesi Selatan dan Barat, Kanwil Maluku dan Maluku Utara, dan Kanwil Papua-Papua Barat (berkedudukan di Makassar).

Jabatan Auditor Internal di lingkungan Perum BULOG adalah jabatan fungsional yang ditetapkan secara berjenjang mulai dari Asisten Auditor, Auditor Muda, Auditor Madya, dan Auditor Utama. Para auditor tersebut bertanggung jawab langsung kepada Kepala Auditor Internal Wilayah, Kabag Audit Anti *Fraud* dan Kabag Audit TI, yang dalam pelaksanaan tugas sehari-hari mengkoordinasi penugasan yang dilakukan auditor sesuai ruang lingkup dan wilayah kerjanya.

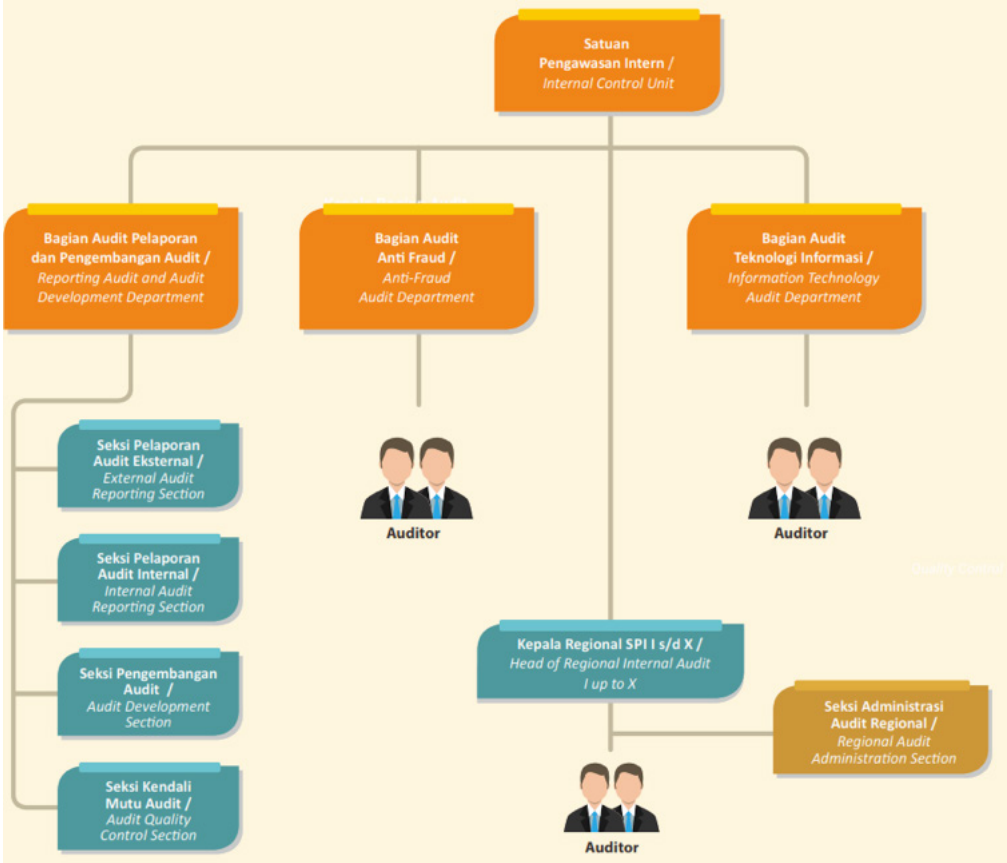
Berikut disampaikan struktur organisasi Satuan Pengawasan Intern yang telah disahkan melalui Peraturan Direksi No. PD-15/DS000/09/2021 tanggal 1 September 2021 tentang Organisasi dan Tata Kerja Perum BULOG.

- Internal Auditor Region IV: Lampung Regional Office, DKI Jakarta and Banten Regional Office, and Central Kalimantan Regional Office (based in Jakarta).
- Internal Auditor Region V: West Java Regional Office and West Kalimantan Regional Office (based in Bandung).
- Internal Auditor Region VI: Central Java Regional Office and DI Regional Office (based in Semarang).
- Internal Auditor Region VII: East Java Regional Office (based in Surabaya).
- Internal Auditor Region VIII: Bali Regional Office, West Nusa Tenggara Regional Office, and East Nusa Tenggara Regional Office (based in Mataram).
- Internal Auditor Region IX: East Kalimantan and North Kalimantan Regional Offices, South Kalimantan Regional Offices, Central Sulawesi Regional Offices, and Southeast Sulawesi Regional Offices (based in Banjarmasin).
- Internal Auditor Region X: North Sulawesi and Gorontalo Regional Offices, South and West Sulawesi Regional Offices, Maluku and North Maluku Regional Offices, and Papua-West Papua Regional Office (based in Makassar).

The position of Internal Auditor within Perum BULOG is a functional position that is set in stages starting from Assistant Auditor, Junior Auditor, Middle Auditor, and Main Auditor. These auditors directly report to the Head of Regional SPI, Head of Anti Fraud Audit and Head of IT Audit, who in carrying out their daily duties, coordinate auditor assignments according to their scope and work area.

The following is the organizational structure of the Internal Control Unit which has been approved through Directors Regulation No. PD-15/DS000/09/2021 dated 1 September 2021 concerning the Organization and Working Procedures of Perum BULOG.

Struktur Organisasi Satuan Pengawasan Intern
Internal Control Unit Organizational Structure



Per 31 Desember 2021, jumlah karyawan SPI sebanyak 157 orang dengan penempatan sebagai berikut.

As of December 31, 2021, the number of SPI employees was 157 people with the following positions.

Jabatan/Fungsi Position/ Function	**Jumlah (orang)** Number (person)
Kepala SPI Head of Internal Control Unit	1
Kepala SPI Regional Head of Regional Internal Control	10
Kepala Bagian Head of Division	3
Auditor Madya Associate Auditor	28
Auditor Muda Junior Auditor	24
Asisten Auditor Assistant Auditor	68

Jabatan/Fungsi Position/ Function	Jumlah (orang) Number (person)
Kepala Seksi Division Head	13
Staf Staff	10
Jumlah Total	157

Sertifikasi Profesi Satuan Pengawasan Internal

Sertifikasi profesi menjadi sebuah aspek penting bagi auditor untuk memahami perkembangan audit, khususnya terkait kepatuhan terhadap peraturan serta perkembangan industri. Pada tahun 2021, telah dilaksanakan program sertifikasi bagi karyawan SPI yaitu:

1. 1 Personel mengikuti sertifikasi QIA Tingkat Manajerial
2. 50 personel yang mengikuti sertifikasi QIA Tingkat Dasar
3. 5 personel mengikuti sertifikasi QRMA
4. 37 personel mengikuti Leadership Development Program

Berikut disampaikan sertifikasi profesi yang dimiliki karyawan SPI hingga akhir tahun 2021.

Professional Certification of Internal Control Unit

Professional certification is an important aspect for auditors to understand audit developments, particularly related to regulatory compliance and industry developments. In 2021, certification programs implemented for SPI employees, are as follow:

1. 1 Person participated in QIA Managerial Level certification
2. 50 persons participated in Basic Level QIA certification
3. 5 persons participated in the QRMA certification
4. 37 persons participated in the Leadership Development Program

The following are the professional certifications held by Internal Control Unit employees until the end of 2021.

Level Sertifikasi Certification Level	Jumlah yang Memiliki (orang) Number of People (person)	Komposisi Terhadap Jumlah Karyawan SPI (%) Composition Against Total Number of SPI Employees (%)
Qualified Internal Auditor (QIA)	37	23,57%
Qualified Internal Auditor (QIA) Tingkat Dasar Qualified Internal Auditor (QIA) Basic Level	59	37,58%
CPIA	23	14,65%
QRMA	5	3,18%
Jumlah Total	124	78,98%

Piagam SPI *(Internal Audit Charter)*

Sebagai pedoman kerja SPI, Direksi atas persetujuan Dewan Pengawas menetapkan Piagam Audit Intern (*Internal Audit Charter*) yang pertama kali dituangkan dalam Kebijakan Umum No. KD-04/DS200/08/2012 tentang *Audit Charter* Satuan Pengawasan Intern. Piagam ini memuat Visi, Misi, Fungsi, Tujuan, Ruang Lingkup Tugas, Wewenang dan Tanggung Jawab SPI. Kemudian sesuai dengan perkembangan kebutuhan Perum BULOG, telah dilakukan *update* melalui Peraturan Direksi No. PD-08/DU500/09/2014 tanggal 2 September 2014 tentang Piagam Pemeriksaan Intern (*Internal Audit Charter*) Satuan Pengawasan Intern Perum BULOG, yang kemudian *update* kembali melalui Peraturan Direksi No. PD-19/DU400/06/2016 tanggal 13 Juni 2016, yang kemudian disempurnakan melalui Peraturan Direksi No. PD-19/DU500/10/2019 tanggal 15 Oktober 2019 Piagam Pemeriksaan Intern (Internal Audit Charter) Perusahaan Umum (Perum) BULOG.

Internal Audit Charter

As a guideline for SPI, the Board of Directors with the approval of the Board of Commissioners established the Internal Audit Charter which was first set in General Policy No. KD-04/DS200/08/2012 concerning Audit Charter of the Internal Control Unit. This Charter contains Vision, Mission, Functions, Objectives, Scope of Duties, Authorities and Responsibilities of SPI. Then in accordance with the development of Perum BULOG, an update has been carried out through Directors Regulation No. PD-08/DU500/09/2014 dated 2 September 2014 concerning the Internal Audit Charter of the Perum BULOG Internal Control Unit, which was later updated through Directors Regulation No. PD-19/DU400/06/2016 dated 13 June 2016, which was later refined through Directors Regulation No. PD-19/DU500/10/2019 dated 15 October 2019 Internal Audit Charter for Public Company (Perum) BULOG.

Kebijakan Umum Piagam Audit Intern ini disusun sebagai pegangan dan pedoman para auditor internal untuk dapat melaksanakan tugasnya secara profesional. Satuan Pengawasan Internal diharapkan dapat menghasilkan suatu laporan audit yang mencapai standar dan berkualitas untuk mendukung aktivitas Perusahaan. Piagam Audit ini dimaksudkan sebagai landasan bagi para auditor internal SPI Perum BULOG untuk dapat melaksanakan tugasnya dengan baik dan benar serta profesional sesuai prinsip-prinsip GCG, yaitu: keterbukaan (*transparency*), akuntabilitas (*accountability*), dapat dipertanggungjawabkan (*responsibility*), tidak berpihak (*independency*), dan wajar (*fairness*).

The General Policy of the Internal Audit Charter is prepared as a manual and guideline for internal auditors to be able to carry out their duties professionally. The Internal Control Unit is expected to produce an audit report that achieves the standard and quality in supporting the Company's activities. This Audit Charter is intended as a basis for the internal auditors of Perum BULOG Internal Control Unit to be able to carry out their duties properly, correctly and professionally according to GCG principles, namely: transparency, accountability, responsibility, independence and fairness.

Tujuan ditetapkannya Piagam Audit Internal adalah agar para auditor internal memiliki perilaku kerja, keahlian dan kompetensi yang dipersyaratkan dalam pelaksanaan tugasnya, serta menghasilkan laporan audit yang memenuhi standar dan kualitas Standar Profesi Audit Internal yang mengacu pada "*Professional Practices Framework: International Standards for The Professional Practice of Internal Audit*" yang dikeluarkan Institute of Internal Audit (IIA).

The Internal Audit Charter was established with the aim that internal auditors have the work behavior, skills and competencies required in carrying out their duties, and to produce audit reports that meet the standards and quality of the Internal Audit Professional Standards, which refer to the "Professional Practices Framework: International Standards for The Professional Practice of Internal Audit" issued by the Institute of Internal Audit (IIA).

Tugas dan Tanggung Jawab serta Wewenang Satuan Pengawasan Intern (SPI)

Piagam Audit Intern Perum BULOG memberi cakupan pelaksanaan tugas-tugas SPI pada ruang lingkup penugasan, meliputi namun tidak terbatas pada:

1. Penugasan Audit Operasional
   Kegiatan pemberian keyakinan (*assurance*) melalui pengujian objektif terhadap bukti dengan maksud untuk memberikan penilaian yang independen, dengan tujuan untuk menilai efisiensi dan efektivitas operasi Perusahaan, keandalan informasi dan pelaporan Perusahaan dan ketaatan terhadap peraturan perundang-undangan serta pengamanan aset Perusahaan.
2. Penugasan Audit Kinerja
   Kegiatan pemberian keyakinan (*assurance*) melalui pengujian objektif terhadap bukti dengan maksud untuk memberikan penilaian yang independen, dengan tujuan untuk meninjau atau mengulas perencanaan dan pelaksanaan program kerja masing-masing unit kerja dan menilai kesesuaiannya dengan tujuan Perusahaan.
3. Penugasan Audit Teknologi Informasi
   Kegiatan pemberian keyakinan (*assurance*) melalui pengujian objektif terhadap bukti dengan maksud untuk memberikan penilaian yang independen, dengan tujuan meninjau dan mengevaluasi faktor-faktor: ketersediaan (*availability*), kerahasiaan (*confidentiality*), dan keutuhan (*integrity*) dari sistem informasi organisasi, untuk kemudian menentukan apakah aset sistem informasi Perusahaan telah memenuhi kecukupan dan dan efektivitas sistem pengendalian intern dan manajemen risiko.

Duties, Responsibilities and Authorities of the Internal Control Unit

The Internal Audit Charter of Perum BULOG covers the scope of assignment of the Internal Control Unit, including and not limited to:

1. Operational Audit Assignment
   The assurance activities through objective testing of evidence in order to provide independent assessments, with an objective to assess the efficiency and effectiveness of the Company's operations, reliability of Company's information and reporting, compliance with laws and regulations, as well as safeguarding the Company's assets.
2. Performance Audit Assignment
   Assurance activities through objective testing of evidence in order to provide independent assessments, with an objective to review the planning and implementation of the work program of each work unit and assess the alignment with the Company's objectives.
3. Information Technology Audit Assignment
   Assurance activities through objective testing of evidence in order to provide independent assessments, with an objective to review and evaluate the availability, confidentiality and integrity of the organizational information system, to determine whether the Company's information system assets have met the adequacy and effectiveness of internal control system and risk management

4. Penugasan Audit Khusus (Investigasi)
   Kegiatan pemberian keyakinan (*assurance*) melalui pengujian objektif terhadap bukti dengan maksud untuk memberikan penilaian yang independen, dengan tujuan melakukan investigasi dan pemeriksaan khusus terhadap kasus yang berindikasi adanya kecurangan (*fraud*). Audit ini juga dilakukan sebagai pendalaman atas rekomendasi jenis penugasan audit lainnya yang mengarah ke potensi terjadinya *fraud*, dengan justifikasi penanggung jawab fungsi pengawasan intern dalam hal ini Kepala SPI.
5. Penugasan Konsultansi (*Advisory*)
   Kegiatan pemberian *advice* (nasihat) dan jasa lain yang sifat dan ruang lingkupnya disepakati bersama manajemen Perusahaan, yang ditujukan untuk memberi nilai tambah kepada organisasi, meningkatkan proses tata kelola organisasi, manajemen risiko, dan proses-proses pengendalian, tanpa adanya pengalihan tanggung jawab dari manajemen kepada auditor internal. Selama penugasan konsultansi, auditor internal harus memperhatikan risiko yang terkait dengan tujuan penugasan serta harus waspada terhadap risiko lain yang signifikan

Adapun segala bentuk dan jenis penugasan SPI dilakukan hanya atas persetujuan Kepala SPI. Persetujuan penugasan dituangkan dalam Surat Tugas yang diterbitkan oleh Kepala SPI. Audit Rutin SPI telah mengimplementasikan Risk Based Audit sebagaimana yang telah disusun melalui Annual Audit Plan. Penugasan audit rutin ini seluruhnya dilakukan oleh tim Auditor Internal Wilayah dan direalisasikan melalui audit proses bisnis dan operasional serta *desk audit*.

Selain audit rutin, SPI juga melakukan penugasan audit non rutin dan penugasan non audit. Penugasan audit non rutin direalisasikan melalui audit khusus/investigasi dan join audit bersama auditor eksternal, dilakukan oleh Tim Audit Anti Fraud dan atau gabungan dengan Tim Auditor Wilayah. Penugasan non audit direalisasikan melalui inventarisasi kas/stok opname dalam rangka serah terima jabatan, *review* serta *monitoring* evaluasi sesuai permintaan manajemen, sosialisasi dan pendampingan auditor eksternal.

Kode Etik SPI

Kode Etik SPI tertuang dalam Peraturan Direksi No. PD-41/DU400/10/2018 tentang Kode Etik Auditor SPI Perum BULOG. Kode Etik SPI meliputi 2 (dua) komponen dasar, yaitu:

1. Prinsip etika yang relevan dengan profesi dan praktik pengawasan internal Perusahaan; dan
2. Aturan perilaku yang menggambarkan norma perilaku yang diharapkan bagi Auditor Internal dalam memenuhi tanggung jawab profesionalnya.

4. Special Audit (Investigation) Assignment
   Assurance activities through objective testing of evidence in order to provide independent assessment, with the aim of conducting special investigations and checks on cases that indicate fraud. This audit is also conducted as a deepening on the recommendation of other types of audit assignments that lead to the potential for fraud, with justification in charge of the internal control function, in this case the Head of Internal Audit Unit.

5. Consultancy (Advisory) Assignment
   The activities of providing advice and other services whose nature and scope are agreed upon with the Company's management, which is intended to provide added value to the organization, improve the process of organizational governance, risk management, and control processes, without any transfer of responsibility from management to the internal auditor. During consultancy assignment, internal auditor should consider the risks associated with the assignment objectives and should be alert to other significant risks.

All forms and types of Internal Control Unit (SPI) assignments shall be carried out only with the approval of the Head of SPI. Approval of the assignment is stated in the Assignment Letter issued by the Head of SPI. SPI Routine Audit has implemented a Risk Based Audit as compiled through the Annual Audit Plan. This routine audit assignment is entirely carried out by the Regional SPI team and accomplished through business processes and operations audit, and desk audits.

In addition to routine audits, SPI also carries out non-routine audit assignments and non-audit assignments. Non-routine audit assignments are accomplished through special audits/investigations and joint audits with external auditors, conducted by the Anti-Fraud Audit Team and/or combined with the Regional SPI Team. Non-audit assignment is accomplished through the inventory of cash/stock opname in position handover, evaluation review and monitoring as per the request of management, socialization and assistance of external auditor.

Internal Control Unit Code of Conduct

The Internal Control Unit (SPI) Code of Conduct is stated in the Board of Directors Regulation No: PD-41/DU400/10/2018 concerning the SPI Auditor Code of Conduct for Perum BULOG, which includes 2 (two) basic components, namely:

1. Ethical principles relevant to the profession and practice of the Company's internal control, and
2. Code of conduct that describes the expected behavioral norms for Internal Auditors in fulfilling their professional responsibilities.

Auditor internal wajib mematuhi prinsip perilaku integritas, objektivitas, kerahasiaan, dan kompetensi. Auditor Internal dilarang melakukan hal-hal sebagai berikut:

1. Melakukan pengawasan di luar ruang lingkup yang ditetapkan dalam surat tugas;
2. Menggunakan data dan/atau informasi yang sifatnya rahasia untuk kepentingan pribadi atau golongan yang mungkin akan merusak nama baik organisasi;
3. Menerima suatu pemberian dari auditee yang terkait dengan keputusan maupun pertimbangan profesionalnya; dan
4. Berafiliasi dengan partai politik/golongan tertentu yang dapat mengganggu integritas, objektivitas, dan keharmonisan dalam pelaksanaan tugas.

Internal auditors are required to comply with the behavioral principles of integrity, objectivity, confidentiality, and competence. Internal Auditors are prohibited from doing the following:

1. Carry out audit other than the scope specified in the letter of assignment;
2. Use confidential data and/or information for personal or group interests that may damage the company's image;
3. Receive gifts from the auditee related to professional decisions and judgments; and
4. Affiliate with a political party/certain group that may interfere with integrity, objectivity, and harmony in the activity performance.

Program Pengembangan Kompetensi

Agar SPI selalu dapat mengikuti perkembangan hal-hal terkait dunia usaha, perkembangan Perusahaan, serta peraturan dan perundang-undangan terkait, Perum BULOG memfasilitasi SDM yang tergabung dalam SPI untuk mengikuti program pengembangan kompetensi berupa seminar, *workshop*, atau kegiatan lain yang dapat meningkatkan pengetahuan dan kompetensi.

Tentang kegiatan peningkatan kompetensi yang diikuti Kepala SPI di sepanjang tahun 2021 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

Adapun program pengembangan kompetensi untuk Auditor internal pada tahun 2021 dapat dijelaskan dalam analisis pembelajaran (Training Need Analysis) SPI sebagai berikut:

Competencies Development Program

To always be updated on issues related to the business issues, the Company's development, and related laws and regulations, the Company facilitates the Internal Control Unit personnel to participate in competencies development programs in the form of seminars, workshops, or other activities that can improve the knowledge and competence of the Internal Audit Unit.

The competencies development program participated by the Internal Control Unit in 2021 can be found in the Company Profile chapter in this annual report.

As for the competency development programs participated by Internal Control Unit in 2021 are explained in the following Internal Control Unit's Training Need Analysis:

Daftar LNA (Learning Need Analysis) Prioritas Satuan Pengawasan Intern (SPI)
List of Learning Need Analysis Priority of the Internal Control Unit

No	Kebutuhan Instruksi Instruction needs	Nama Training Training Name	Peserta Participants
1	• Kemampuan Auditor terkait prosedur dan teknik audit • Fondasi Internal Audit • Pengetahuan mengenai standar, etika dan aktivitas audit • Auditor's ability related to audit procedures and techniques • Internal audit foundation • Knowledge of standards, ethics and audit activities	Qualified Internal Auditor (QIA)	Kaspireg, Kabag, Auditor (AAF, TI dan Regional) Kaspireg, Kabag, Auditor (AAF, TI and Regional)
2	• Audit Investigasi • Fraud • Investigation audit • Fraud	Training Fraud Examination (Principles, Techniques, Approach)	Kaspireg, Kabag, Auditor (AAF, TI dan Regional) Kaspireg, Kabag, Auditor (AAF, TI and Regional)
3	• Information System Auditor	Fundamental of IT Auditing	Kaspireg, Kabag, Auditor (AAF, TI dan Regional) Kaspireg, Kabag, Auditor (AAF, TI and Regional)

Daftar LNA (Learning Need Analysis) Prioritas Satuan Pengawasan Intern (SPI)
List of Learning Need Analysis Priority of the Internal Control Unit

No	Kebutuhan Instruksi Instruction needs	Nama Training Training Name	Peserta Participants
4	• Penulisan laporan yang efektif • Writing Effective Reports	Audit Report Writing	Kepala seksi, Kasi Admin, Auditor (AAF, TI, Regional) Section Head, Admin Section Head, Auditor (AAF, TI, Regional)
5	• Pengetahuan mengenai standar, etika, dan aktivitas audit • Fondasi Internal Audit • Komunikasi Audit • Analisis Laporan Keuangan • Knowledge of standards, ethics, and audit activities • Internal audit foundation • Audit communication • Analysis of Financial Statements	Dasar-dasar Praktis Audit Internal Basics of Internal Audit Practices	Kaspireg, Kabag, Auditor (AAF, TI dan Regional) Kaspireg, Kabag, Auditor (AAF, TI and Regional)
6	• Framework COSO • COSO Framework	COSO Based Internal Auditing	Kaspireg, Kabag, Auditor (AAF, TI dan Regional) Kaspireg, Kabag, Auditor (AAF, TI and Regional)
7	• Analisis Laporan Keuangan • Analysis of Financial Statements	Perpajakan (Brevet Pajak A/B) Taxation (Brevet Tax A/B)	Kaspireg, Kabag, Auditor (AAF, TI dan Regional) Kaspireg, Kabag, Auditor (AAF, TI and Regional)

Adapun program pengembangan kompetensi yang diikuti oleh karyawan yang tergabung dalam unit SPI di tahun 2021 adalah sebagai berikut:

- *Online Workshop*: Standar Audit Internal dan kode Etik Profesi sebanyak 1 personel

The competency development programs participated by The Internal Control Unit in 2012 are as follows:

- Online Workshop: Internal Audit Standards and Professional Code of Ethics for 1 personnel

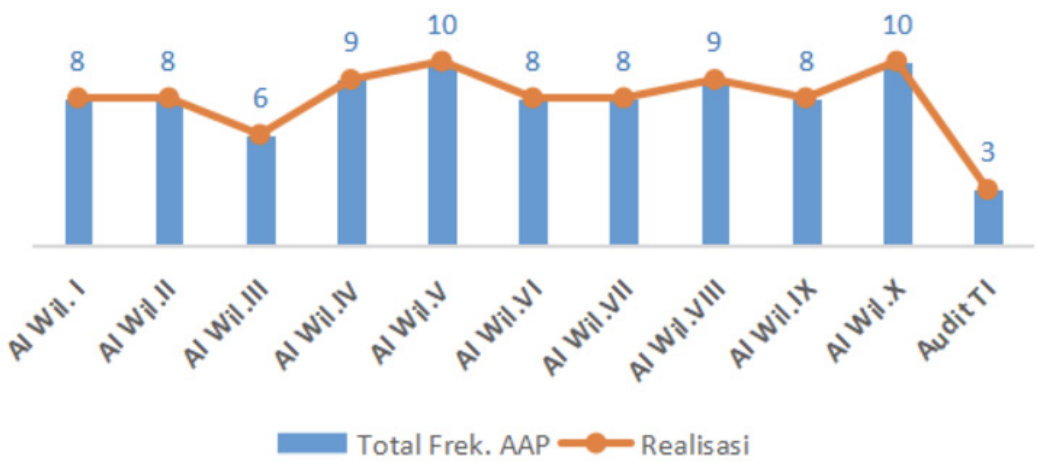
Laporan Singkat Pelaksanaan Tugas SPI Tahun 2021

Pelaksanaan tugas audit SPI didasarkan pada Annual Audit Plan (AAP) SPI tahun 2021, dengan 87 jumlah penugasan. Sampai dengan akhir tahun 2021, realisasi pencapaian AAP adalah sebesar 100% jumlah penugasan yang telah dilaksanakan berdasarkan Auditor Internal Wilayah I s/d X, serta Audit TI sebagaimana dijelaskan diagram berikut ini.

Brief Report on Performance Activities of Internal Control Unit 2021

The implementation of SPI audit tasks is based on the 2021 SPI Annual Audit Plan (AAP), with 87 assignments. Until the end of 2021, the realization of the achievement of AAP is 100% of the number of assignments that have been carried out based on Internal Auditors Regions I to X, as well as IT Audits as explained in the following diagram.

Pencapaian Realisasi Audit Rutin Tahun 2021
Realization of Routine Audit 2021



Selain kegiatan audit, SPI memiliki *resident* auditor (RA) yang tersebar di Kanwil dan Kancab di luar kantor kedudukan Auditor Internal Wilayah, dalam kegiatannya Pelaksanaan Tugas Harian RA memiliki tujuan sebagai bahan informasi awal terkait pelaksanaan penugasan ataupun *early warning* terhadap *issue-issue* yang berkembang di wilayah kerjanya. Berdasarkan laporan evaluasi RA yang diterbitkan pada periode tahun 2021, telah terbit sebanyak 326 SPPTH-RA dengan Total tugas yang dilaksanakan oleh RA sebanyak 496.

AKUNTAN PUBLIK/AUDITOR INDEPENDEN

Akuntan Publik merupakan auditor independen, atau proses audit yang dilakukan pihak eksternal melakukan audit finansial untuk memberikan pendapat yang independen dan objektif mengenai kewajaran, ketaatasasan dan kesesuaian laporan keuangan Perusahaan dengan Standar Akuntansi Keuangan (SAK) Indonesia dan peraturan perundang-undangan yang berlaku.

Dalam melakukan tugas, Akuntan Publik bertindak secara independen. Beberapa hal yang dilakukan akuntan publik dalam memastikan independensinya seperti:

1. Tidak diperbolehkan memberikan jasa selain audit selama periode audit;
2. Tidak diperbolehkan untuk memiliki kepentingan keuangan yang material atau hubungan bisnis dengan Perusahaan, baik secara langsung maupun tidak langsung;
3. Tidak diperbolehkan membatasi audit sesuai dengan peraturan dan ketentuan yang berlaku.

Penunjukan Auditor Publik mengacu kepada Peraturan Pemerintah No. 20 Tahun 2015 tentang Praktik Akuntan Publik. Berdasarkan PP 20/2015 tersebut, Akuntan Publik dibatasi paling lama untuk 5 (lima) tahun buku berturut-turut, di mana Auditor Publik dapat memberikan kembali jasa audit setelah 2 (dua) tahun buku berturut-turut tidak memberikan jasa audit pada perusahaan yang sama.

Kepatuhan Terhadap Standar Akuntansi Keuangan Indonesia

Manajemen bertanggung jawab terhadap penyajian laporan keuangan Perusahaan dan patuh terhadap Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia yang ditetapkan oleh Ikatan Akuntan Indonesia (IAI).

Prosedur Audit Eksternal dan Standar Audit

- Audit atas laporan keuangan Perusahaan dilakukan sesuai dengan standar profesional Akuntan Publik yang mencakup seluruh prosedur audit yang dipandang perlu sesuai dengan keadaan.
- Audit meliputi pengujian dan evaluasi terhadap sistem pengendalian intern, serta pemeriksaan, atas dasar pengujian, bukti-bukti yang mendukung jumlah-jumlah dan pengungkapan dalam laporan keuangan. Audit juga akan

Aside from audit activities, SPI has resident auditors (RA) spreading across Regional Offices and Branch Offices outside the regional offices. The objective of the RA's Daily Duties is to provide initial information regarding the implementation of assignments or early warnings on issues that is developing in their respective working areas. Based on the RA evaluation reports published in the 2021 period, 326 SPPTH-RAs have been published with a total of 496 tasks carried out by RAs.

PUBLIC ACCOUNTANT/INDEPENDENT AUDITOR

Public Accountant is an independent auditor; or the audit processes carried out by an external party conducting a financial audit to provide an independent and objective opinion regarding the fairness, compliance and conformity of the Company's financial statements with Indonesian Financial Accounting Standards (SAK) and applicable laws and regulations.

In performing its duties, the Public Accountant acts independently. Several things that Public Accountant are prohibited from to ensure its independence are as follows:

1. providing any other services other than the auditing during the audit period;
2. having a material financial interest or business relationship with the Company, either directly or indirectly;
3. limiting the audit in accordance with the applicable rules and regulations.

The appointment of the Public Accountant refers to Government Regulation no. 20 of 2015 concerning the Practice of Public Accountants. Based on the regulation, the provision of general audit services for financial statements of an entity may be made by a same Public Accountant for 5 (five) consecutive fiscal years at the most, and the respective Public Accountant may receive audit reassignments after 2 (two) consecutive fiscal years.

Compliance with Indonesian Financial Accounting Standards

The Company's management is responsible for the presentation of the Company's financial statements and complying with the Indonesian Financial Accounting Standards (SAK) set by the Indonesian Institute of Accountants (IAI).

External Audit Procedures and Auditing Standards

- The audit of the Company's financial statements is prepared in accordance with the professional standards of the Public Accountant which includes all audit procedures deemed necessary with the circumstances.
- The audit includes testing and evaluating the internal control system, as well as examining, on the basis of testing, the evidence supporting the numbers and disclosures in the financial statements. The audit will also include an

meliputi penilaian atas prinsip akuntansi yang digunakan dan estimasi signifikan yang dibuat oleh manajemen, serta penilaian atas penyajian laporan keuangan secara keseluruhan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) yang dikeluarkan oleh IAI/Institut Akuntan Publik Indonesia (IAPI).

- Sebagai bagian dari proses audit, Akuntan Publik juga melakukan tanya jawab kepada manajemen mengenai pernyataan manajemen yang disajikan dalam laporan keuangan.
- Audit mengandung risiko inheren bahwa jika terdapat kekeliruan dan ketidakberesan yang material. Jika terdapat hal tersebut, Akuntan Publik akan menyampaikan kepada manajemen.
- Apabila ditemukan kejadian atau indikasi pelanggaran perundang-undangan dan/atau hal-hal yang dianggap membahayakan keuangan Perusahaan atau terindikasi melanggar peraturan maupun undang-undang, auditor eksternal wajib melaporkan keadaan tersebut kepada pemegang saham, Direksi, Dewan Pengawas, dan/atau fungsi Sistem Pengendalian Internal (SPI) dalam kurun waktu 7 (tujuh) hari kerja.
- Manajemen menyetujui kertas kerja pemeriksaan Akuntan Publik atas Perusahaan untuk di-*review* oleh badan atau otoritas terkait.
- Jika terdapat bantuan keuangan Pemerintah Indonesia, maka audit dilaksanakan berdasarkan Standar Pemeriksaan Keuangan Negara (SPKN) yang diterbitkan oleh Badan Pengawasan Keuangan (BPK) RI.

assessment of the accounting principles used and significant estimates made by management, as well as the overall financial statement presentation in accordance with the Statement of Financial Accounting Standards (PSAK) issued by IAI/Indonesian Institute of Certified Public Accountants (IAPI).

- As part of the audit process, the Public Accountant also conducts questions and answers to management regarding management's statements presented in the financial statements.
- The audit contains an inherent risk if there are material errors and irregularities. If this is the case, the Public Accountant will inform the management.
- If an incident or indication of a violation of laws and/or matters that is considered to be harmful to the Company's finances or is indicated to violate the regulations or laws is found, the external auditor is required to report the situation to the shareholders, the Board of Directors, the Board of Commissioners, and/or the Internal Control Unit function within 7 (seven) working days.
- Management approves the Public Accountant's audit work paper for the Company to be reviewed by the relevant agency or authority.
- If there is any financial assistance from the Government of Indonesia, the audit is carried out based on the State Financial Audit Standards (SPKN) issued by the Audit Board of the Republic of Indonesia (BPK).

Mekanisme Penunjukan Akuntan Publik

Appointment Mechanism of Public Accountant

Mekanisme Penunjukan Hingga Penetapan Akuntan Publik
Mechanism of Appointment to Determination of Public Accountant

Penetapan Akuntan Publik oleh Menteri BUMN/RPB.
Determination of Public Accountants by the Minister of SOEs/RPB.

Dewan Pengawas menyampaikan surat rekomendasi kepada Menteri BUMN.
The Board of Commissioners submits a letter of recommendation to the Minister of SOEs.

Dewan Pengawas melakukan telah atas rekomendasi Komite Audit, melakukan pembahasan dengan organ Dewan Pengawas dan calon auditor eksternal/Akuntan Publik, serta meminta bantuan Direksi dalam proses penunjukannya sesuai dengan ketentuan pengadaan barang/jasa.
The Board of Commissioners on the recommendation of the Audit Committee, holds discussions with the organs of the Board of Commissioners and prospective external auditors/Public Accountants, and requests assistance from the Board of Directors in the appointment process in accordance with the provisions for the procurement of goods/services.

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Tindak lanjut Komite Audit:
1. Melakukan evaluasi atas pelaksanaan audit internal dan eksternal.
2. Menyampaikan laporan kepada Dewan Pengawas.
Follow-up of the Audit Committee:
1. Evaluate the implementation of internal and external audits.
2. Submit reports to the Board of Commissioners.

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Penyampaian arahan dan penugasan dari Dewan Pengawas kepada Komite Audit tentang audit laporan keuangan Perusahaan.
Board of Commissioners submits directions and assignments to the Audit Committee regarding the audit of the Company's financial statements.

Untuk proses penunjukan calon auditor eksternal dan atau penunjukan kembali auditor eksternal yang dilakukan oleh Menteri BUMN, Dewan Pengawas memberikan kuasa kepada Menteri BUMN untuk menetapkan auditor tersebut.

In the appointment and/or reappointment process of external auditor candidates by the Minister of SOEs, the Board of Commissioners grants the authority to the Minister to determine the auditor.

Akuntan Publik Tahun 2021

Berdasarkan Surat dari Kementerian BUMN No. S-460/MBU/06/2021 perihal Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perum BULOG Tahun Buku 2020 dan Surat dari Dewan Pengawas Perum BULOG No. B-03/DW000/07/2021 perihal Penetapan Kantor Akuntan Publik (KAP) bahwa menetapkan kembali KAP Kosasih, Nurdiyaman, Mulyadi, Tjahjo dan Rekan yang akan mengaudit Laporan Keuangan Perusahaan Tahun Buku 2021 dan Laporan Program Kemitraan dan Bina Lingkungan Tahun Buku 2021.

Public Accounting Firm 2021

Based on a letter from the Ministry of SOEs No. S-460/MBU/06/2021 regarding the Approval of the Annual Report and Ratification of the Financial Statements of Perum BULOG for the 2020 Fiscal Year and a letter from the BOC of Perum BULOG No. B-03/DW000/07/2021 regarding the Determination of a Public Accounting Firm, it is stated that Public Accounting Firm Kosasih, Nurdiyaman, Mulyadi, Tjahjo and Partners is appointed to audit the Company's Financial Statements for Fiscal Year 2021 and Partnership and Community Development Programs Report for Fiscal Year 2021.

Akuntan Publik Tahun 2021
Public Accountant 2021

Kantor Akuntan Publik Public Accounting Firm	:	Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan (Crowe Indonesia); No. Registrasi: 854/KM.1/2015
Akuntan Accountant	:	Dr. Nunu Nurdiyaman, CPA; No. Izin: AP.0269
Tahun Audit Audit Year	:	Tahun Buku 2021 Fiscal Year 2021
Periode Penugasan Assignment Period	:	13 September 2021 s.d. 21 Februari 2022 13 September 2021 to 21 February 2022
Tanggal Laporan Reporting Date	:	21 Februari 2022 21 February 2022
Jasa Service	:	Audit Umum Laporan Keuangan Konsolidasian Perusahaan Umum (Perum) BULOG Tahun Buku 2021 General Audit of Consolidated Financial Statements of Public Company (Perum) Bulog for Fiscal Year 2021
Jasa Lainnya Other Services	:	-
Biaya Total Fee	:	Rp 1.238.500.000,00 Rp 1,238,500,000.00

Hasil audit menyatakan bahwa Laporan Keuangan dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Perusahaan Tahun Buku 2021 "Menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Perum BULOG dan entitas anak tanggal 31 Desember 2021, serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia".

The audit results stated that the Company's Financial Statements and the Partnership and Community Development Program Financial Statements for Fiscal Year 2021 "obtained fair opinion, in all material respects, the financial position of Perum BULOG and its subsidiaries as of December 31, 2021, as well as financial performance and cash flows for the current year that ended on that date, in accordance with Indonesian Financial Accounting Standards".

Daftar Akuntan Publik

Guna kepentingan transparansi, berikut disajikan Auditor Publik Laporan Keuangan Perusahaan 6 (enam) tahun berturut-turut, untuk tahun buku 2016 hingga 2021 seperti yang dapat dilihat pada tabel di bawah ini:

List of Public Accounting Firm

For transparency, the Public Auditor of the Company's Financial Statements for 6 (six) consecutive years, from 2016 to 2021 financial year are presented in the following table:

Tahun Buku Fiscal Year	Kantor Akuntan Publik Public Accounting Firm	Akuntan Accountant	Jasa Service	Opini Opinion	Biaya Jasa Audit (Rp) Audit Service Fee (Rp)
2021	Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan No. Registrasi: 854/KM.1/2015	Dr. Nunu Nurdiyaman, CPA; No. Izin: AP.0269	Jasa Pemeriksaan Umum Laporan Keuangan General Audit Services of Financial Statements	Menyajikan secara wajar, dalam semua hal yang material Obtained fair opinion, in all material respects	1.238.500.000
2020	Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan No. Registrasi: 854/KM.1/2015	Dr. Nunu Nurdiyaman, CPA; No. Izin: AP.0269	Jasa Pemeriksaan Umum Laporan Keuangan General Audit Services of Financial Statements	Menyajikan secara wajar, dalam semua hal yang material Obtained fair opinion, in all material respects	1.239.000.000
2019	Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan No. Registrasi: 854/KM.1/2015	Dr. Nunu Nurdiyaman, CPA; No. Izin: AP.0269	Jasa Pemeriksaan Umum Laporan Keuangan General Audit Services of Financial Statements	Menyajikan secara wajar, dalam semua hal yang material Obtained fair opinion, in all material respects	1.240.071.910
2018	Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan No. Registrasi: 854/KM.1/2015	Dr. Nunu Nurdiyaman, CPA; No. Izin: AP.0269	Jasa Pemeriksaan Umum Laporan Keuangan General Audit Services of Financial Statements	Menyajikan secara wajar, dalam semua hal yang material Obtained fair opinion, in all material respects	1.244.188.000
2017	Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan No. Registrasi: 854/KM.1/2015	Dr. Nunu Nurdiyaman, CPA; No. Izin: AP.0269	Jasa Pemeriksaan Umum Laporan Keuangan General Audit Services of Financial Statements	Menyajikan secara wajar, dalam semua hal yang material Obtained fair opinion, in all material respects	1.250.000.000
2016	Pieter, Uwais & Rekan No. Registrasi: KEP-389/ KM.6/2003	Dr. Zulfikri Aboebakar, CPA; No. Izin: AP.0874	Jasa Pemeriksaan Umum Laporan Keuangan General Audit Services of Financial Statements	Menyajikan secara wajar, dalam semua hal yang material Obtained fair opinion, in all material respects	1.025.000.000
2015	Pieter, Uwais & Rekan No. Registrasi: KEP-389/ KM.6/2003	Dr. Zulfikri Aboebakar, CPA; No. Izin: AP.0874	Jasa Pemeriksaan Umum Laporan Keuangan General Audit Services of Financial Statements	Menyajikan secara wajar, dalam semua hal yang material Obtained fair opinion, in all material respects	1.025.000.000

Manajemen Risiko

Risk Management

Kegiatan yang dilakukan Perum BULOG tidak lepas dari berbagai risiko yang harus dikelola. Upaya mengelola berbagai risiko yang dihadapi Perum BULOG dilakukan dengan menerapkan sistem manajemen risiko. Penerapan sistem manajemen risiko yang tepat sasaran diharapkan dapat mendukung Perum BULOG dalam mencapai tujuan usahanya.

Penerapan dan Pengembangan Sistem Manajemen Risiko Perum BULOG

Kerangka penerapan manajemen risiko di Perum BULOG diatur melalui pedoman yang ditetapkan melalui Peraturan Direksi No. PD-09/DB000/06/2022 tanggal 30 Juni 2022 tentang Penerapan Praktik Manajemen Risiko Terintegrasi (*Enterprises Risk Management*) dan proses manajemen risiko diatur pada Standar Operasional Prosedur Nomor: SOP-03/DB303/01/2021 tanggal 29 Januari 2021 tentang Standar Operasional Prosedur Kebijakan Manajemen Risiko.

Sementara terkait dengan kemampuan Perusahaan dalam mengelola risiko terdapat pada Keputusan Direksi No. KD-43/DU301/02/2018 tanggal 15 Februari 2018 tentang Matriks Kriteria Pengukuran Risiko (*Risk Assessment Criteria Matrix*), Selera Risiko (*Risk Appetite*), dan Toleransi Risiko (*Risk Tolerance*) Perusahaan Umum (PERUM) BULOG, dan Keputusan Direksi No. KD-329/DU000/10/2020 tanggal 20 Oktober 2020 tentang Matriks Kriteria Pengukuran Risiko Penyuapan (*Risk Assessment Criteria Matrix*) Sistem Manajemen Anti Penyuapan.

Model Sistem Manajemen Risiko

Penerapan manajemen risiko di Perum BULOG saat ini mengadopsi SNI 8615 ISO yang mengacu pada 31000:2018 dan merupakan terapan *best practice* secara umum dipergunakan oleh industri selain jasa keuangan. Dalam terapan tersebut terdapat hal yang disebut sebagai Arsitektur Manajemen Risiko di mana dalam Arsitektur tersebut memuat prinsip manajemen risiko, kerangka kerja manajemen risiko, dan proses manajemen risiko.

Prinsip manajemen risiko di Perum BULOG mengacu pada prinsip ISO tersebut, yaitu dengan nilai utama menciptakan dan melindungi nilai sebagai landasan paradigma untuk melaksanakan secara efektif kerangka kerja dan proses manajemen risiko di setiap tingkatan organisasi, serta agar dapat dirasakan manfaat dari terapan manajemen risiko.

In its business activities, Perum BULOG encounters various risks that must be managed. To manage the risks, Perum BULOG implements a risk management system. The well-targeted risk management system implementation is expected to support Perum BULOG in achieving its business goals.

Implementation and Development of Perum BULOG's Risk Management System

The risk management implementation at Perum BULOG is regulated through guidelines set out in Directors Regulation No. PD-09/DB000/06/2022 dated 30 June 2022 concerning Implementation of Integrated Risk Management Practices (Enterprises Risk Management) and risk management processes regulated in Standard Operating Procedures Number: SOP-03/DB303/01/2021 dated 29 January 2021 concerning Standards Operational Procedures of Risk Management Policy.

The Company's ability to manage risk is contained in the Decree of the Board of Directors No. KD-43/DU301/02/2018 dated 15 February 2018 concerning Risk Assessment Criteria Matrix (Risk Assessment Criteria Matrix), Risk Appetite and Risk Tolerance for Public Companies (PERUM) BULOG, and Directors Decree No. KD-329/DU000/10/2020 dated 20 October 2020 concerning the Risk Assessment Criteria Matrix for the Anti-Bribery Management System.

Risk Management System Model

The implementation of risk management at Perum BULOG currently adopts SNI 8615 ISO which refers to 31000:2018, the best practice generally used by industries other than financial services. In the implementation, there is Risk Management Architecture comprising risk management principles, risk management framework, and risk management processes.

The principle of risk management at BULOG refers to the ISO principles, with a core value of creating and protecting value as the paradigm basis for effectively implementing risk management frameworks and processes at every level of the organization, and enabling the realization of the benefits of risk management.

Sementara kerangka kerja manajemen risiko sebagai fondasi dan tata kerja integrasi proses manajemen risiko pada setiap tingkatan proses pada organisasi. Dan proses manajemen risiko adalah praktik untuk melakukan identifikasi risiko prioritas yang menjadi bagian tidak terpisahkan dari bisnis, budaya organisasi, dan khas terhadap kondisi dan proses bisnis organisasi.

Meanwhile, the risk management framework serves as the foundation and working system for the integration of risk management processes at every level of the organization's processes. And the risk management process is the practice of identifying priority risks that is an integral part of the business, organizational culture, and unique to the organization's business conditions and processes.

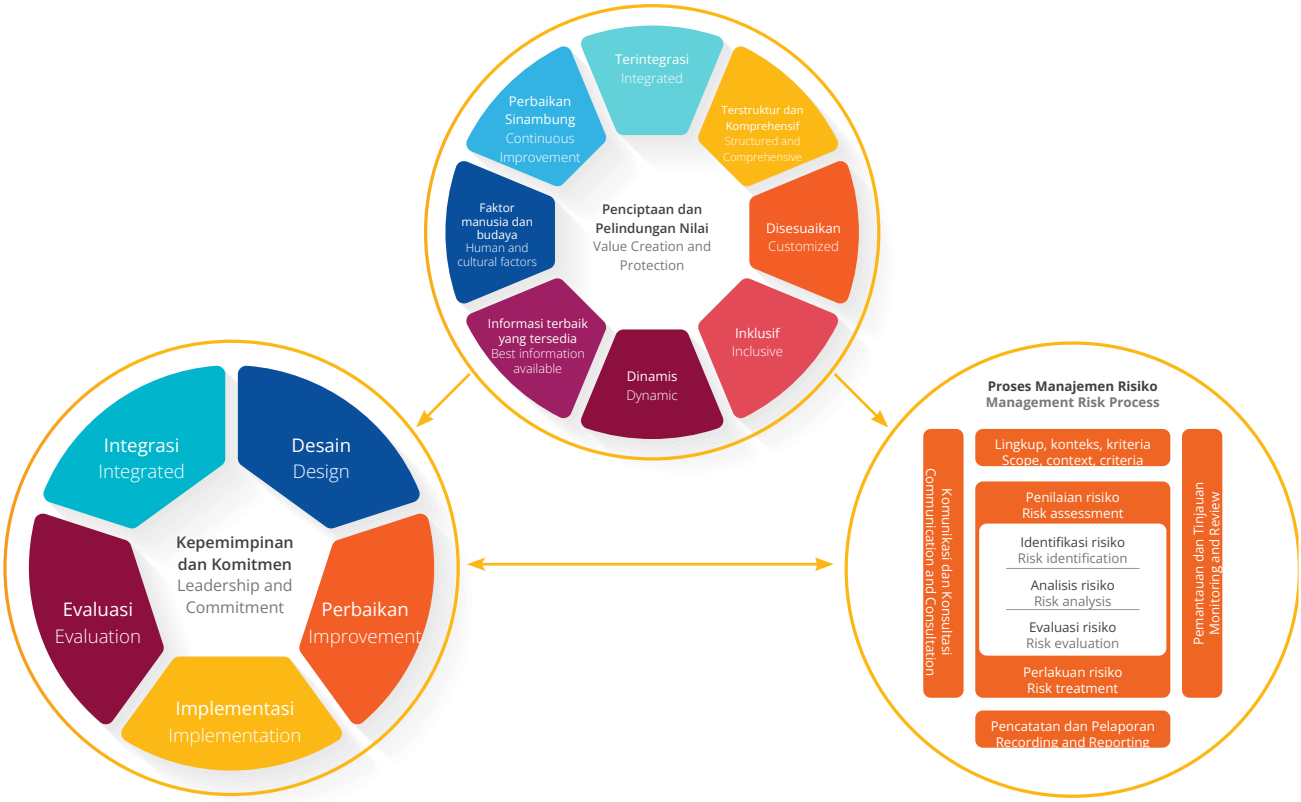
Manajemen Risiko Perum BULOG memiliki siklus pelaksanaan yang dalam pekerjaannya selalu bersinergi dengan unit kerja sebagai *Risk Owner* operasional bisnis untuk memfasilitasi dalam upaya mencapai sasaran, melalui langkah-langkah antisipatif untuk mengelola risiko yang melekat pada operasionalisasi bisnis, serta bersama-sama menyusun tindakan kontinjensi apabila suatu potensi risiko tersebut terjadi.

Perum BULOG's Risk Management has an implementation cycle that always synergizes with the work unit as the Risk Owner of business operations to facilitate efforts to achieve targets, through anticipatory steps in managing inherent risks that occurred in business operations, and jointly develop contingency actions if any potential risks occur.

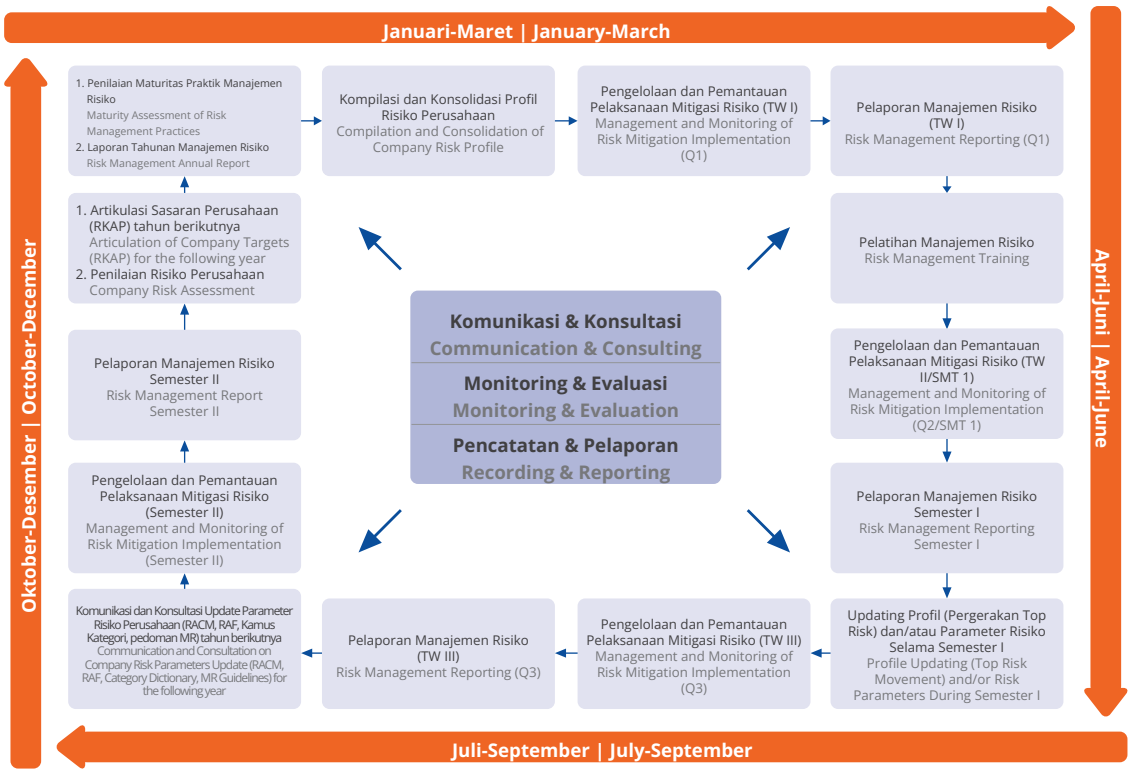
Siklus tersebut mengedepankan aspek proses manajemen risiko dalam arsitektur ISO 31000:2018 yang menitikberatkan pada aktivitas komunikasi dan konsultasi serta *monitoring* dan evaluasi yang setiap kegiatannya dilakukan pencatatan dan pelaporan.

The cycle puts forward aspects of the risk management process in the ISO 31000:2018 architecture which focuses on communication and consultation activities as well as monitoring and evaluation, where each activity is recorded and reported.

Arsitektur Manajemen Risiko ISO 31000:2018



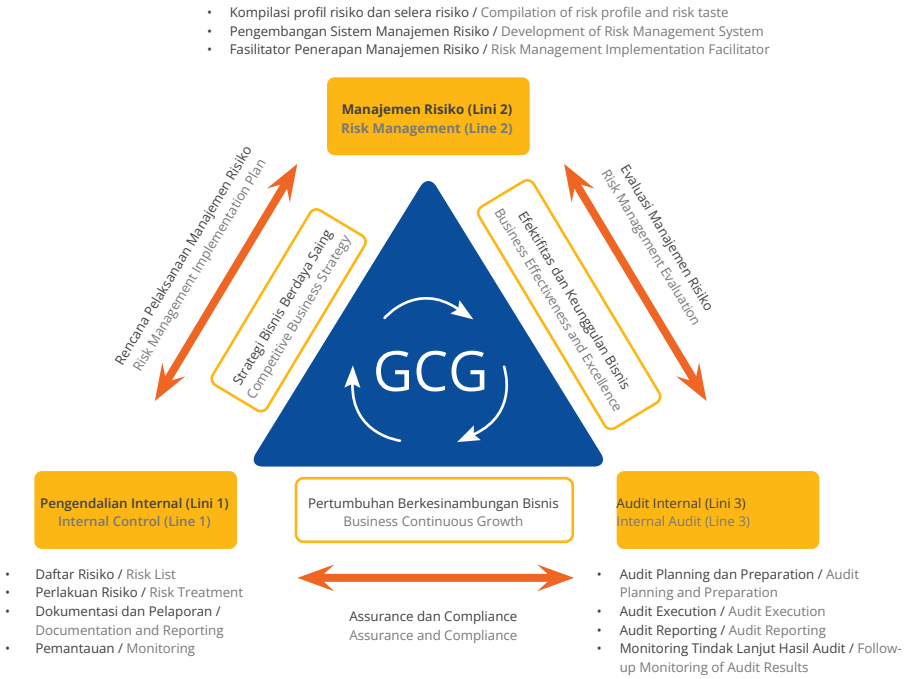
Siklus Pelaksanaan Manajemen Risiko Perum BULOG



Dalam terapan manajemen risiko secara organisasi mengadopsi konsep *Three line of defense.* Setiap lininya merupakan lini pertahanan untuk memastikan bahwa telah dilakukan penanganan atas risiko teridentifikasi dan menjadi bagian dari operasional bisnis. Berada di lini 2 (dua) yang berfungsi sebagai partner lini 1 (satu) selaku pemilik proses bisnis bersinergi secara bersama-sama untuk mendukung pencapaian target, sehingga manajemen risiko pada lini 2 (dua) memiliki peran antisipatif untuk bersinergi dengan lini 1 (satu) dalam mengelola risiko yang melekat dalam pencapaian sasaran.

The risk management implementation adopts the concept of Three lines of defense. Each line is a line of defense to ensure that identified risks have been handled and become part of business operations. Being in line 2 (two) which functions as a partner in line 1 (one) as the owner of business processes synergizes together to support target achievement, so that risk management in line 2 (two) has an anticipatory role to synergize with line 1 (one) in managing the risks inherent in achieving targets.

Integrasi Proses Manajemen Risiko



Peta Jalan Sistem Manajemen Risiko

Peta jalan manajemen risiko Perum BULOG memiliki tujuan akhir adalah untuk meningkatkan kedewasaan penerapan manajemen risiko yang melekat menjadi budaya organisasi untuk mempertahankan level kompetitif Perusahaan di industri. Peta jalan pengembangan manajemen risiko dimulai dengan mengupayakan (i) integrasi dengan bisnis organisasi, (ii) membangun kapabilitas manajemen risiko, dan (iii) menjaga konsistensi untuk ketahanan dan keberlanjutan organisasi.

Risk Management System Roadmap

Perum BULOG's risk management roadmap has the ultimate goal to improve the maturity of risk management implementation that is attached to the organizational culture to maintain the Company's competitive level in the industry. The risk management development roadmap begins with the efforts to (i) integrate with the organization's business, (ii) build risk management capabilities, and (iii) maintain consistency for organizational resilience and sustainability.

Peta Jalan Manajemen Risiko Perum BULOG

	Keterpaduan Integration	**Keunggulan** Excellence	**Keberlanjutan** Sustainability
	2022	**2023**	**2024**
Sasaran Target	Terwujudnya integrasi manajemen risiko di semua lini perusahaan sebagai stepping stone menuju kinerja berbasis manajemen risiko Realization of integrated risk management across all lines of business as a stepping stone towards risk management-based performance.	Optimalnya kapabilitas manajemen risiko dalam mendukung penciptaan kinerja unggul sambil bertindak dengan penuh integritas. Optimum risk management capabilities in supporting superior performance while maintaining integrity.	Tercapainya kapabilitas manajemen risiko untuk pengembangan dan ketahanan dan keberlanjutan organisasi Achievement of risk management capabilities for the development and resilience and sustainability of the organization
Strategi Strategy	Penguatan kebijakan/pedoman Strengthening the policy/guideline Pemerataan kompetensi manajemen risiko Even distribution of risk management competencies Penguatan teknologi sistem informasi sebagai key enabler ERM terintegrasi Strengthening information system technology as an integrated ERM key enabler Realisasi pengintegrasian manajemen risiko Realization of integrated risk management	Peningkatan kinerja manajemen risiko terintegrasi Integrated risk management performance improvement Penguatan budaya manajemen risiko Strengthening the risk management culture Optimalisasi manfaat manajemen risiko sebagai key enabler kinerja unggul dan bertindak dengan integritas. Optimizing the benefits of risk management as a key enabler of superior performance and maintaining integrity.	Mempertahankan kinerja unggul manajemen risiko Maintaining superior risk management performance Penguatan peran manajemen risiko bagi ketahanan dan keberlanjutan bisnis Strengthening the role of risk management for business resilience and sustainability Pengintegrasian manajemen risiko dengan governansi dan kepatuhan Integrating risk management with governance and compliance

Dalam mengupayakan agar peta jalan di setiap periodenya dapat tercapai, maka perlu dipastikan adanya kecukupan ada aspek *people-process-tools* di setiap periode pelaksanaannya, sebagai berikut:

- Untuk realisasi program strategis pengembangan *Process* (kebijakan/pedoman/prosedur), perlu dikaji kebutuhan peningkatan keahlian dari *people* yang menjadi pelaksana proses tersebut. Kemudian, perlu dikaji pula kebutuhan *tools* penunjang bagi *people* yang menjadi pelaksana proses tersebut;
- Untuk realisasi program strategis pengembangan *People*, perlu dikaji kebutuhan mekanisme pengaturannya melalui proses (kebijakan/pedoman/prosedur) sebagai dasar hukum pelaksanaannya. Kemudian, perlu dikaji pula kebutuhan *tools* penunjang bagi kegiatan pengembangan people tersebut;

To ensure the achievement of the road map for each period, it is necessary to assure there is adequacy of the people-process-tools aspect in each implementation period, as follows:

- To realize the development strategic program of Process (policies/guidelines/procedures), it is necessary to study the need for skills improvement of the people who implement the process. Then, it is also necessary to examine the need for supporting tools for the people who implement the process;
- To realize the development strategic program of People, it is necessary to study the need for regulatory mechanisms through process (policies/guidelines/procedures) as the legal basis for its implementation. Then, it is also necessary to study the need for supporting tools for these people development activities;

- Untuk realisasi program strategis pengembangan *Tools*, perlu dikaji kebutuhan mekanisme pengaturannya melalui proses (kebijakan/pedoman/prosedur) sebagai dasar hukum pelaksanaannya. Kemudian, perlu dikaji pula kebutuhan peningkatan keahlian *people* yang akan menggunakan *tools* penunjang tersebut.

Fungsi Pengelola dan Hubungan Kerja dengan Komite Dewan Pengawas

Fungsi manajemen risiko sebagai lini 2 (dua) saat ini melekat pada Divisi Perencanaan Strategis dan Manajemen Risiko, hal ini sesuai dengan Peraturan Direksi No. PD-15/DS000/09/2021 tentang Organisasi dan Tata Kerja Perusahaan Umum (Perum) BULOG tanggal 1 September 2021 pada BAB IX Pusat Perencanaan Strategis dan Manajemen Risiko Pasal 304.

Fungsi manajemen risiko sesuai dengan ketentuan tersebut dibawahi langsung oleh Direktur Utama dengan Pembina harian Direktur Bisnis, serta pelaporan manajemen risiko sesuai dengan ketentuan GCG Perum BULOG dilakukan secara berkala. Pelaporan manajemen risiko dilakukan dengan 2 (dua) mekanisme, yaitu: (i) masuk dalam laporan berkala yang disusun oleh Sekretaris Perusahaan, dan (ii) pelaporan disampaikan secara langsung oleh Pusat Perencanaan Strategis dan Manajemen Risiko kepada Direktur Bisnis.

Sementara terkait hubungan kerja dengan Komite Dewan Pengawas, saat ini Perum BULOG tidak memiliki Komite Pemantau Risiko yang dibawahi langsung oleh Dewan Pengawas,serta Pusat Perencanaan Strategis dan Manajemen Risiko melakukan komunikasi dengan Komite Dewan Pengawas dilakukan sesuai dengan undangan secara langsung oleh Komite Dewan Pengawas atau disesuaikan dengan kebutuhan pelaporan oleh Sekretaris Perusahaan.

Jenis-jenis Risiko dan Mitigasinya

Perum BULOG saat ini mengacu pada SOP-08/DU300/05/2019 tentang Standar Operasional Prosedur Kebijakan Manajemen Risiko Tanggal 28 Mei 2019 membagi jenis risiko ke dalam 4 (empat) kategori, yaitu Keuangan, Operasional, Kepatuhan, dan Strategis. Adapun potensi risiko yang menjadi profil risiko Perum BULOG yang telah dibakukan ke dalam Keputusan Direksi Nomor: KD-108/DB303/05/2021 tanggal 6 Mei 2021 tentang Profil Risiko Prioritas saat ini yaitu:

1. Kehilangan Momentum Penjualan.
2. Kehilangan Momentum Pengadaan.
3. Penurunan Mutu Komoditas.
4. Sanksi Pajak.
5. Kehilangan Komoditas di Gudang.
6. Piutang Tidak Terbayar.
7. Gagal Jual Sahabat RPK.
8. Kerusakan Aset-Aset BULOG.
9. Kesalahan Pengoperasian CMS.
10. Risiko Ketersediaan Produk Siap Jual.

- To realize the development strategic program of Tools, it is necessary to study the need for regulatory mechanisms through process (policies/guidelines/procedures) as the legal basis for implementation. Then, it is also necessary to study the need to increase the skills of the people who will use these supporting tools.

Management Function and Working Relationship with the Commissioners Committee

The risk management function as line 2 (two) is currently attached to the Strategic Planning and Risk Management Division, this is in accordance with Directors Regulation No. PD-15/DS000/09/2021 concerning the Organization and Working Procedures of the Public Company (Perum) BULOG dated 1 September 2021 in CHAPTER IX Center for Strategic Planning and Risk Management Article 304.

The risk management function in accordance with these provisions is directly under the President Director with the daily supervisor of the Business Director. The risk management reporting in accordance with the GCG provisions of Perum BULOG is carried out regularly. Risk management reporting is carried out by 2 (two) mechanisms, namely: (i) included in the periodic reports prepared by the Corporate Secretary, and (ii) reports submitted directly by the Center for Strategic Planning and Risk Management to the Business Director.

Regarding the working relationship with the Board of Commissioners Committee, currently Perum BULOG does not have a Risk Monitoring Committee which is directly supervised by the Board of Commissioners, and the Strategic Planning and Risk Management Center communicates with the Board of Commissioners Committee according to direct invitation by the Board of Commissioners Committee or as requested by the Corporate Secretary.

Types of Risk and Mitigation

Perum BULOG currently refers to SOP-08/DU300/05/2019 concerning Standard Operational Risk Management Policy Procedures dated May 28, 2019, which divided risk types into 4 (four) categories, namely Financial, Operational, Compliance, and Strategic. The potential risks that become the risk profile of Perum BULOG which have been standardized into the Decree of the Board of Directors Number: KD-108/DB303/05/2021 dated 6 May 2021 concerning the current Priority Risk Profile are:

1. Losing Sales Momentum.
2. Losing Procurement Momentum.
3. Commodity quality downgrade.
4. Tax sanction.
5. Loss of commodity in warehouse.
6. Unpaid Receivables.
7. Failing to sell Sahabat RPK.
8. Damage of BULOG assets
9. CMS Operation Error.
10. Risk of the Availability of Ready to Sell Products.

Secara umum potensi risiko yang melekat pada aktivitas Perum BULOG didominasi oleh potensi risiko pada kategori operasional dan kategori finansial, dengan sebaran persentase risiko pada kategori operasional sebesar 58% dan kategori finansial sebesar 20%. Hal ini dikarenakan aktivitas bisnis BULOG dengan *core* bisnis *supply chain* sehingga sebaran potensi risiko pada kategori operasional menjadi lebih banyak, dan kategori finansial secara umum adalah potensi risiko yang berupa *excess* dari kegiatan operasional.

In general, the potential risks in Perum BULOG's activities are dominated by risk in operational and financial categories, with 58% in the operational category and 20% in the financial category. This is due to the supply chain as the core business, which has many operational risks, while the financial category is generally exposed to risk in the form of excess from operational activities.

Evaluasi atas Efektivitas Sistem Manajemen Risiko

Perum BULOG bekerja sama dengan pihak ketiga yang profesional di bidang manajemen risiko untuk melakukan asesmen penilaian tingkat kematangan atas penerapan manajemen risiko tahun 2021 di lingkungan Perum BULOG. Atas pelaksanaan asesmen penilaian tersebut didapati nilai capaian kematangan atas terapan manajemen risiko Perum BULOG adalah 2,84 dari maksimum 5. Nilai tersebut menunjukkan terapan manajemen risiko Perum BULOG saat ini berada pada level *Defined*. Selain itu, hal tersebut menunjukkan bahwa pengelolaan risiko sudah mulai berlangsung secara sistematis, namun cenderung masih terpisah dari governansi dan manajemen organisasi serta dukungan kompetensi serta kepemimpinan dan komitmen terhadap pengelolaan risiko yang belum merata.

Evaluation of Effectiveness of Risk Management System

Perum BULOG collaborated with a third party professional in the risk management field to conduct an assessment of the maturity level of the risk management implementation in 2021 within Perum BULOG. The assessment showed that Perum BULOG's risk management implementation maturity score was 2.84 out of a maximum of 5. This value indicated that Perum BULOG's risk management application is currently at the Defined level. In addition, it showed that risk management has begun to take place in a systematic manner, but still separated from governance and organizational management as well as competence support as well as leadership and commitment to risk management which is not evenly distributed.

Rekapitulasi Tingkat Maturitas Manajemen Risiko Perum BULOG 2021
Recapitulation of Risk Management Maturity Levels Of Perum BULOG 2021

Atribut Attribute	Skor Score	Level Maturitas Maturity Level
Kerangka Manajemen Risiko Risk Management Framework	3.56	*Managed*
Proses Manajemen Risiko Risk Management Process	3.01	*Managed*
Proses Manajemen Management Process	4.71	*Optimizing*
Manajemen Kinerja Performance Management	1.87	*Repeatable*
Budaya Risiko Risk Culture	2.00	*Repeatable*
Ketahanan dan Keberlanjutan Usaha Business Resilience and Sustainability	1.90	*Repeatable*
Nilai Capaian Maturitas Maturity Level Score	2.84	*Defined*

Pada setiap kelompok tersebut peluang perbaikan yang dilakukan dimaksudkan untuk peningkatan pada aspek integrasi proses dan penguatan budaya risiko dalam aktivitas perencanaan dan pengambilan keputusan. Sehingga diperlukan adanya dukungan dari setiap elemen sebagai penggerak proses manajemen risiko.

The potential for improvement in each of these groups aims to strengthen the risk culture in planning and decision-making processes and boost the features of process integration. As a result, each component must be supported in order for the risk management process to proceed.

Pernyataan Direksi dan/atau Dewan Komisaris atas Kecukupan Sistem Manajemen Risiko

Belum terdapat pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem manajemen risiko.

Statement of the Board of Directors and/or Board of Commissioners on the Adequacy of the Risk Management System

There is currently no statement from the Board of Directors and/or Board of Commissioners on the adequacy of the risk management system.

Sistem Pengendalian Internal

Internal Control System

Penerapan Sistem Pengendalian Internal ditujukan untuk mencegah terjadinya kecurangan (*fraud*) pada proses bisnis dengan melakukan pekerjaan yang efektif dan efisien, keandalan pelaporan keuangan, pengamanan aset dan mematuhi peraturan perundang-undangan yang berlaku.

The implementation of the Internal Control System is intended to prevent fraud in business processes by carrying out effective and efficient work, reliability of financial reporting, securing assets and complying with applicable laws and regulations.

Sistem Pengendalian Internal Perum BULOG serta Pengendalian Operasional dan Keuangan

Pedoman Pengendalian Intern Perum BULOG disahkan berdasarkan Peraturan Direksi No. PD-32/DU400/08/2016 yang ditandatangani oleh Direktur Utama pada tanggal 29 Agustus 2018. Pengendalian intern Perusahaan terbagi dalam 5 unsur yang terdiri dari lingkungan pengendalian intern, penilaian risiko, kegiatan pengendalian intern, proses informasi dan komunikasi, serta pemantauan pengendalian intern. Penerapan unsur pengendalian intern sebagaimana dimaksud dilaksanakan menyatu dan menjadi bagian terintegrasi dalam setiap kegiatan Perusahaan.

Perum BULOG's Internal Control System and Operational and Financial Control

The Internal Control Guidelines of Perum BULOG were approved based on the Directors Regulation No: PD-32/DU400/08/2016 signed by the President Director on August 29, 2018. The Company's internal control is divided into 5 elements consisting of the internal control environment, risk assessment, internal control activities, information and communication processes, as well as internal control monitoring. Internal control implementation is blending in with and becoming an integral component of all Company activities.

Dalam pengendalian internal, Perum BULOG menerapkan konsep *Three Line of Defence* (tiga lapis pertahanan) dengan skema yang dapat dilihat pada gambar berikut.

In internal control, Perum BULOG implements the concept of Three Lines of Defense (three layers of defense) with a scheme that can be seen in the following figure.

Tiga Lapis Pertahanan di Lingkungan Perum BULOG
Three Lines of Defense in Perum BULOG Environment

Pada lini 1, sebagai pemilik proses bisnis atau *Risk Owner* yang secara langsung memiliki kapabilitas untuk langsung memberikan penanganan terhadap aktivitas Perusahaan, baik secara operasional maupun finansial dan kemungkinan terjadinya potensi risiko yang bisa menjadi deviasi dalam mencapai sasaran. Lini 1 adalah lini pertahanan pertama yang sehari-hari secara langsung melakukan pengelolaan risiko dan *management control* atas aktivitas proses bisnis. Sementara itu, Lini 2 merupakan unit yang umumnya memfasilitasi identifikasi dan evaluasi risiko, *coaching* manajemen untuk tanggap risiko, membangun strategi penerapan manajemen risiko, serta memastikan Lini 1 tetap berada pada koridor kebijakan dan sebagainya.

Salah satu bidang yang berada pada Lini 2 adalah *Risk Management and Compliance* dengan acuan ISO 31000:2009 yang telah diadopsi oleh Badan Standarisasi Nasional (BSN) menjadi SNI ISO 31000:2011. Fungsi-fungsi dari Lini 2 tersebut merupakan sebuah langkah preventif yang bersifat antisipatif dalam rangka mencegah terjadinya potensi risiko terhadap proses kerja Lini 1, sehingga membantu Lini 1 untuk mencapai sasaran secara tepat dan/atau mengurangi deviasi sasaran.

Sedangkan, Lini 3 umumnya bertindak sebagai korektif *action* untuk memperbaiki terjadinya penyimpangan yang terjadi pada suatu aktivitas, melakukan *review* dan evaluasi terhadap rancang bangun dan implementasi manajemen risiko secara keseluruhan, dan memastikan bahwa pertahanan lapis pertama dan lapis kedua berjalan sesuai dengan harapan.

Kesesuaian sistem pengendalian internal dengan kerangka yang diakui secara internasional (COSO-*internal control framework*). COSO menjelaskan fungsi *Internal Control* sebagai fasilitator yang memastikan Lini 1 melaksanakan aktivitas terhadap: (1) efektivitas dan efisiensi operasi (2) keandalan pelaporan keuangan dan (3) ketaatan terhadap peraturan perundang-undangan. Fungsi fasilitator tersebut dilakukan oleh unit Manajemen Risiko dan Kepatuhan, yang umumnya berada dalam lingkup lapis pertahanan Lini 2.

Untuk menjalankan fungsi Lini 2 dalam mendukung Lini 1 menuntaskan perannya dalam COSO *Framework*, Perusahaan mengadopsi standar ISO 31000:2009 sebagai arsitektur manajemen risikonya, yang telah dijadikan sebuah standar oleh BSN menjadi SNI ISO 31000:2011. Penerapan Manajemen Risiko di lingkungan Perusahaan dikoordinasikan oleh Pusat Manajemen Risiko dan Kepatuhan sebagai unit pengendalian *Risk Management and Compliance* dengan menyesuaikan kebutuhan unit-unit teknis terkait dan melaksanakan sosialisasi pengendalian risiko dalam rangka meningkatkan kapabilitas personel perusahaan untuk melaksanakan aktivitas perusahaan berbasis risiko.

In line 1, the owner of the business process or Risk Owner has the capability to directly handle the Company's activities, both operationally and financially, and the possibility of potential risks that could be a deviation in achieving the target. Line 1 is the first line of defense that directly performs risk management and management control over daily business process activities. Meanwhile, Line 2 is a unit that generally facilitates risk identification and evaluation, coaching management for risk response, developing risk management implementation strategies and ensuring line 1 remains within the policy corridor and so on.

One of the areas in Line 2 is Risk Management and Compliance with ISO 31000:2009 standard, which has been adopted by the National Standardization Agency (BSN) to become SNI ISO 31000:2011. The function of Line 2 is preventive measures that has anticipatory role to prevent potential risks to the work processes of Line 1, thus helping Line 1 to achieve targets precisely and/or reduce target deviations.

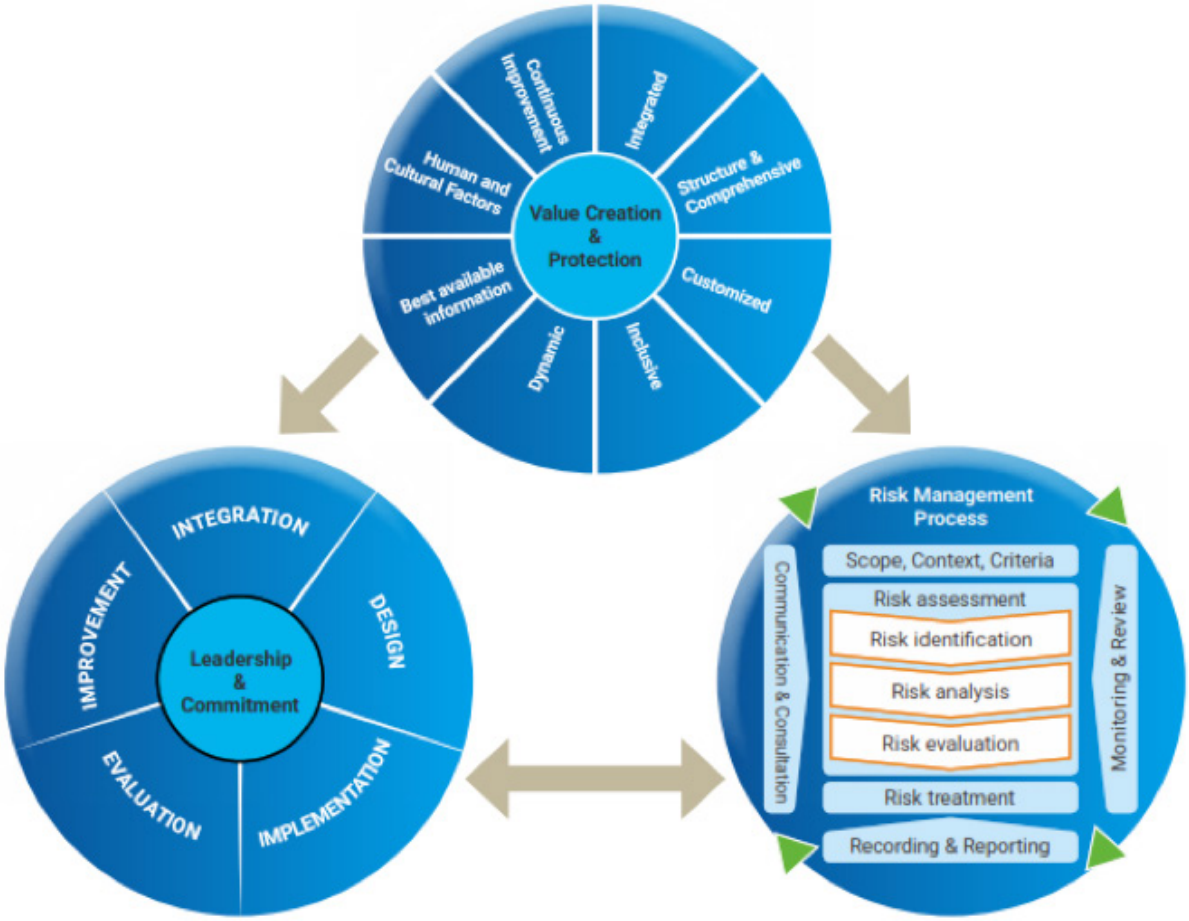
Meanwhile, Line 3 generally acts as a corrective action to correct the occurrence of irregularities in activities, conduct reviews and evaluations of the overall design and implementation of risk management, and ensure that the first and second layers of defense run as expected.

The conformity of the internal control system with an internationally recognized framework (COSO-internal control framework) describes the function of Internal Control as a facilitator that ensures Line 1 carries out activities on: (1) effectiveness and efficiency of operations (2) reliability of financial reporting, and (3) compliance with the laws and regulations. The facilitator function is carried out by the Risk Management and Compliance unit, which is generally within the scope of the Line 2 defense.

To carry out the function of Line 2 in supporting Line 1 to complete its role in the COSO Framework, the Company adopted the ISO 31000:2009 standard as its risk management architecture, which has been standardized by BSN to become SNI ISO 31000:2011. The implementation of Risk Management within the Company is coordinated by the Risk Management and Compliance Center as the Risk Management and Compliance control unit by adjusting the needs of related technical units and carrying out risk control socialization in order to improve the capability of the Company's personnel to perform the Company's risk-based activities.

Pembentukan Pusat Manajemen Risiko dan Kepatuhan oleh Manajemen Perum BULOG adalah untuk menetapkan *Risk Governance Structure* dan menetapkan konteks pengendalian risiko sebagai bentuk mandat dan komitmen terkait penerapan Manajemen Risiko. Setiap akhir tahun Pusat Manajemen Risiko dan Kepatuhan mendampingi *Risk Owner* untuk menyusun daftar risiko yang selaras dengan sasaran yang telah ditetapkan di tahun berikutnya, kegiatan tersebut terangkum ke dalam aktivitas *Risk Assessment*.

The establishment of the Risk Management and Compliance Center by Perum BULOG Management is to determine the Risk Governance Structure and decide the context of risk control as a form of mandate and commitment related to the Risk Management implementation. At the end of each year the Risk Management and Compliance Center together with the Risk Owner compile a list of risks that are in line with the targets set for the following year. These activities are summarized in the Risk Assessment activity.



Kesesuaian Sistem Pengendalian Internal Perusahaan dengan Kerangka COSO

Sebagaimana telah dijelaskan di atas, sistem pengendalian keuangan dan operasional Perum BULOG menggunakan kerangka internasional dari *Committee of Sponsoring Organization of the Treadway Commission* (COSO). Kerangka COSO berisi mengenai kebijakan, prosedur, kegiatan pemantauan dan komunikasi, standar perilaku serta berbagai inisiatif yang dilakukan.

Compatibility of the Company's Internal Control System with the COSO Framework

As explained above, the financial and operational control system of Perum BULOG uses the Committee of Sponsoring Organization of the Treadway Commission (COSO) international framework. The COSO framework contains policies, procedures, monitoring and communication activities, behavior standard and various undertaken initiatives.

Evaluasi atas Efektivitas Sistem Pengendalian Internal Perusahaan

Masalah-masalah tertentu berkaitan dengan pengendalian internal dan operasinya yang dianggap sebagai kondisi yang dapat dilaporkan berdasarkan standar auditing yang ditetapkan Institut Akuntan Publik Indonesia. Kondisi yang dilaporkan

Evaluation of the Effectiveness of the Company's Internal Control System

Certain issues related to internal control and its operations are considered as conditions that can be reported based on auditing standards set by the Indonesian Institute of Certified Public Accountants. Conditions reported are problems related

merupakan masalah-masalah yang berkaitan dengan kelemahan signifikan dalam desain atau operasi pengendalian internal yang berpotensi menimbulkan dampak negatif terhadap kemampuan entitas dalam mencatat, mengolah, meringkas, dan melaporkan data keuangan konsisten dengan versi manajemen dalam laporan keuangan.

to significant weaknesses in the design or operation of internal controls that have the potential to adversely affect the entity's ability to record, process, summarize and report financial data consistent with management's version of the financial statements.

Kelemahan material adalah kondisi yang dapat dilaporkan yang di dalamnya desain dan operasi satu atau lebih komponen pengendalian internal tidak mengurangi risiko ke tingkat yang relatif rendah tentang terjadinya kekeliruan dan ketidakberesan dalam jumlah yang material dalam hubungannya dengan laporan keuangan auditan dan tidak terdeteksi dalam waktu semestinya oleh karyawan dalam pelaksanaan normal fungsi yang ditugaskan kepadanya.

A material weakness is a reportable condition in which the design and operation of one or more components of internal control does not reduce the risk to a relatively low level of errors or irregularities in material amounts in connection with the audited financial statements and is not detected in a timely manner by employees in the normal performance of the functions assigned to it.

Pernyataan Direksi dan/atau Dewan Komisaris atas Kecukupan Sistem Pengendalian Internal

Belum terdapat pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal.

Statement of the Board of Directors and/or Board of Commissioners on the Adequacy of the Internal Control System

There is currently no statement by the Board of Directors and/or the Board of Commissioners regarding the adequacy of the internal control system.

Perkara Penting

Significant Cases

Permasalahan Hukum

Permasalahan dan/atau perkara hukum yang dihadapi Perusahaan serta anggota Dewan Pengawas dan Direksi di sepanjang tahun 2021 dan 2020 adalah sebagai berikut:

Legal Issues

The cases and/or legal issues faced by the Company and members of the Board of Commissioners and Board of Directors throughout 2021 and 2020 are as follows:

Permasalahan Hukum Legal Issues	2021		2020	
	Perdata Civil	Pidana Criminal	Perdata Civil	Pidana Criminal
Perum BULOG				
Selesai dan telah mempunyai kekuatan hukum tetap Settled and the decision was final	2	11	2	5
Dalam proses penyelesaian In settlement process	4	11	3	14
Dewan Pengawas dan Direksi Board of Commissioners and Board of Directors				
Selesai dan telah mempunyai kekuatan hukum tetap Settled and the decision was final	-	-	-	-
Dalam proses penyelesaian In settlement process	-	-	-	-
Entitas Anak Subsidiaries	-	-		
Entitas anak Perum BULOG Perum BULOG Subsidiaries	-	-	-	-
Jumlah Total	6	22	5	19

Rincian permasalahan hukum yang dihadapi Perusahaan di tahun 2021 dan/atau telah dinyatakan selesai di tahun 2021 adalah sebagai berikut.

The details of the legal issues faced by the Company in 2021 and/or have been declared settled in 2021 are as follows.

No. 109/Pdt.G/2020/PN.Jkt. Utr di Pengadilan Negeri Jakarta Utara
No. 109/Pdt.G/2020/PN.Jkt. Utr at North Jakarta District Court

PIHAK YANG BERPERKARA:
Ho Kiarto (Penggugat) melawan, Perum BULOG (Sebagai Tergugat); PT. Goro Batara Sakti (Sebagai Turut Tergugat)

LAWSUIT BETWEEN:
Ho Kiarto (Plaintiff) and Perum BULOG (Defendant); PT. Goro Batara Sakti (As Co-Defendant)

STATUS PERKARA:
Telah Putus di Tingkat Pertama (Pengadilan Negeri) dan Putusan Memenangkan Perum BULOG, Saat ini sedang dalam Tahap Banding di Tingkat Banding (Pengadilan Tinggi)

LAWSUIT STATUS:
Decided at the First Level (District Court) and Perum BULOG won, currently under process in the Appeal Stage at the Appeal Level (High Court)

DAMPAK BAGI PERUSAHAAN DAN TINDAK LANJUT:
Dalam Gugatannya, Sdr. Ho Kiarto menuntut pembayaran sebesar Rp.30.000.000.000,- yang akan merugikan keuangan Perusahaan. Litigasi telah ditangani oleh Kantor Hukum Sutara SH., MH., & Partners dan telah dimenangkan di Pengadilan Tingkat Pertama

EFFECT FOR THE COMPANY AND FOLLOW-UPS:
In his lawsuit, Mr. Ho Kiarto demanded a payment of Rp30,000,000,000,- which would have detrimental effects to the Company's finances. The litigation has been handled by the Law Office of Sutara SH., MH., & Partners and has been won in the First Level Court

No. 256/Pdt.G/2019/PN.Sby di Pengadilan Negeri Surabaya
No. 256/Pdt.G/2019/PN.Sby at the Surabaya District Court

PIHAK YANG BERPERKARA:
PT. Puspa Agro (Penggugat) melawan Satker Pengadaan Beras Perum BULOG (Tergugat I), Perum BULOG Subdivre Surabaya Selatan (Tergugat II), Perum BULOG Divre Jatim (tergugat III), Perum BULOG Kantor Pusat (Tergugat IV)

LAWSUIT BETWEEN:
PT. Puspa Agro (Plaintiff) and the Rice Procurement Working Unit of BULOG (Defendant I), Perum BULOG Subdivre South Surabaya (Defendant II), Perum BULOG Divre East Java (Defendant III), Perum BULOG Head Office (Defendant IV)

STATUS PERKARA:
Telah Putus di Tingkat Pertama (Pengadilan Negeri) dan Putusan Memenangkan Perum BULOG, lalu oleh PT. Puspa Agro mengajukan banding ke Pengadilan Tinggi dan Putusan Memenangkan PT. Puspa Agro. Saat ini Perum BULOG sedang dalam mengajukan kasasi di tingkat kasasi (Mahkamah Agung).

LAWSUIT STATUS:
Decided at the First Level (District Court) and Perum BULOG won, then PT. Puspa Agro filed an appeal to the High Court and the decision favored PT. Puspa Agro. Currently Perum BULOG is in the process of filing an appeal at the cassation level (Supreme Court).

DAMPAK BAGI PERUSAHAAN DAN TINDAK LANJUT:
Dalam Gugatannya, PT. Puspa Agro menuntut ganti rugi sebesar Rp. 14.294.016.217,- kerugian materiil dan sebesar Rp. 19.644.016.217,- dalam kerugian immateriil yang akan menjadi kerugian keuangan Perusahaan. Litigasi telah ditangani Kantor Hukum Wardoyo dan Rekan dan telah dimenangkan di Pengadilan Tingkat Pertama.

EFFECT FOR THE COMPANY AND FOLLOW-UPS:
In its lawsuit, PT. Puspa Agro demanded compensation of Rp14,294,016,217,- material loss and of Rp19,644,016,217,- immaterial losses which would have detrimental effects on the Company's finances. The litigation has been handled by the Law Office of Wardoyo and Partners and has been won in the First Level Court.

No. 259/Pdt.G/2019/PN.Sby di Pengadilan Negeri Surabaya
No. 259/Pdt.G/2019/PN.Sby at the Surabaya District Court

PIHAK YANG BERPERKARA:
Mucharror (Mantan Kasubdivre Perum BULOG Jember) dan Umi Luthfia (Istri Sdr. Mucharror) Melawan Perum BULOG Divre Jatim (Tergugat I); Perum BULOG Pusat (Tergugat II); Pusat Pemulihan Aset Kejaksaan Agung RI (Tergugat III); Kejaksaan Negeri Jember (Tergugat IV)

LAWSUIT BETWEEN:
Mucharror (Former Kasubdivre Perum BULOG Jember) and Umi Luthfia (Wife of Mr. Mucharror) against Perum BULOG Divre East Java (Defendant I); Perum BULOG Headquarter (Defendant II); Center for Asset Recovery of the Attorney General's Office of the Republic of Indonesia (Defendant III); Jember District Attorney (Defendant IV)

STATUS PERKARA:
Telah Putus di Tingkat Pertama (Pengadilan Negeri) dan Putusan Memenangkan Perum BULOG, Saat ini sedang dalam Tahap Banding di Tingkat Banding (Pengadilan Tinggi).

LAWSUIT STATUS:
Decided at the First Level (District Court) and Perum BULOG won, currently under process in the Appeal Stage at the Appeal Level (High Court).

DAMPAK BAGI PERUSAHAAN DAN TINDAK LANJUT:
Dalam Gugatannya, Sdr. Moch. Mucharror menuntut pengembalian aset yang telah dirampas untuk negara Cq. Perum BULOG dengan estimasi nilai ± Rp. 43.532.250.000,- (total nilai Pasar) dan kerugian immateriil senilai Rp. 10.000.000.000,- yang akan merugikan keuangan Perusahaan. Litigasi telah ditangani Kantor Hukum Wardoyo dan Rekan bersama dengan Tim JAMDATUN Kejaksaan Agung RI dan telah dimenangkan di Pengadilan Tingkat Pertama.

EFFECT FOR THE COMPANY AND FOLLOW-UPS:
In his lawsuit, Mr. Moch. Mucharror demands the return of assets that have been seized for the state Cq. Perum BULOG with an estimated value of ±Rp43,532,250,000,- (total market value) and immaterial losses of Rp10,000,000,000,- which would have detrimental effects on the Company's finances. The litigation has been handled by the Law Office of Wardoyo and Partners together with the JAMDATUN Team of the Indonesian Attorney General's Office and has been won in the First Level Court.

No. 125/Pdt.G/2019/PN.Pso di Pengadilan Negeri Poso
No. 125/Pdt.G/2019/PN.Pso at the Poso District Court

PIHAK YANG BERPERKARA:
Sdr. Nelan S. Usman (Penggugat) Melawan Perum BULOG cq. Kepala Cabang Perum BULOG Kabupaten Poso (Tergugat)

LAWSUIT BETWEEN:
Mr. Nelan S. Usman (Plaintiff) and Perum BULOG cq. Head of Perum BULOG Poso Regency (Defendant)

STATUS PERKARA:
Telah Putus di Tingkat Pertama (Pengadilan Negeri) dan Putusan Memenangkan Perum BULOG. Putusan Telah Inkracht

LAWSUIT STATUS:
Decided at the First Level (District Court) and Perum BULOG won with permanent legal force (Inkracht)

DAMPAK BAGI PERUSAHAAN DAN TINDAK LANJUT:
Dalam Gugatannya, Sdr. Nelan S. Usman menggugat kepemilikan aset Perum BULOG yang terletak di Kabupaten Poso dengan estimasi nilai ± Rp. 300.000.000,-. Litigasi telah ditangani oleh Tim DATUN Kejaksaan Negeri Poso. Telah dimenangkan di Pengadilan Tingkat Pertama dan Berkekuatan Hukum Tetap

EFFECT FOR THE COMPANY AND FOLLOW-UPS:
In his lawsuit, Mr. Nelan S. Usman sued the ownership of the assets of Perum BULOG located in Poso Regency with an estimated value of ±Rp300,000,000,-. The litigation has been handled by the Poso District Attorney's DATUN Team and won in the First Degree Court with Permanent Legal Force

No. 794/Pdt.G/2020/PN.Sby di Pengadilan Negeri Surabaya
No. 794/Pdt.G/2020/PN.Sby at the Surabaya District Court

PIHAK YANG BERPERKARA:
Camilia Sofyan Ali (Penggugat) Melawan Kepala Bulog Divre Jatim (sebagai Tergugat I), Hj. Mulianti (sebagai Tergugat II), dan 3. Notaris Indriani Yasmin (sebagai Turut Tergugat I)

LAWSUIT BETWEEN:
Camilia Sofyan Ali (Plaintiff) and Head of Bulog Divre East Java (as Defendant I), Hj. Mulianti (as Defendant II), and 3. Notary Indriani Yasmin (as Co-Defendant I)

STATUS PERKARA:
Telah Putus di Tingkat Pertama (Pengadilan Negeri) dan Putusan Memenangkan Perum BULOG. Putusan Telah Inkracht

LAWSUIT STATUS:
Decided at the First Level (District Court) and Perum BULOG won with permanent legal force (Inkracht)

DAMPAK BAGI PERUSAHAAN DAN TINDAK LANJUT:
Dalam Gugatannya, Sdri. Camilia Sofyan Ali menuntut kompensasi kerugian materiil sebesar Rp.3.930.000.000,- dan kerugian immateriil sebesar Rp. 5.000.000.000,- yang akan menjadi kerugian keuangan Perusahaan. Litigasi telah ditangani oleh Kantor Hukum Wardoyo dan Rekan dan telah dimenangkan di Pengadilan Tingkat Pertama dan Berkekuatan Hukum Tetap.

EFFECT FOR THE COMPANY AND FOLLOW-UPS:
In her lawsuit, Ms. Camilia Sofyan Ali demanded compensation for material losses of Rp3.9300.000.000,- and immaterial losses of Rp5,000,000,000,- which would have detrimental effects on the Company's finances. The litigation has been handled by the Law Office of Wardoyo and Partners and won in the First Degree Court with Permanent Legal Force.

No. 361/Pdt. G/2021/PN. Jkt. Sel.
No. 361/Pdt. G/2021/PN. South Jakarta

PIHAK YANG BERPERKARA:
Zainul Karim (Penggugat) Melawan Perum BULOG (Tergugat I), Sdri. Titi Indrasari, S.H. (Tergugat II), Sdr. Fransiskus Sundar Heru Prijono, S.H., LL.M. (Tergugat III), Sdr. Widjanarko Puspoyo (Tergugat IV), sDRI. Kanya Candrika Karini, S.H., MKn (Turut Tergugat I), Menteri ATR / Kepala BPN RI (Turut Tergugat II)

LAWSUIT BETWEEN:
Zainul Karim (Plaintiff) and Perum BULOG (Defendant I), Ms. Titi Indrasari, S.H. (Defendant II), Mr. Fransiskus Sundar Heru Prijono, S.H., LL.M. (Defendant III), Mr. Widjanarko Puspoyo (Defendant IV), Ms. Kanya Candrika Karini, S.H., MKn (Co-Defendant I), Minister of ATR / Head of BPN RI (Co-Defendant II)

STATUS PERKARA:
Sedang dalam proses persidangan tingkat pertama (Pengadilan Negeri).

LAWSUIT STATUS:
Currently in the process of trial at the first level (District Court).

DAMPAK BAGI PERUSAHAAN DAN TINDAK LANJUT:
Dalam Gugatannya, Sdr. Zainul Karim menuntut kompensasi kerugian materiil sebesar Rp 3.305.040.000,- dan kerugian immateriil sebesar Rp 3.000.000.000,- yang akan menjadi kerugian keuangan Perusahaan. Litigasi telah ditangani oleh Kantor Hukum Indra Utama & Partners.

EFFECT FOR THE COMPANY AND FOLLOW-UPS:
In his lawsuit, Mr. Zainul Karim demands compensation for material losses of IDR 3,305,040,000 and immaterial losses of IDR 3,000,000,000 which will become the Company's financial loss. Litigation has been handled by Indra Utama & Partners Law Firm.

Perkara Pidana Kasus Pemalsuan Surat terkait Tanah Kelapa Gading
Criminal Case on Kelapa Gading Land Certificate Forgery

PIHAK YANG BERPERKARA:
Telah ditetapkan Tersangka atas nama Tan Hen Lok dan atas nama Sri Suharti`

LAWSUIT:
The suspects have been named as Tan Hen Lok and Sri Suharti

STATUS PERKARA:
Telah Putus di Tingkat Pertama (Pengadilan Negeri) dan Pengadilan Tingkat Banding (Pengadilan Tinggi), Menghukum para Terdakwa dengan Pidana Penjara selama 10 (sepuluh) bulan. Saat ini sedang dalam tahap Kasasi di Mahkamah Agung

LAWSUIT STATUS:
Decided at the First Level (District Court) and Court of Appeal (High Court), Sentenced the Defendants to imprisonment for 10 (ten) months. Currently in the Cassation stage in the Supreme Court

Laporan Pidana terhadap Kehilangan barang di GBB Warung Bongkok.
Criminal Case for Loss of Goods at GBB Warung Bongkok

PIHAK YANG BERPERKARA:
POLDA JABAR telah menetapkan 3 orang Karyawan Perum BULOG sebagai tersangka yaitu Ahdiat Dasawarsa, Danang Wicaksono dan Novan Diyanto.

LAWSUIT:
POLDA JABAR has named 3 employees of Perum BULOG as suspects, namely Ahdiat Dasawarsa, Danang Wicaksono and Novan Diyanto.

STATUS PERKARA:
Masih dalam tahap Penyidikan dan proses pelimpahan kepada Kejaksaan Tinggi Jawa Barat, namun tertunda dikarenakan Sdr. Ahdiat Dasawarsa meninggal beberapa waktu yang lalu.

LAWSUIT STATUS:
Still in the investigation stage and in the process of delegating it to the West Java High Prosecutor's Office, but delayed because Mr. Ahdiat Dasawarsa passed away some time ago.

Perum BULOG Melaporkan dugaan tindak Pidana Penipuan dan Penggelapan terkait dengan Permasalahan Pengadaan Tanah Garut

Perum BULOG Reports suspected criminal acts of fraud and embezzlement related to Garut Land Procurement Issues

PIHAK YANG BERPERKARA:
Sdr. H. Mulyana selaku Penjual Tanah Garut kepada Perum BULOG

LAWSUIT:
Mr. H. Mulyana as Garut Land Seller to Perum BULOG

STATUS PERKARA:
Saat ini masih dalam tahap Penyelidikan.

LAWSUIT STATUS:
Currently still in the investigation stage.

Laporan LSM kepada Polda Jabar terkait Permasalahan Pengadaan Tanah Garut di Kanwil Jabar

NGO Report to the West Java Police regarding the Problem of Garut Land Procurement at the West Java Regional Office

PIHAK YANG BERPERKARA:
Perum BULOG

LAWSUIT:
Perum BULOG

STATUS PERKARA:
Telah dihentikan.

LAWSUIT STATUS:
Discontinued

Penyidikan terkait Pengadaan Tanah untuk PMN di Grobogan

Investigation of Land Acquisition for PMN in Grobogan

PIHAK YANG BERPERKARA:
Perum BULOG

LAWSUIT:
Perum BULOG

STATUS PERKARA:
Sudah terdapat putusan, namun tersangka bukan karyawan Perum BULOG

LAWSUIT STATUS:
There has been a verdict, the suspect is not an employee of Perum BULOG

Penyelidikan Polda Sulsel atas dugaan Tindak Pidana Korupsi bantuan Siaga Covid-19 pada Dinas Sosial Kota Makassar

South Sulawesi Regional Police Investigation on the Alleged Corruption Crime of Siaga Covid-19 aid at the Makassar City Social Service

PIHAK YANG BERPERKARA:
Perum BULOG

LAWSUIT:
Perum BULOG

STATUS PERKARA:
Saat ini masih dalam tahap Penyidikan. Telah dipanggil beberapa karyawan Perum BULOG Kancab Makassar. Kadinsos Kota Makassar telah ditetapkan sebagai Tersangka

LAWSUIT STATUS:
Currently still in the investigation stage. Several employees of Perum BULOG, Makassar Branch Office, have been summoned. Head of Makassar City Social Service has been named as a suspect.

Laporan Pidana oleh Perum BULOG atas dugaan Penyelewengan dana hasil penjualan komersial di Kancab Mamuju, Kanwil Sulselbar

Criminal Report by Perum BULOG on suspicion of misappropriation of funds from commercial sales at the Mamuju branch office, Sulselbar regional office

PIHAK YANG BERPERKARA:
Perum BULOG – Tersangka Sdr. Haris Nuryadi dan Sdr. Farid Nur

LAWSUIT:
Perum BULOG – The suspects, Mr. Haris Nuryadi and Mr. Farid Nur

STATUS PERKARA:
Telah Putus di Pengadilan Tingkat Pertama. Sdr. Haris Nuryadi dinyatakan bersalah dan dipidana 2 tahun 6 Bulan, Sdr. Farid Nur dinyatakan Bebas. Saat ini Jaksa Penuntut Umum tengah mengajukan Upaya Hukum Kasasi atas Putusan Bebas Sdr. Farid Nur.

LAWSUIT STATUS:
Decided in the First Degree Court. Mr. Haris Nuryadi was found guilty and sentenced to 2 years 6 months, Mr. Farid Nur was declared free. Currently the Public Prosecutor is filing a Cassation Legal Effort on the acquittal of Mr. Farid Nur.

Laporan Perusahaan Umum (Perum) BULOG atas Dugaan Tipikor oleh Karyawan Kanwil Papua & Papua Barat

Report of the Public Company (Perum) BULOG on Alleged Corruption by Employees of the Regional Office of Papua & West Papua

PIHAK YANG BERPERKARA:
Perum BULOG – Tersangka Sdr. Rahmat Hidayat dan Sdr. Lutfi Arsyad

LAWSUIT:
Perum BULOG – The suspects, Mr. Rahmat Hidayat and Mr. Lutfi Arsyad

STATUS PERKARA:
Telah Putus di Pengadilan Tingkat Pertama. Sdr. Rahmat Hidayat dinyatakan bersalah dan dipidana 10 tahun.

LAWSUIT STATUS:
Decided in the First Degree Court. Mr. Rahmat Hidayat was found guilty and sentenced to 8 years.

Bpk. FS Heru Prijono dilaporkan atas dugaan tindak pidana Pemalsuan dan atau Menempatkan Keterangan Palsu kedalam akta otentik terkait Aset Perum BULOG di Cigudeg, Bogor.

Mr. FS Heru Prijono was reported on suspicion of the crime of forgery and/or placing false information in an authentic deed related to the assets of Perum BULOG in Cigudeg, Bogor.

PIHAK YANG BERPERKARA:
Bpk. FS Heru Prijono

LAWSUIT:
Mr. FS Heru Prijono

STATUS PERKARA:
Telah dihentikan dikarenakan tidak cukup bukti.

LAWSUIT STATUS:
Has been discontinued due to insufficient evidence.

Penyidikan atas adanya dugaan tindak pidana penyalahgunaan sistem pengadaan di gudang BULOG cabang Ciamis, Kanwil Jawa Barat oleh Polda Jawa Barat

Investigation into alleged criminal acts of misuse of the procurement system at the BULOG Ciamis branch, West Java Regional Office by the West Java Regional Police

STATUS PERKARA:
Setelah dilakukan pendampingan hukum, tidak ada lagi pemanggilan.

LAWSUIT STATUS:
After legal assistance, there are no more summons.

Penyidikan atas adanya dugaan penyelewengan kegiatan BSB COVID-19 di Kancab Ciamis, Kanwil Jawa Barat oleh Polda Jawa Barat

Investigation into allegations of misappropriation of BSB COVID-19 activities in the Ciamis Branch Office, West Java Regional Office by the West Java Regional Police

STATUS PERKARA:
Setelah dilakukan pendampingan hukum, tidak ada lagi pemanggilan.

LAWSUIT STATUS:
After legal assistance, there are no more summons.

Laporan atas dugaan tindak pidana pengadaan dan penyaluran Program bantuan Pangan Non Tunai (BPNT) atau bantuan sembako di Kancab Cianjur, Kanwil Jawa Barat

Reports on alleged criminal acts of procurement and distribution of the Non-Cash Food Aid Program (BPNT) or basic food aid at the Cianjur Branch Office, West Java Regional Office

STATUS PERKARA:
Setelah dilakukan pendampingan hukum, tidak ada lagi pemanggilan.

LAWSUIT STATUS:
After legal assistance, there are no more summons.

Penyelidikan Polres Tasikmalaya atas dugaan penyelewengan BSB Covid-19 di Kancab Ciamis, Kanwil Jawa Barat

Tasikmalaya Police Investigation into alleged misappropriation of the BSB Covid-19 in the Ciamis Branch Office, West Java Regional Office

STATUS PERKARA:
Setelah dilakukan pendampingan hukum, tidak ada lagi pemanggilan.

LAWSUIT STATUS:
After legal assistance, there are no more summons.

Penyidikan Kegiatan Penjualan BPNT di Subdivre Cianjur di Kejaksaan Negeri Sukabumi, Kanwil Jawa Barat

Investigation of BPNT Sales Activities in the Cianjur Subdivre at the Sukabumi District Attorney, West Java Regional Office

STATUS PERKARA:
Telah dihentikan.

LAWSUIT STATUS:
Discontinued

Dugaan beras plastik dalam kemasan beras Perum BULOG pada program Bantuan Sosial beras (BSB) COVID - 19 tahun 2020 di Kejaksaan Negeri Purwakarta, Kanwil Jawa Barat

Alleged plastic rice in rice packaging at Perum BULOG in the COVID-19 2020 rice Social Aid (BSB) program at the Purwakarta District Attorney, West Java Regional Office

STATUS PERKARA:
Setelah dilakukan pendampingan hukum, tidak ada lagi pemanggilan.

LAWSUIT STATUS:
After legal assistance, there are no more summons.

Penyelidikan terkait dugaan lebih bayar atas Demurrage Beras Impor Tahun 2018 oleh Ditreskrimsus Polda Sumut

Investigation regarding allegations of overpayment of the 2018 Imported Rice Demurrage by the North Sumatra Regional Police's Criminal Investigation Unit

STATUS PERKARA:
Telah dihentikan.

LAWSUIT STATUS:
Discontinued

Perum BULOG dilaporkan kepada Polres Metro Bekasi atas dugaan tindak pidana penipuan dan penggelapan terkait masalah pembebasan lahan untuk jalan tol Cibitung-Cilincing di Desa Gandasari Kecamatan Cikarang Barat Kabupaten Bekasi

Perum BULOG was reported to the Bekasi Metro Police on suspicion of fraud and embezzlement related to land acquisition issues for the Cibitung-Cilincing toll road in Gandasari Village, West Cikarang District, Bekasi Regency.

PIHAK YANG BERPERKARA:
Perum BULOG

LAWSUIT:
Perum BULOG

STATUS PERKARA:
Saat ini masih dalam tahap Penyelidikan. Sebelumnya Polres Metro Bekasi telah memanggil beberapa Karyawan Perum BULOG.

LAWSUIT STATUS:
Currently still in the investigation stage. Previously, the Bekasi Metro Police had summoned several employees of Perum BULOG.

Laporan Pidana Perum BULOG kepada POLDA JATIM atas hilang nya beras milik Perum BULOG di Gudang Filial PT. Harindra.

Perum BULOG's criminal report to POLDA JATIM for the loss of rice belonging to Perum BULOG at the Filial Warehouse of PT. Harindra.

PIHAK YANG BERPERKARA:
Perum BULOG melaporkan PT Harindra

LAWSUIT:
Perum BULOG reported PT. Harindra

STATUS PERKARA:
Atas Laporan tersebut Direktur Utama PT. Harindra Surya Sempurna telah membayarkan kehilangan beras dan kekurangan Stok tersebut senilai Rp. 7.613.703,32.- Kepada Perum BULOG.

LAWSUIT STATUS:
Based on the report, President Director of PT. Harindra Surya Sempurna has paid for the loss and shortage of the Stock amounting to Rp7,613,703.32.- to Perum BULOG

Tindak Pidana Korupsi Pengadaan Beras Dalam Negeri Subdivre Gorontalo

Corruption Crime of Domestic Rice Procurement Subdivre Gorontalo

PIHAK YANG BERPERKARA:
Perum BULOG

LAWSUIT:
Perum BULOG

STATUS PERKARA:
Telah sampai tahap putusan Kasasi Mahkamah Agung. Putusan sudah berkekuatan hukum tetap (inkracht) Putusan 4 Tahun Penjara kepada kedua Pegawai Perum BULOG Sdr. Imam Maulana

LAWSUIT STATUS:
Has reached the decision stage of the Supreme Court of Cassation. The decision has permanent legal force (inkracht), 4 years in prison sentence for the two BULOG employees, Mr. Imam Maulana

Laporan Masyarakat terkait beras turun mutu Sub Divre OKU
Community Report related to lower quality of Subdivre OKU rice

PIHAK YANG BERPERKARA:
Perum BULOG

LAWSUIT:
Perum BULOG

STATUS PERKARA:
Dihentikan.

LAWSUIT STATUS:
Discontinue.

Laporan ke Kejaksaan Negeri terkait penyelewengan beras di Bangka Belitung
Report to the District Attorney regarding misappropriation of rice in Bangka Belitung

PIHAK YANG BERPERKARA:
Perum BULOG

LAWSUIT:
Perum BULOG

STATUS PERKARA:
Dihentikan.

LAWSUIT STATUS:
Discontinue.

Dugaan pencemaran nama baik Perum BULOG oleh Kadinsos Lampung
Allegation of defamation of Perum BULOG by Kadinsos Lampung

PIHAK YANG BERPERKARA:
Perum BULOG melaporkan Kadinsos Lampung Sdr. Sumarju Saini

LAWSUIT:
Perum BULOG reported the Head of Social Affairs Office of Lampung, Mr. Sumarju Saini

STATUS PERKARA:
Telah dijatuhi Pidana Percobaan. Telah Berkekuatan Hukum Tetap.

LAWSUIT STATUS:
Has been sentenced to probation. Has Permanent Legal Force.

Sanksi Administrasi

Di sepanjang tahun 2021 tidak terdapat sanksi administrasi yang dikenakan oleh otoritas terkait baik kepada Perum BULOG maupun kepada anggota Dewan Pengawas dan Direksi.

Administrative Sanctions

Throughout 2021, there were no administrative sanctions imposed by the relevant authorities either to Perum BULOG or to members of the Board of Commissioners and Board of Directors.

Perkara Penting di Luar Aspek Hukum

Perum BULOG tidak menemukan adanya perkara penting di luar aspek hukum yang melibatkan Perum BULOG maupun kepada anggota Dewan Pengawas dan Direksi.

Significant Cases Outside the Legal Aspect

Perum BULOG did not find any significant cases outside the legal aspects involving Perum BULOG or members of the Board of Commissioners and Board of Directors.

Akses Informasi dan Data Perusahaan

Access to Company Information and Data

Perum BULOG mempunyai kewajiban untuk mengungkapkan informasi penting yang relevan kepada Pemilik Modal, Instansi Pemerintah, dan *stakeholders* lainnya sesuai dengan Peraturan Perundang-undangan yang berlaku secara tepat waktu, akurat, jelas, dan objektif. Keterbukaan Perum BULOG kepada para pemangku kepentingan telah dilakukan manajemen melalui berbagai sarana media, maupun pengungkapan informasi pada berbagai *event*, komunikasi dalam rapat serta komunikasi nonformal seperti *gathering* dan *sharing day*.

Penyebaran informasi kepada seluruh pemangku kepentingan merupakan bagian penting dari perwujudan prinsip transparansi informasi. Untuk itu, Perusahaan menyediakan akses informasi seluas-luasnya bagi para *stakeholders* melalui *website* Perusahaan (www.bulog.co.id). Perusahaan juga menerbitkan majalah internal yaitu Warta Intra Bulog (WIB) sebagai sarana sosialisasi dan komunikasi seluruh insan Perum BULOG. Akses data dan informasi perusahaan disajikan dalam bentuk:

1. Media Massa
   Perum BULOG selalu memuat dan menyebarkan informasi yang perlu diketahui publik sebagai bentuk transparansi bagi *stakeholders* dalam surat kabar nasional. Penyampaian informasi tersebut dibungkus dalam kegiatan *press conference*, diskusi media, *media visit*, *press tour* dan *media gathering*. Pemuatan informasi pun dilakukan baik dalam bentuk iklan *display* maupun advertorial.

2. Kontak Perusahaan
   Perusahaan secara terbuka menyiapkan jalur komunikasi dengan pemangku kepentingan untuk memperoleh informasi melalui:

   Website : http://www.bulog.co.id
   Twitter : @perumbulog
   Instagram : perum.bulog
   Facebook : perum bulog
   Telepon : (021) 5252209
   Faksimili : (021) 5204334, 52962604, 52962645
   Kantor Pusat : Gedung BULOG, Jl. Gatot Subroto Kav. 49, Jakarta Selatan 12950

Perum BULOG has the obligation to disclose important relevant information to Capital Owner, Government Agencies, and other stakeholders in accordance with the prevailing laws and regulations in a timely, accurate, clear and objective manner. The management of Perum BULOG has done transparency to stakeholders through various media facilities, as well as information disclosure at various events, communication in formal meetings and non-formal communication such as gatherings and sharing days.

Dissemination of information to all stakeholders is an important part of realizing the principle of information transparency. Therefore, the Company provides the widest possible access to information for stakeholders through the Company's website (www.bulog.co.id). The Company also publishes an internal magazine, namely Warta Intra Bulog (WIB) as a means of socialization and communication for all personnel of Perum BULOG. Access to company data and information is presented in the form of:

1. Mass Media
   Perum BULOG always shares and disseminates information for public consumption as a form of transparency for stakeholders in national newspapers. The information is delivered in press conference activities, media discussions, media visits, press tours and media gatherings. In addition, information is also published in the form of display ads and advertorials.

2. Company Contact
   The Company opens lines of communication channels publicly for stakeholders to obtain information through:

   Website : http://www.bulog.co.id
   Twitter : @perumbulog
   Instagram : perum.bulog
   Facebook : Perum Bulog
   Phone : (021) 5252209
   Facsimile : (021) 5204334, 52962604, 52962645
   Head Office : Gedung BULOG, Jl. Gatot Subroto Kav. 49, South Jakarta 12950

Korespondensi

Korespondensi yang dilakukan Perusahaan di sepanjang tahun 2021 adalah sebagai berikut:

Correspondence

Correspondence conducted by the Company throughout 2021 is as follows:

Korespondensi Perum BULOG Tahun 2021
Perum BULOG Correspondence in 2021

Bentuk Korespondensi Correspondence Form	Frekuensi Frequency
Surat Masuk Incoming mail	
Kanwil Regional Office	3.286
Kementerian BUMN Ministry of SOEs	5
Kementerian Lainnya Other Ministries	40
Surat Keluar Outgoing mail	
Kanwil Regional Office	201
Kementerian BUMN Ministry of SOEs	84
Kementerian Lainnya Other Ministries	1.351

Hubungan Media

Untuk dapat menyampaikan informasi secara komprehensif, Perum BULOG melakukan hubungan media melalui Rilis Media kepada sejumlah media baik nasional maupun lokal. Di sepanjang tahun 2021 terdapat 47 (empat puluh tujuh) rilis yang diberikan kepada media baik nasional maupun lokal.

Media Relations

To convey information comprehensively, Perum BULOG conducts media relations through Press Releases to a number of national and local media. Throughout 2021 there were 47 (forty seven) releases published to both national and local media.

Tanggal Date	Tajuk Topic
12 Januari 2021 12 January 2021	Pupuk Indonesia Gandeng BULOG untuk Perkuat Program Agro-solution Pupuk Indonesia Collaborates with BULOG to Strengthen the Agro-solution Program
19 Januari 2021 19 January 2021	BULOG Salurkan Paket Bantuan Presiden untuk Korban Banjir di Kalsel BULOG Distributes Presidential Aid Packages for Flood Victims in South Kalimantan
3 Februari 2021 3 February 2021	BULOG Fokus Bisnis Raih Market dan Profitabilitas BULOG Business Focus Reaches Market and Profitability
22 Februari 2021 22 February 2021	BULOG Mulai Serap Beras dari Provinsi Paling Barat Indonesia BULOG Starts to Absorb Rice from Indonesia's Westernmost Province
3 Maret 2021 3 March 2021	E-commerce BULOG raih Top Official Store Award 2021 BULOG e-commerce wins Top Official Store Award 2021
22 Maret 2021 22 March 2021	BULOG dan Kementan Tandatangani MOU Peningkatan Serapan Gabah Petani BULOG and the Ministry of Agriculture Sign MOU to Increase Farmers' Grain Uptake
28 Maret 2021 28 March 2021	BULOG : Stok Beras Nasional Aman Capai 1 Juta Ton BULOG : National Rice Stocks are Safe, Reaches 1 Million Tons
6 April 2021 6 April 2021	BULOG : Stok Beras NTT Aman dan Siap Salurkan Bantuan BULOG: Rice Stocks in NTT are Safe and Ready to Distribute Aid
8 April 2021 8 April 2021	BULOG Raih Indonesia Digital PR Award 2021 BULOG Wins Indonesia Digital PR Award 2021
19 April 2021 19 April 2021	BULOG Gelar Operasi Pasar Daging Beku BULOG Holds Frozen Meat Market Operation
26 April 2021 26 April 2021	BULOG Launching Penjualan Daging Melalui Ipangandotcom BULOG Launches Meat Sales Through Ipangandotcom
4 Mei 2021 4 May 2021	BULOG Peringati HUT ke-54 dengan Bakti Sosial dan Lomba Menulis untuk Wartawan BULOG Commemorates 54th Anniversary with Social Service and Writing Competition for Journalists

Tanggal Date	Tajuk Topic
10 Mei 2021 10 May 2021	BULOG Gelar Kembali Operasi Pasar Daging Beku Jelang Lebaran BULOG Holds Frozen Meat Market Operations Ahead of Eid Al-Fitr
25 Mei 2021 25 May 2021	BULOG dan TaniHub Jalin Kerjasama Dukung Ekosistem Ketahanan Pangan Nasional BULOG and TaniHub Establish Collaboration to Support the National Food Security Ecosystem
16 Juni 2021 16 June 2021	BULOG Bersama BUMN Pangan dan Pupuk Bangun Kolaborasi Riset dan Pengembangan Talenta BULOG with BUMN Food and Fertilizers Build Talent Research and Development Collaboration
3 Juli 2021 3 July 2021	BULOG Jamin Stok Beras Aman Selama PPKM Darurat BULOG Guarantees Rice Stock During Emergency PPKM
7 Juli 2021 7 July 2021	BULOG Cermati Isu Harga Beras di tengah Panen yang Berlimpah BULOG Focuses on the Issue of Rice Prices Amidst Abundant Harvests
8 Juli 2021 8 July 2021	BULOG Siapkan 200 Ribu Ton Beras Bansos di Masa PPKM BULOG Prepared 200 Thousand Tons of Social Aid Rice during PPKM Period
14 Juli 2021 14 July 2021	BULOG Tunggu Data, Siap Distribusikan Bantuan Beras PPKM Waits for Data, BULOG is Ready to Distribute PPKM Aid Rice
18 Juli 2021 18 July 2021	BULOG Mulai Salurkan Bantuan Beras PPKM Hari Ini BULOG Starts Distributing PPKM Aid Rice Today
23 Juli 2021 23 July 2021	BULOG Raih Penghargaan Terbaik Kategori Food Security BULOG Won the Best Award in the Food Security Category
29 Juli 2021 29 July 2021	BULOG Pastikan Bantuan Beras PPKM Tepat Kualitas BULOG Ensures PPKM Aid Rice is of the Right Quality
5 Agustus 2021 5 August 2021	BULOG Gelar Sentra Vaksinasi Percepat Herd Immunity Accelerating Herd Immunity, BULOG Holds Vaccination Centers
5 Agustus 2021 5 August 2021	Penjelasan BULOG Mengenai Beras Bantuan PPKM di Pandeglang BULOG Explanation Regarding PPKM Aid Rice in Pandeglang
6 Agustus 2021 6 August 2021	BULOG Terjunkan Tim Monev Pusat Pastikan Warga Pandeglang Terima Beras Berkualitas Ensuring Pandeglang Residents Receive Quality Rice, BULOG Deploys Central Monev Team
7 Agustus 2021 7 August 2021	Menko PMK Jelaskan Beras Basah di Pandeglang Sudah Tidak Ada Masalah Coordinating PMK Minister Explains Wet Rice in Pandeglang Has No Problem
7 Agustus 2021 7 August 2021	Lurah Pandeglang : Hanya 2 Warga yang Komplain, Beras Basah Sudah Langsung Diganti Pandeglang Village Chief: Only 2 Residents Complain, Wet Rice Has Been Replaced Immediately
8 Agustus 2021 8 August 2021	BULOG DKI Banten dan PT Pos Respon Cepat Soal Beras Basah di Angke BULOG DKI Banten and PT Pos Quick Response to Wet Rice at Angke
9 Agustus 2021 9 August 2021	BULOG “All Out” Selesaikan Program Bantuan Beras PPKM BULOG “All Out” in Completing PPKM Aid Rice Program
12 Agustus 2021 12 August 2021	Misi Program Bantuan Beras PPKM Selesai, Lanjut Tahap II PPKM Aid Rice Program Mission Completed, Continue to Phase II
13 Agustus 2021 13 August 2021	BULOG Peduli Gelontorkan 5 Ton Beras Fortivit Sukseskan Vaksinasi Covid-19 BULOG Cares Dispenses 5 Tons of Fortivit Rice to Support Covid-19 Vaccination
18 Agustus 2021 18 August 2021	Tim KSP Kunjungi Beberapa Gudang BULOG Cek Ketersediaan Beras PPKM Checking the Availability of PPKM Rice, KSP Team Visits Several BULOG Warehouses
20 Agustus 2021 20 August 2021	BULOG Gelar Webinar Gaya Hidup Sehat Bersama Beras Fortivit BULOG Holds Healthy Lifestyle Webinar with Fortivit Rice
24 Agustus 2021 24 August 2021	BULOG Tambah Gudang E-Commerce Ipangandotcom di 3 Kota Baru BULOG Adds Ipangandotcom E-Commerce Warehouses in 3 New Cities
3 September 2021 3 September 2021	BULOG Kembali Gelar Sentra Vaksinasi Penuhi Minat Warga Jakarta BULOG Once Again Holds Vaccination Centers for Jakarta Residents
22 September 2021 22 September 2021	BULOG Berhasil Serap 1 Juta Ton Beras Petani Lokal BULOG Successfully Absorbs 1 Million Tons of Rice from Local Farmers
23 September 2021 23 September 2021	BULOG Raih Penghargaan “Best TJSL Awards 2021” Kategori Industri Pupuk Pangan BULOG Won “Best TJSL Awards 2021” in the Food Fertilizer Industry Category
8 Oktober 2021 8 October 2021	Bagi-Bagi Sembako, “BULOG Peduli” Sambangi “Pasukan Oranye” Jakarta Distributing Staple Foods, "BULOG Cares" Visits Jakarta "Orange Troops"
21 Oktober 2021 21 October 2021	BULOG Siap Laksanakan Penugasan Penyediaan dan Penyaluran Jagung BULOG is Ready to Carry out the Provision and Distribution of Corn
29 Oktober 2021 29 October 2021	BULOG Gelontorkan Beras Fortivit dan Berikan Edukasi Gizi ke Masyarakat Jawa Barat BULOG Dispenses Fortivit Rice and Provides Nutrition Education to West Java Residents

Tanggal Date	Tajuk Topic
22 November 2021 22 November 2021	Komisi VI Kunjungi Gudang BULOG, Stok Menjelang "NATARU" Aman Commission VI Visits BULOG Warehouse, Stock for "NATARU" is Safe
4 Desember 2021 4 December 2021	Cegah Stunting, "BULOG Peduli" Gelontorkan Bantuan Beras Bervitamin Kepada Balita di NTT Preventing Stunting, "BULOG Cares" Dispenses Vitamin Aid Rice to Toddlers in NTT
5 Desember 2021 5 December 2021	"BULOG Peduli" Gelontorkan Bantuan Pangan untuk Dapur Umum Musibah Semeru "BULOG Cares" Disburses Food Aid for the Semeru Disaster Public Kitchen
13 Desember 2021 13 December 2021	BULOG Raih Dua Penghargaan Sekaligus dalam Jambore PR Indonesia BULOG Won Two Awards Simultaneously in the Indonesian PR Jamboree
15 Desember 2021 15 December 2021	BULOG Serap Produksi Jagung Dalam Negeri BULOG Absorbs Domestic Corn Production
28 Desember 2021 28 December 2021	Penyerapan Beras BULOG Tembus 1,2 Juta Ton 3 Tahun Berturut-turut Tidak Impor BULOG Rice Absorption Reaches 1.2 Million Tons, No Imports in 3 Consecutive Years
30 Desember 2021 30 December 2021	"BULOG Peduli Gizi" Gelontorkan Bantuan Beras Bervitamin Kepada 2 Ribu Balita "BULOG Cares for Nutrition" Dispenses Vitamin Aid Rice to 2 Thousand Toddlers

Di samping rilis media, Perum BULOG juga berupaya membangun hubungan informal dengan media massa melalui berbagai kegiatan.

Apart from media releases, Perum BULOG also seeks to build informal relations with the mass media through various activities.

3 Februari 2021 3 February 2021	Perkenalan Direksi BULOG dengan Forum Wartawan BULOG (FORWABUL) Introduction of the Board of Directors of BULOG with the BULOG Journalists Forum (FORWABUL)
27 Februari 2021 27 February 2021	Wawancara Direktur Utama Perum BULOG dengan Agrina TV President Director of Perum BULOG Interview with Agrina TV
7 April 2021 7 April 2021	Webinar bersama Direktur SCPP Perum BULOG Webinar with the SCPP Director of Perum BULOG
20 April 2021 20 April 2021	Wawancara Wakil Direktur Utama dengan Majalah BUMN Track Vice President Director of Perum BULOG Interview with BUMN Track Magazine
26 April 2021 26 April 2021	Press Conference Launching Penjualan Daging Beku melalui e-commerce iPangananDotCom Press Conference Launching of Frozen Meat Sales through iPangananDotCom e-commerce
26 April 2021 26 April 2021	Wawancara Direktur Utama dengan Metro TV President Director Interview with Metro TV
5 Mei 2021 5 May 2021	Talkshow Direktur Utama bersama Berita Satu TV Talkshow Berita Satu TV with the President Director
11 Mei 2021 11 May 2021	Liputan Lapangan pada kegiatan Bazar Ramadhan Daging Beku Field reportage of Frozen Meat Ramadhan Bazaar activities
25 Mei 2021 25 May 2021	Talkshow Direktur Utama dengan Metro TV Talkshow Metro TV with the President Director
4 Agustus 2021 4 August 2021	Talkshow Direktur Utama dengan TV One Talkshow TV One with the President Director
6 Agustus 2021 6 August 2021	Talkshow Wakil Direktur Utama dengan CNBC Talkshow CNBC with the Vice President Director
6 Agustus 2021 6 August 2021	Wawancara Eksklusif Direktur Utama dengan Metro TV Exclusive interview the President Director with Metro TV
8 Agustus 2021 8 August 2021	Press Conference "Kick Off Distribusi Bantuan Beras PPKM Tahap II" Press Conference "Kick Off Distribution of PPKM Phase II Aid Rice"
28 Oktober 2021 28 October 2021	Talkshow Direktur SCPP dengan CNBC Talkshow CNBC with SCPP Director
25 November 2021 25 November 2021	Wawancara Direktur SCPP oleh MNC SCPP Director Interview by MNC
12 Desember 2021 12 December 2021	Liputan Lapangan pada kegiatan BULOG Peduli Gizi NTT Field reportage on BULOG Cares for Nutrition activities in NTT
28 Desember 2021 28 December 2021	Press Conference "Stok Nataru" Press Conference "Stocks for Christmas and New Year"

Kode Etik

Code of Conduct

Kode Etik atau *Code of Conduct* adalah sekumpulan komitmen yang membentuk dan mengarahkan tingkah laku agar sesuai dengan budaya dan nilai-nilai Perusahaan.

Code of Conduct is a set of commitments that shape and direct the behavior to be in accordance with the culture and values of the Company.

Visi, Misi dan Nilai-nilai Perusahaan sebagai Fondasi Utama

Penerapan kode etik yang dimiliki Perum BULOG merupakan sebuah upaya untuk dapat mensinergikan seluruh organ Perusahaan untuk dapat bersama-sama mengemban visi, misi dan budaya Perusahaan. Sebagai tujuan akan perjalanan Perum BULOG di masa yang akan datang, visi berperan penting dalam menempatkan seluruh Insan Perum BULOG untuk dapat mewujudkan visi tersebut melalui misi yang telah ditetapkan, serta internalisasi budaya dan nilai Perusahaan hingga mampu membentuk perilaku setiap Insan Perum BULOG.

Vision, Mission and Corporate Values as the Main Foundation

The implementation of Perum BULOG code of conduct is a manifestation of the Company's effort to synergize all Company organs to jointly uphold the vision, mission and culture of the Company. The Company's vision, as the goal of Perum BULOG's journey in the future, plays an important role in positioning all Perum BULOG personnel to realize this vision through the mission that has been set, and through internalizing the culture and values of the Company to be able to shape the behavior of every Perum BULOG Personnel.

Visi

Menjadi perusahaan pangan yang unggul dan terpercaya dalam mendukung terwujudnya kedaulatan pangan.

Vision

Becoming a winning and trusted food company in order to support the realization of food sovereignty.

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Misi

1. Menjalankan usaha logistik pangan pokok dengan mengutamakan layanan kepada masyarakat.
2. Melaksanakan praktik manajemen unggul dengan dukungan sumber daya manusia yang profesional, teknologi terdepan dan sistem yang terintegrasi.
3. Menerapkan prinsip tata kelola perusahaan yang baik serta senantiasa melakukan perbaikan yang berkelanjutan.
4. Menjamin ketersediaan, keterjangkauan dan stabilitas komoditas pangan pokok.

Mission

1. Running a business of staple food logistics by prioritizing service to the society.
2. Implementing the practices of superior management with the support of professional human resources, leading-edge technology, and integrated system.
3. Applying the principle of good coorporate governance and continuously implement a suistanable improvements.
4. Ensuring the availability, affordability, and stability of staple food commodities.

↓

Tata Nilai dan Budaya Perusahaan
"AKHLAK"

Corporate Values and Culture
"AKHLAK"

↓

Panduan Perilaku (Code of Conduct)

Code of Conduct

Penjelasan tentang visi, misi, budaya dan nilai Perum BULOG dapat dilihat dalam bab Profil Perusahaan.

Detail explanation of the vision, mission, culture and values of Perum BULOG can be found in the Company Profile chapter.

Penetapan dan Pokok-pokok Isi Panduan Perilaku

Panduan Perilaku (*Code of Conduct*) ditetapkan berdasarkan Peraturan Bersama antara Direksi dan Dewan Pengawas No. PD-17/DU000/06/2020 dan KEP-06/ DW000/06/2020 tanggal 25 Juni 2020, dan yang kemudian di tahun 2021 Perum BULOG melakukan *Soft Structure Manual* GCG termasuk di dalamnya Panduan Perilaku yaitu menetapkan Peraturan Bersama antara Direksi dan Dewan Pengawas Perum BULOG No. PD-02/ DU000/01/2021 dan KEP-01/DW000/01/2021 tanggal 27 Januari 2021.

Isi Panduan Perilaku Perusahaan antara lain adalah:

- Pernyataan Komitmen Direksi dan Dewan Pengawas dalam mematuhi Panduan Perilaku (Code Of Conduct) Perum BULOG.
- Bab I: Pendahuluan.
- Bab II: Panduan Perilaku dan Etika Kerja Karyawan.
- Bab III: Etika Usaha dengan Para Pemangku Kepentingan.
- Bab IV: Penegakan Panduan Perilaku.
- Bab V: Penerapan Panduan Perilaku.
- Bab VI: Penutup.

Pemberlakuan Kode Etik Kepada Seluruh Insan Perum BULOG

Panduan Perilaku (*Code of Conduct*) berfungsi sebagai pedoman perilaku bagi seluruh Insan Perusahaan di seluruh level dan menjadi dasar penerapan perilaku yang mengatur hubungan antara karyawan dengan manajemen, sesama karyawan dan seluruh pemangku kepentingan. Panduan Perilaku (*Code of Conduct*) berlaku untuk seluruh individu yang bertindak atas nama Perum BULOG dan entitas anak, serta menjadi acuan hubungan Perum BULOG dengan seluruh pemangku kepentingan.

Internalisasi dan Penyebarluasan Kode Etik

Mengembangkan kehidupan dunia usaha yang menjunjung tinggi nilai-nilai etika adalah sebuah keharusan. Pelaksanaan etika dalam kegiatan usaha di masa kini dan masa mendatang merupakan tuntutan yang tidak terelakkan. Daya kritis yang meningkat seiring dengan perbaikan tingkat pendidikan yang menumbuhkan daya kritis masyarakat ditambah dengan semakin mudahnya arus informasi menjangkau seluruh lapisan masyarakat menuntut adanya dan dilaksanakannya suatu tatanan yang lebih baik serta lebih bermoral. Perum BULOG telah melakukan sosialisasi dan penyebaran Panduan Perilaku (*Code of Conduct*) kepada seluruh Insan Perusahaan melalui distribusi Panduan Perilaku ke Kanwil-Kanwil di seluruh Indonesia.

Determination and Main Contents of the Code of Conduct

The Code of Conduct is determined based on the Joint Regulation between the Board of Directors and the Board of Commissioners No. PD-17/DU000/06/2020 and KEP-06/DW000/06/2020 dated June 25, 2020, and then in 2021 Perum BULOG launched GCG Soft Structure Manual including the Code of Conduct, which established a Joint Regulation between the Board of Directors and the Board of Commissioners of Perum BULOG No. PD-02/ DU000/01/2021 and KEP-01/DW000/01/2021 dated 27 January 2021.

The contents of the Company's Code of Conduct include:

- Statement of Commitment of the Board of Directors and Board of Commissioners in complying with the Code of Conduct of Perum BULOG.
- Chapter I: Introduction.
- Chapter II: Guidelines for Employee Behavior and Work Ethics.
- Chapter III: Business Ethics with Stakeholders.
- Chapter IV: Code of Conduct Enforcement.
- Chapter V: Code of Conduct Implementation.
- Chapter VI: Closing.

Code of Conduct Enforcement to All Perum BULOG Personnel

The Code of Conduct functions as the standard guidelines on ethics for all Company personnel at all levels and becomes the basic principle of behavior that regulates the relationship between employees and management, fellow employees and all stakeholders. The Code of Conduct applies without exception to all individuals acting on behalf of Perum BULOG and its subsidiaries, as a relationship reference for Perum BULOG with all stakeholders.

Internalization and Dissemination of Code of Conduct

Developing a business environment that upholds ethical values is a must. The implementation of ethics in business activities in the present and in the future is an inevitable demand. The increasing level of people's education has fostered the critical power of the community, coupled with the easier flow of information to reach all levels of society, these factors demand the establishment and implementation of a better and more ethical code of conduct. Perum BULOG has socialized and disseminated the Code of Conduct to all Company Personnel through the distribution of the Code of Conduct to Regional Offices throughout Indonesia.

Direksi memiliki komitmen untuk menerapkan *Code of Conduct* kepada segenap Insan Perusahaan dengan memberi contoh kepada karyawan bagaimana bersikap sesuai dengan etika tersebut dan memberikan sanksi terhadap pelanggaran etika. Setiap tahun, seluruh Insan Perum BULOG membuat pernyataan kepatuhan terhadap Code of Conduct dengan menandatangani Surat Pernyataan Kepatuhan Insan Perusahaan sebagai wujud komitmen Insan Perusahaan terhadap kebijakan dan aturan yang tertuang dalam Panduan Perilaku Perum BULOG dan salah satu syarat bagi kelanjutan masa bakti Insan Perum BULOG di Perusahaan.

Pada tahun 2021, seluruh Direksi dan Dewan Pengawas telah menandatangani Surat Pernyataan Kepatuhan Insan Perusahaan. Sedangkan jumlah karyawan yang telah menandatangani Surat Pernyataan Kepatuhan Insan Perusahaan sebanyak 4.734 orang.

The Board of Directors is committed to enforce the implementation of the Code of Conduct to all Company personnel by setting an example on how to behave in accordance with the codes and providing sanctions for any ethical violations. Every year, all Perum BULOG personnel make a statement of compliance with the Code of Conduct by signing a Company Personnel Compliance Statement as a form of commitment to the policies and rules contained in the Perum BULOG Code of Conduct. This statement is also one of the requirements for the continuation of Perum BULOG personnel's service period in the Company.

In 2021, the entire Board of Directors and Board of Commissioners have signed the Company Personnel Compliance Statement. The number of employees who signed the Company Personnel Compliance Statement is 4,734 people.

BULOG

PERNYATAAN KEPATUHAN INSAN PERUSAHAAN
TAHUN 2020

Yang bertanda tangan di bawah ini:

Nama	: Or
Tempat/Tanggal Lahir	: Jakarta, 25 Oktober 1997
NIP/Noreg	: 19971
Jabatan	: Staf Subdiv Pengembangan TPK dan Jaringan
Unit Kerja	: Divisi Penjualan Grosir dan Pasar Pemerintah

Dengan ini secara sadar menyatakan dengan sungguh-sungguh bahwa:

1. Telah membaca dan memahami Panduan Perilaku (*Code of Conduct*) Perum BULOG sebagaimana yang telah tertuang dalam Lampiran Peraturan Bersama antara Direksi dan Dewan Pengawas Perum BULOG Nomor: PD-16/DU000/05/2017 dan Nomor: KEP-02/DW000/05/2017 tentang Pedoman Tata Kelola Perusahaan yang Baik, serta memahami kewajiban sebagai Insan Perusahaan untuk memenuhi kebijakan dan aturan yang tertuang dalam Panduan Perilaku tersebut.
2. Setuju untuk bertindak sesuai dengan kebijakan dan aturan yang tertuang dalam Panduan Perilaku dan sanggup untuk dikenakan sanksi apabila terjadi pelanggaran terhadap Panduan Perilaku (*Code of Conduct*) Perum BULOG.
3. Menjunjung tinggi etika berperilaku dalam rangka mewujudkan kesehatan budaya kerja yang selaras dengan visi dan misi Perusahaan.
4. Memegang komitmen bersama sebagai Insan Perusahaan Umum BULOG, untuk mengembangkan reputasi Perusahaan dengan integritas yang tinggi dan perilaku terpuji.

Jakarta, 24 Januari 2020

Yang Memberikan Pernyataan

METERAI TEMPEL
6000

(Or

Bersama Mewujudkan Kedaulatan Pangan
www.bulog.co.id

Penegakan dan Sanksi Pelanggaran Kode Etik

Karyawan yang terbukti kuat melakukan pelanggaran terhadap Kode Etik Perusahaan akan dikenakan sanksi yang tegas. Di sepanjang tahun 2021, terdapat 38 (tiga puluh delapan) orang karyawan yang telah melakukan pelanggaran kode etik Perusahaan dan telah mendapatkan sanksi berdasarkan ketentuan peraturan yang berlaku sesuai dengan jenis pelanggarannya.

Enforcement and Sanctions for Code of Conduct Violation

Employees who are strongly proven to have violated the Company's Code of Conduct will be subject to strict sanctions. Throughout 2021, there were 38 (thirty eight) employees who have violated the Company's code of conduct and have received sanctions based on applicable regulations according to the type of violation.

No.	Jenis Sanksi Type of Sanction	Jumlah Pelanggaran (orang) Number of Violation (person)	
		2021	2020
1	Teguran Lisan Verbal Reprimand	-	-
2	Teguran Tertulis Written Reprimand	7	33
3	Pernyataan tidak puas disertai pemotongan gaji sebesar 10% (sepuluh persen) selama 3 (tiga) bulan Statement of dissatisfaction accompanied by salary deduction of 10% (ten percent) for 3 (three) months	3	7
4	Penundaan kenaikan gaji berkala untuk jangka waktu selama 1 (satu) tahun. Pemotongan gaji sebesar 20% (dua puluh persen) selama 3 (tiga) bulan Postponement of periodic salary increases for a period of 1 (one) year. Salary deduction of 20% (twenty percent) for 3 (three) months	1	1
5	Pemotongan gaji sebesar 20% (dua puluh persen) selama 3 (tiga) bulan Salary deduction of 20% (twenty percent) for 3 (three) months	5	15
6	Penurunan pangkat/golongan pada pangkat/golongan yang setingkat lebih rendah selama 1 (satu) tahun. Demotion to 1 grade lower for 1 (one) year.	2	-
7	Pemotongan gaji sebesar 50% selama 6 (enam) bulan Salary deduction of 50% for 6 (six) months	2	1
8	Pemotongan gaji sebesar 50% selama 1 (satu) tahun Salary deduction of 50% for 1 (one) year	1	-
9	Pembebasan dari jabatan Exemption from office	8	11
10	PHK dengan hormat Termination with honor	1	1
11	PHK dengan tidak hormat Dishonorable layoffs	5	15
12	Pemberhentian sementara Temporary layoff	3	-
	Jumlah Total	38	84

Kebijakan Antikorupsi

Anti-Corruption Policy

Kebijakan antikorupsi Perum BULOG diatur dalam Pengendalian Gratifikasi dan tindakan tidak wajar yang disebutkan dalam Panduan GCG Perum BULOG (Code of Corporate Governance) dan Panduan Perilaku Perum BULOG (Code of Conduct). Selanjutnya, diatur pula dalam Peraturan Direksi Perum BULOG nomor PD-10/DU000/04/2020 tentang Pedoman Sistem Manajemen Anti Penyuapan. Maksud dan tujuan ditetapkannya kebijakan antikorupsi adalah untuk memberikan pedoman bagi Insan Perum BULOG untuk menerapkan manajemen anti Penyuapan berdasarkan standar ISO 3001 tentang Sistem Manajemen Anti Penyuapan (SMAP). Kebijakan antikorupsi Perum BULOG diharapkan dapat :

1. Menciptakan budaya kerja organisasi agar dapat mengenal, mencegah, dan mengatasi situasi yang berpotensi terjadinya Penyuapan;
2. Meningkatkan integritas Insan Perusahaan;
3. Menjaga reputasi Perusahaan yang pengelolaan bisnisnya dilakukan berdasarkan prinsip-prinsip tata kelola perusahaan yang baik;
4. Meningkatkan kinerja Perusahaan dan mencegah terjadinya kerugian Perusahaan khususnya yang timbal akibat Penyuapan.

Perum BULOG melaksanakan pelatihan berkelanjutan terkait Kebijakan Sistem Manajemen Anti Penyuapan untuk memastikan agar insan Perum BULOG maupun *stakeholder* eksternal terkait yang menjadi mitra strategis perusahaan memahami dan dapat melaksanakan kebijakan, prosedur, kode etik, kode perilaku dan prosedur tetap yang berlaku di lingkungan perusahaan.

Perum BULOG's anti-corruption policy is regulated in the Control of Gratification and Unfair Actions which are stated in the Perum BULOG GCG Guidelines (Code of Corporate Governance) and Perum BULOG's Code of Conduct. Furthermore, it is also regulated in Perum BULOG Board of Directors Regulation number PD-10/DU000/04/2020 concerning Guidelines for the Anti-Bribery Management System. The purpose and objective of establishing an anti-corruption policy is to provide guidelines for Perum BULOG personnel to implement anti-bribery management based on the ISO 3001 standard concerning the Anti-Bribery Management System (SMAP). The anti-corruption policy of Perum BULOG is expected to:

1. Create an organizational work culture in order to identify, prevent and resolve situations that have the potential for bribery;
2. Improve the integrity of Company Personnel;
3. Maintain the reputation of the Company whose business management is carried out based on the principles of good corporate governance;
4. Improve the Company's performance and prevent losses, especially those resulting from Bribery.

Perum BULOG conducts ongoing training related to the Anti-Bribery Management System Policy to ensure that Perum BULOG employees and related external stakeholders who are the company's strategic partners understand and are able to implement the policies, procedures, code of ethics, code of conduct and standard procedures that apply within the company.

Laporan Harta Kekayaan Penyelenggara Negara

State Administrative Assets Report

Sebagai BUMN yang dimiliki oleh Pemerintah Indonesia serta mengelola Barang Milik Negara (BMN), Perum BULOG wajib mentaati peraturan perundang-undangan yang mengikat. Salah satu bentuk peraturan perundang-undangan yang dilandasi oleh semangat pemberantasan korupsi dan tindakan penyimpangan internal adalah kewajiban Laporan Harta Kekayaan Penyelenggara Negara (LHKPN).

LHKPN merupakan daftar seluruh Harta Kekayaan Penyelenggara Negara yang dituangkan dalam formulir LHKPN yang ditetapkan oleh Komisi Pemberantasan Korupsi (KPK) sebagaimana yang diatur dalam Keputusan KPK No. KEP 07/KPK/02/2005 tentang Tata Cara Pendaftaran, Pemeriksaan dan Pengumuman Laporan Harta Kekayaan Penyelenggara Negara. Undang-Undang No. 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi menegaskan wewenang KPK melaksanakan langkah atau upaya pencegahan korupsi antara lain melalui pendaftaran dan pemeriksaan terhadap LHKPN. Selain itu, Undang-Undang No. 28 Tahun 1999 tentang Penyelenggara Negara Yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme, mengamanatkan bahwa setiap penyelenggara wajib melaporkan dan mengumumkan Harta Kekayaannya sebelum dan setelah memangku jabatan serta bersedia diperiksa kekayaannya sebelum dan setelah menjabat.

Di lingkup internal, Perum BULOG memiliki pedoman tentang LHKPN, yaitu Pedoman Kewajiban Pelaporan Harta Kekayaan Penyelenggara Negara yang telah disahkan melalui Peraturan Direksi No. PD-09/DU100/05/2021 tentang Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) Perum BULOG. Melaksanakan *updating*, *monitoring*, pendampingan dan pembinaan kepada Pejabat Wajib Lapor Laporan Harta Kekayaan Penyelenggara Negara (WL-LHKPN) bagi Pejabat Perum BULOG di Seluruh Indonesia, berkoordinasi dengan admin KPK dan admin pengelola LHKPN (Asisten Manajer SDM & Hukum) di 26 Kanwil. Jumlah Pejabat Wajib Lapor yang terekam dalam *database* sistem e-LHKPN untuk periode tahun 2021 adalah 837 pejabat WL lama, dan 153 pejabat WL baru. Tingkat kepatuhan pelaporan seluruh karyawan Wajib Lapor sampai dengan 31 Desember 2021 adalah:

As an enterprise owned by the Government of Indonesia and manages State-Owned Goods (BMN), Perum BULOG is obliged to comply with binding laws and regulations. One form of legislation that is based on the spirit of eradicating corruption and acts of internal irregularities is the obligation of the Submission of State Official Assets Report (LHKPN).

LHKPN is a list of all state administrators' assets as outlined in the LHKPN form stipulated by the Corruption Eradication Commission (KPK) as stipulated in KPK Decree No. KEP 07/KPK/02/2005 concerning Procedures for Registration, Examination and Announcement of State Officials Wealth Reports. Law No. 30 of 2002 concerning the Corruption Eradication Commission emphasizes the authority of the KPK to carry out steps or efforts to prevent corruption, including through registration and examination of LHKPN. In addition, Law no. 28 of 1999 concerning State Organizers who are Clean and Free from Corruption, Collusion, and Nepotism, stipulates that every administrator is required to report and announce his assets before and after taking office and to be willing to have his assets examined before and after taking office.

Internally, Perum BULOG has guidelines regarding LHKPN, namely Guidelines for Obligation to Report the Wealth of State Administrators which has been ratified through Directors Regulation No. PD-09/DU100/05/2021 concerning Report on the Assets of State Officials (LHKPN) of Perum BULOG. Carry out updating, monitoring, mentoring and coaching to State Officials Wealth Report Officials (WL-LHKPN) for BULOG Public Corporation Officials throughout Indonesia, coordinating with the KPK admin and LHKPN manager admin (Assistant HR & Legal Manager) in 26 Regional Offices. The number of Mandatory Reporting Officials recorded in the e-LHKPN system database for the 2021 period is 837 old WL officials, and 153 new WL officials. The level of reporting compliance for all Mandatory Reporting employees as of December 31, 2021 is:

Pejabat WL Lama (2020)
Old WL officials (2020)

	Sudah Lapor Reported	Belum Lapor Not Reported	Jumlah Total
Jumlah Total	807	30	837
Persentase Percentage	96,42%	3,58%	100,00%

Pejabat WL Baru (2021)
New WL officials (202i)

	Sudah Lapor Reported	Belum Lapor Not Reported	Jumlah Total
Jumlah Total	150	3	153
Persentase Percentage	98,04%	1,96%	100,00%

Selanjutnya, terkait penyiapan untuk sistem pelaporan LHKPN tahun 2022, Admin Instansi Perum BULOG telah menyelaraskan *updating* nomenklatur jabatan Wajib Lapor Perum BULOG ke dalam sistem e-lhkpn berdasarkan Peraturan Direksi Nomor: PD-15/DS000/09/2021 tentang Organisasi dan Tata Kerja Perum BULOG, serta Peraturan Direksi Nomor: PD-21/DS000/10/2021 tentang Organisasi dan Tata Kerja Kantor Wilayah.

Furthermore, regarding the preparation for the 2022 LHKPN reporting system, the Perum BULOG Admin Agency has aligned updating the nomenclature of Perum BULOG Mandatory Reporting positions into the e-lhkpn system based on Directors Regulation Number: PD-15/DS000/09/2021 concerning the Organization and Working Procedures of Perum BULOG, as well as Directors Regulation Number: PD-21/DS000/10/2021 concerning the Organization and Work Procedure of Regional Offices.

Whistleblowing System

Whistleblowing System

Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS) merupakan sistem yang dapat dijadikan media bagi saksi pelapor untuk menyampaikan informasi mengenai tindakan pelanggaran yang diindikasi terjadi di dalam Perusahaan berdasarkan bukti-bukti yang dapat dipertanggungjawabkan dan niat baik untuk kepentingan perusahaan. WBS memungkinkan kerahasiaan identitas pelapor untuk dapat menjaga proses tindak lanjut yang tidak membahayakan pelapor.

Penetapan Pedoman WBS Perusahaan

Sistem pelaporan pelanggaran Perum BULOG diatur dalam Peraturan Bersama Direksi dan Dewan Pengawas No. PD-17/DU000/11/2018 dan KEP-05/DW000/11/2018 tanggal 29 November 2018 tentang Pedoman Pelaksanaan *Whistleblowing System* (WBS) Perum BULOG. BULOG WBS (*Whistleblowing System*) yang pertama kali diluncurkan pada 14 Januari 2016 merupakan media yang disediakan oleh Perum BULOG bagi pelapor yang memiliki informasi dan ingin mengadukan suatu perbuatan terindikasi pelanggaran yang terjadi di lingkungan Perum BULOG.

Ruang Lingkup WBS

Adapun kriteria pelaporan diatur sebagai berikut:

1. Pelanggaran yang dilakukan oleh pihak internal Perum BULOG, yaitu Anggota Dewan Pengawas, Dewan Direksi, Pegawai, Calon Pegawai, PKWT dan *Outsourcing*.
2. Lingkup pengaduan/pelaporan yang akan ditindaklanjuti oleh WBS adalah tindakan yang dapat merugikan Perusahaan, meliputi sebagai berikut:
   a. Penyimpangan terhadap ketentuan dan peraturan perundang-undangan;
   b. Penyalahgunaan jabatan untuk kepentingan lain di luar Perusahaan;
   c. Korupsi;
   d. Pemerasan;
   e. Pencurian;
   f. Kecurangan (*Fraud*);
   g. Benturan Kepentingan;
   h. Gratifikasi;
   i. Tindakan Pidana Pencucian Uang;
   j. Perbuatan tidak etis yang merugikan Perusahaan;
   k. Menggunakan dan/atau memperjualbelikan Narkoba;
   l. Perbuatan yang dengan sengaja merusak aset Perusahaan;
   m. Perbuatan pidana lainnya yang merugikan Perusahaan.

The whistleblowing system (WBS) is the Company's system for reporting violations that occurred within the Company, based on justified evidence and with good intention for the benefit of the Company. WBS guarantees the protection of the reporter's identity so that the follow-up process will not put the reporter in danger.

Establishment of Company WBS Guidelines

Perum BULOG Whistleblowing System is regulated in the Joint Regulation of the Board of Directors and the Board of Commissioners No. PD-17/DU000/11/2018 and KEP-05/DW000/11/2018 dated November 29, 2018 regarding Guidelines for the Implementation of the Whistleblowing System (WBS) of Perum BULOG. The Whistleblowing System, which was first launched on January 14, 2016 is a medium provided by Perum BULOG for whistleblowers who have information and wish to report an act that indicates a violation that occurred within Perum BULOG.

WBS Scope

The reporting criterias for WBS are as follows:

1. Violations committed by internal parties of Perum BULOG, namely Members of the Board of Commissioners, Board of Directors, Employees, Prospective Employees, Contract Employees (PKWT) and Outsourcing.
2. The scope of complaints/reports that will be followed up by WBS is any actions that are detrimental to the Company, including the following:
   a. Deviations from the provisions and laws and regulations;
   b. Misuse of position for other interests outside the Company;
   c. Corruption;
   d. Blackmail;
   e. Theft;
   f. Fraud;
   g. Conflict of Interest;
   h. Gratification;
   i. Money Laundering Crime;
   j. Unethical actions that are detrimental to the Company;
   k. Using and/or trading drugs;
   l. Acts that intentionally damage the Company's assets;
   m. Other criminal acts that are detrimental to the Company.

Pihak yang Mengelola Pengaduan

Sesuai dengan pedoman pelaksanaan BULOG WBS, Direksi telah menetapkan Tim Pengkaji *Whistleblower* sebagai pihak yang mengelola pengaduan dan pelaksana WBS Perum BULOG. Susunan Tim Pengkaji WBS adalah sebagai berikut:

WBS Management

In accordance with the guidelines for the implementation of BULOG WBS, the Board of Directors has established a Whistleblower Review Team as the party that manages reports and implements Perum BULOG WBS. The composition of the WBS Review Team is as follows:

Susunan Anggota Membership Composition	Kedudukan dalam Tim Team Position
Kepala Satuan Pengawasan Intern Head of Internal Control Unit	Ketua Chairman
Sekretaris Perusahaan Corporate Secretary	Sekretaris Secretary
Kepala Divisi Hukum Head of Law Division	Anggota Member
Kepala Divisi SDM Head of HR Division	Anggota Member
Kepala Pusat Perencanaan Strategis dan Manajemen Risiko (PSMR) Head of Risk Management and Strategic Planning (PSMR)	Anggota Member
Kepala Bagian Audit Khusus SPI Head of SPI Special Audit Section	Anggota merangkap Sekretariat Member and Secretariat
Kasubdiv Pelayanan dan Bantuan Hukum Divisi Hukum Head of Subdiv Services and Legal Aid Legal Division	Anggota merangkap Sekretariat Member and Secretariat
Kabag Pelaporan Perusahaan Sekretariat Perusahaan Head of Corporate Reporting Corporate Secretariat	Anggota merangkap Sekretariat Member and Secretariat
Kabag Manajemen Risiko Pusat Perencanaan Strategis dan Manajemen Risiko Head of Risk Management Center for Strategic Planning and Risk Management	Anggota Member
Kasubdiv Hubungan Industrial dan K3 Divisi SDM Head of Subdiv Industrial Relations and K3 HR Division	Anggota Member

Saluran Pengaduan WBS

BULOG *Whistleblowing System* (WBS) sebagai sarana bagi pelapor yang memiliki informasi dan ingin mengadukan suatu perbuatan terindikasi pelanggaran yang terjadi di lingkungan Perum BULOG. Perum BULOG telah membuat aplikasi BULOG WBS yang dapat diakses menggunakan *platform* situs web dan *mobile* android. BULOG WBS sebagai salah satu bentuk media kampanye "BULOG Bersih Berwibawa". Dalam mensosialisasikan media tersebut telah dipajang *standing banner* di seluruh lantai Kantor Pusat dan di Kantor Wilayah Selindo.

Pelapor dapat menyampaikan Pengaduan/Pelaporan kepada Tim Pengkaji *Whistleblower* melalui sarana/media telepon, situs web, aplikasi android, surel dan surat yang khusus diperuntukkan bagi Whistleblowing System.

Situs Web BULOG WBS : www.bulog.co.id/wbs
BULOG WBS *Mobile* Android : BULOG WBS APP
Surel BULOG WBS : bulogwbs@bulog.co.id
Telepon BULOG WBS : +62 21 5252209 ext.1811
Surat BULOG WBS : SPI Perum BULOG - Lantai 8 Gedung BULOG I, Jl. Jenderal Gatot Soebroto Kav.49, Jakarta Selatan, 12950

WBS Channel

BULOG Whistleblowing System (WBS) serves as a means for whistleblowers who have information and wish to report an act that indicates a violation that occurred within Perum BULOG. Perum BULOG has made the BULOG WBS application that can be accessed via the website and android mobile platform. BULOG WBS is a media form for the "Clean Authoritative BULOG" campaign. The media socialization is done by placing standing banners on all floors of the Head Office and in the Selindo Regional Office.

The Whistleblower can submit a Complaint/Report to the Whistleblower Review Team through the following facilities/media: telephone, website, android application, e-mail and letter specifically for the Whistleblowing System purpose.

BULOG WBS Website : www.bulog.co.id/wbs
BULOG WBS Mobile Android : BULOG WBS APP
BULOG WBS Email : bulogwbs@bulog.co.id
Telephone BULOG WBS : +62 21 5252209 ext.1811
BULOG WBS Letter : SPI Perum BULOG - 8th Floor BULOG I Building, Jl. General Gatot Soebroto Kav. 49, South Jakarta, 12950

Perlindungan Bagi Pelapor

Identitas *Whistleblower* dijamin kerahasiaannya oleh Perum BULOG, data *Whistleblower* atau informasi lainnya dari *Whistleblower* akan dijaga kerahasiaannya, kecuali yang bersangkutan menyetujui pengungkapan data/informasi tersebut dalam rangka kepentingan pelaksanaan pemeriksaan. Perum BULOG menjamin perlindungan terhadap *Whistleblower* dari segala bentuk ancaman, intimidasi, hukuman atau tindakan tidak menyenangkan dari pihak manapun atas biaya Perusahaan, selama *Whistleblower* menjaga kerahasiaan kasus yang diadukan kepada pihak mana pun.

Protection for Whistleblowers

The confidentiality of the Whistleblower's identity is guaranteed by Perum BULOG. The Whistleblower's data or other information from the Whistleblower will be kept confidential, unless the person concerned agrees to disclose the data/information for the purpose of conducting the investigation. Perum BULOG guarantees the protection of the Whistleblower from all forms of threats, intimidation, punishment or unpleasant actions from any party at the expense of the Company, as long as the Whistleblower maintains the confidentiality of the reported case and does not disclose to any party.

Mekanisme Penyampaian dan Penanganan serta Prosedur Pengelolaan Pengaduan Melalui WBS

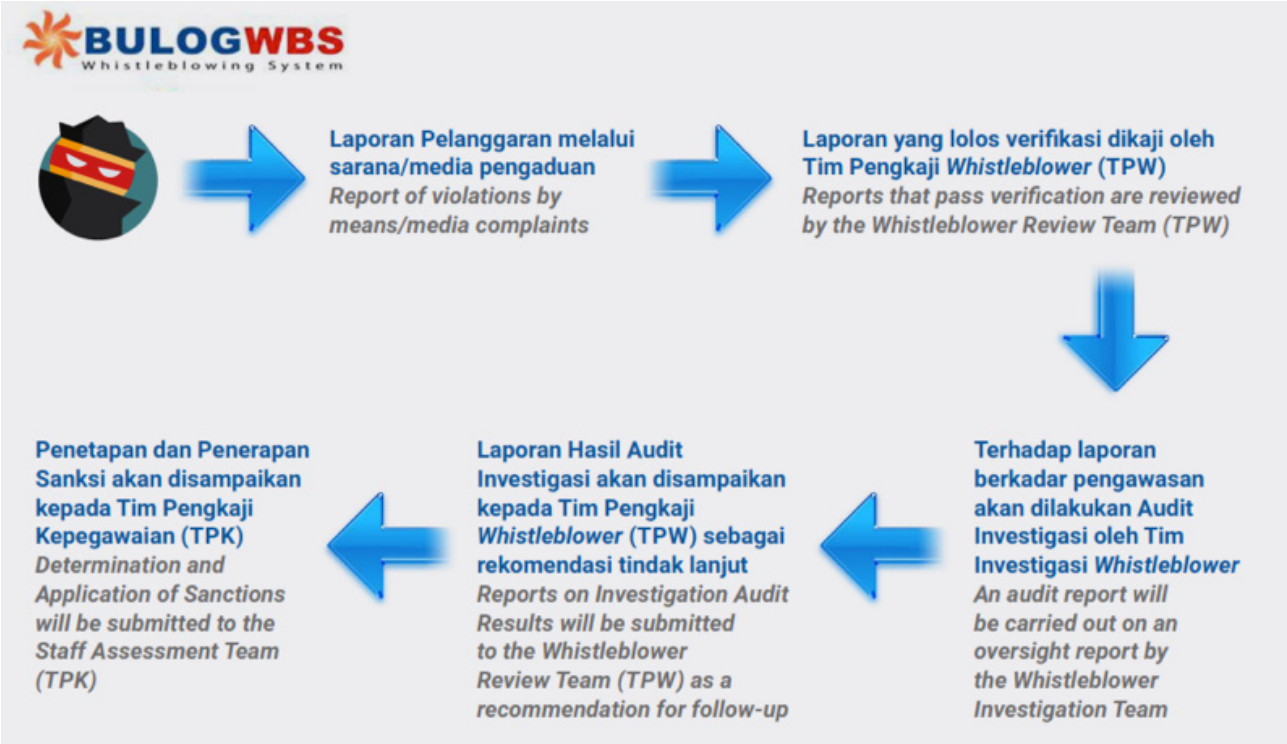
Setiap pengaduan yang masuk melalui mekanisme WBS akan diterima oleh Tim Pengkaji *Whistleblower*, setelah dilakukan verifikasi, akan ditindaklanjuti dengan proses investigasi. Tim SPI akan melakukan verifikasi sampai investigasi melalui Audit Khusus. Tindak lanjut dari pelaporan mengedepankan sikap adil dan bertanggung jawab. Sejak peluncurannya, sejumlah pengaduan telah diterima baik melalui WBS (portal, e-mail, surat dan SMS), media massa dan tindak lanjut atau pendalaman audit, untuk kemudian ditindaklanjuti dengan melakukan audit khusus/investigasi sebanyak 8 (delapan) kali.

Berikut disampaikan mekanisme serta prosedur penyampaian dan penanganan WBS Perum BULOG.

Mechanism for Submission, Handling and Procedure for Whistleblowing Management Through WBS

Every report that comes through the WBS mechanism will be received by the Whistleblower Review Team. After verification, it will be followed up with an investigation process. The Internal Control Unit (SPI) team will verify and investigate through a Special Audit. The reporting's follow-up puts forward a fair and responsible attitude. Since its launch, 8 (eight) reports have been received either through WBS (portal, e-mail, letter and SMS), mass media and followed up with in-depth audits, then by conducting special audits/investigations.

The following is the mechanism and procedure for submitting and handling the Perum BULOG WBS.



Tim Pengkaji *Whistleblower* akan mengkaji hasil audit investigasi dan menetapkan tindak lanjut untuk perbaikan/penyelesaian kasus. Apabila tidak terbukti atau dinyatakan selesai, maka laporan pengaduan/pelaporan ditutup. Sebaliknya apabila terbukti, maka dilakukan pengenaan sanksi sesuai ketentuan, atau diteruskan kepada penegak hukum untuk diproses lebih lanjut sesuai peraturan perundang- undangan.

Selanjutnya, Tim Pengkaji *Whistleblower* akan membuat Risalah Hasil Audit Investigasi berdasarkan laporan hasil audit investigasi untuk diserahkan kepada Direksi sebagai laporan, dan kepada Tim Pengkaji Kepegawaian (TPK) untuk penetapan dan pengenaan sanksi dengan berlandaskan *Zero Tolerance on Fraud*. Jika pelanggaran berkaitan dan/atau dilakukan oleh Direksi dan/atau Dewan Pengawas, maka laporan dan Risalah Hasil Audit Investigasi akan diserahkan kepada Komite Etik untuk kemudian dilaporkan kepada Menteri BUMN selaku Pemilik Modal untuk ditindaklanjuti.

Penanganan dugaan pelanggaran dilaksanakan oleh tim pengkaji *whistleblower* yang dibentuk dan bertanggung jawab langsung kepada Direksi. Apabila dugaan pelanggaran dilakukan oleh Organ Perusahaan yang berkaitan dengan Direktur Utama/Anggota Direksi lainnya, atau Ketua Dewan Pengawas/Anggota Dewan Pengawas lainnya, maka tim pengkaji *whistleblower* melaporkan hasil pengaduannya kepada Komite Etik. Komite Etik dibentuk dari Organ Dewan Pengawas dan Direksi yang terdiri dari 1 orang Anggota Dewan Pengawas dan 2 orang Anggota Direksi yang tidak terindikasi terlibat atas dugaan pelanggaran yang dilaporkan. Komite Etik bertugas untuk menindaklanjuti pengaduan/pelaporan dugaan pelanggaran yang berkaitan dan/atau dilakukan oleh Direksi dan/atau Dewan Pengawas.

The Whistleblower Review Team will review the results of the investigative audit and determine follow-up actions for improvement/settlement of the case. If it is not proven or declared completed, then the complaint/report is closed. If proven, on the other hand, sanctions will be imposed according to the provisions, or forwarded to law enforcement for further processing in accordance with the laws and regulations.

Furthermore, the Whistleblower Review Team will prepare the Minutes of Investigation Audit Results based on the investigative audit results report to be submitted to the Board of Directors as a report, and to the Personnel Review Team (TPK) for the determination and imposition of sanctions based on Zero Tolerance on Fraud. If the violation is related to and/or committed by the Board of Directors and/or the Board of Commissioners, the report and the Minutes of Investigation Audit Results will be submitted to the Ethics Committee to be reported to the Minister of SOEs as the Capital Owner for follow-up.

The handling of alleged violations is carried out by the Whistleblower Review Team which is established by and report directly to the Board of Directors. If the alleged violation is committed by a company organ related to the President Director/other members of the Board of Directors, or the President Commissioner/other members of the Board of Commissioners, the Whistleblower Review Team will report the results of the complaint to the Ethics Committee. The Ethics Committee is established as part of the Board of Commissioners and the Board of Directors organ, consisting of 1 member of the Board of Commissioners and 2 members of the Board of Directors, who are not indicated to be involved in the alleged violations reported. The Ethics Committee is assigned with following up on complaints/reports of alleged violations related to and/or committed by the Board of Directors and/or the Board of Commissioners.

Sosialisasi WBS

Sosialisasi dan Kampanye Transformasi BULOG melalui pemahaman mengenai *Fraud*, WBS (*Whistle Blower System*), *Internal Control*, *Fraud Control Policy* dan penerapan WBS tahun 2021 telah dilakukan melalui berbagai cara, diantaranya sosialisasi pada saat dilakukan Audit Khusus serta penyampaian kepada peserta pelatihan, *workshop* dan diklat yang dilaksanakan di lingkungan Perum BULOG.

WBS Socialization

Socialization and BULOG's Transformation Campaign through understanding Fraud, WBS (Whistleblower System), Internal Control, Fraud Control Policy and the implementation of WBS in 2021 have been carried out in various ways, including socialization at the time of the Special Audit and delivered to participants of workshops, education and training conducted within Perum BULOG.

Pelaporan Pelanggaran Tahun 2021 dan Tindak Lanjutnya

Berdasarkan pengaduan yang telah diterima oleh Sekretariat WBS, terdapat 2 laporan yang masuk melalui saluran WBS Perum BULOG, dengan rincian pengaduan berdasarkan saluran dan tindak lanjutnya sebagai berikut.

Reporting and Follow Up Violations in 2021

Based on the complaints received by the WBS Secretariat, there were 2 reports that came through Perum BULOG WBS channel, with details of complaints by channel and their follow-ups as follows.

Berdasarkan pengaduan yang telah diterima oleh Sekretariat WBS, Pada tahun 2021 terdapat 2 laporan pengaduan, di mana 1 laporan telah dilaksanakan Audit khusus gabungan dan 1 laporan diputuskan untuk tidak ditindaklanjuti dikarenakan materi pengaduan dan bukti yang disampaikan belum memenuhi persyaratan yang memadai untuk dilakukan tindak lanjut, dengan rincian sebagai berikut:

Based on complaints received by the WBS Secretariat, in 2021 there were 2 reports of complaints, of which 1 report had been carried out a joint special audit and 1 report was decided not to be followed up because the complaint material and evidence submitted did not meet adequate requirements for follow-up, the details are as follows:

Jenis Saluran Pengaduan Type of WBS Channel	**Jumlah Pengaduan** Number of Report	**Tindak Lanjut** Follow Up Status	
		Tidak Ditindaklanjuti Not Followed Up	**Ditindaklanjuti** Followed Up
Situs Web BULOG WBS BULOG WBS Website	1	1	-
BULOG WBS Mobile Android BULOG WBS Mobile Android	-	-	-
Surel BULOG WBS BULOG WBS Email	1	-	1
Telepon BULOG WBS BULOG WBS Telephone	-	-	-
Surat BULOG WBS BULOG WBS Letters	-	-	-
Jumlah Total	2	1	1

Uraian tentang status tindak lanjut

Permasalahan terhadap kegiatan aduan tentang Karyawan yang menggunakan kendaraan Perusahaan tidak sesuai dengan ketentuan, melakukan pungutan tidak sah serta pemerasan kepada mitra pengadaan. sudah dilakukan Audit Khusus Gabungan, dengan hasil audit yaitu terdapat penggunaan kendaraan Perusahaan tidak sesuai dengan ketentuan dan sudah dilakukan sanksi kepada pelaku oleh perusahaan. Hasil laporan tertuang pada Laporan Hasil Audit Investigasi no. R-01/DU302/PW.03.03/01/2022 tanggal 17 Januari 2022.

Description of follow-up status:

The issues are related with the employees utilizing Company's vehicles improperly, imposing illegal levies, and extorting procurement partners. A Joint Special Audit was conducted, and the findings revealed that company vehicles were being used in violation of the rules. As a result, the Company imposed punishment on the offender. This was reported in the Investigation Audit Results Report no. R-01/DU302/PW.03.03/01/2022 dated 17 January 2022.

BULOG
Bersama Mewujudkan Kedaulatan Pangan

06

Tanggung Jawab Sosial Perusahaan

Company Social Responsibility

Konsep *Sustainability Development*, atau Pembangunan Berkelanjutan yang telah berkembang di berbagai negara muncul sebagai bagian dari keinginan banyak pihak tentang keseimbangan antara *people*, *profit* dan planet. Konsep ini hanya dapat diwujudkan melalui komitmen yang kuat dari seluruh pihak, khususnya entitas usaha yang tak dapat dipungkiri bersandar pada orientasi keuntungan dan cenderung mengabaikan dampak jangka panjang atas kegiatan yang dilakukan.

The concept of Sustainability Development flourished in various countries due to the desire of many parties for a balance between people, profit and the planet. This concept can only be realized through a strong commitment from all parties, especially business entities which rely on profit orientation and tend to ignore the long-term impact of the activities carried out.

Di Indonesia, regulator telah mendorong upaya harmonisasi ini melalui Tanggung Jawab Sosial Perusahaan, atau *Corporate Social Responsibility* (CSR), yang mewajibkan entitas usaha untuk memiliki kebijakan dan program terkait komitmennya membangun hubungan yang berkelanjutan dengan pemangku kepentingan.

In Indonesia, regulators have encouraged this harmonization effort through Corporate Social Responsibility (CSR), which requires business entities to have policies and programs to show their commitment to building sustainable relationships with stakeholders.

Organisasi Internasional untuk Standarisasi (International Organization for Standardization/ISO), sebuah badan penetap standar industrial dan komersial dunia telah merilis ISO 26000 tentang Panduan Tanggung Jawab Sosial (*Guidance on Social Responsibility*). Walaupun tidak bersifat wajib dan hanya sekedar himbauan, ISO ini memberikan pola dan modul yang berlaku secara internasional tentang bagaimana CSR dapat dikembangkan dalam dimensi sebuah organisasi. Di Indonesia, ISO 26000 telah diratifikasi oleh Pemerintah pada tahun 2010 dan dijadikan Standar Nasional (SNI) pada tahun 2012.

The International Organization for Standardization (ISO), a global industrial and commercial standard setting body, has released ISO 26000 concerning Guidance on Social Responsibility. Even though it is not mandatory and is only a recommendation, this ISO provides patterns and modules that apply internationally on how CSR can be developed within the dimensions of an organization. In Indonesia, ISO 26000 was ratified by the Government in 2010 and made into a National Standard (SNI) in 2012.

Subjek Inti Tanggung Jawab Sosial Perusahaan Berdasarkan ISO 26000

Core Subjects of Corporate Social Responsibility According to ISO 26000

Tata Kelola Organisasi Organizational Governance	:	Proses, sistem, struktur, atau mekanisme lain yang memungkinkan perusahaan untuk menerapkan prinsip-prinsip dan praktik-praktik tanggung jawab sosial. Processes, systems, structures or other mechanisms that enable companies to implement social responsibility principles and practices.
Hak Asasi Manusia Human Rights	:	Prinsip spesifik: HAM adalah hak yang melekat, tidak dapat dicabut, universal, tak terpisahkan dan saling bergantung, yang terkait dengan Kemanusiaan yang adil dan beradab. Isu: due diligence (analisa dampak keputusan dan kegiatan); situasi berisiko; menghindari persekongkolan; penanganan keluhan; hak sipil dan politik; hak ekonomi, sosial dan budaya; prinsip dan hak dasar di tempat kerja. Specific principles: Human rights are rights that are inherent, inalienable, universal, inseparable and interdependent, which are related to a just and civilized humanity. Issues: due diligence (analysis of the impact of decisions and activities); risky situations; avoid conspiracy; complaint handling; civil and political rights; economic, social and cultural rights; fundamental principles and rights at work.
Praktik Ketenagakerjaan Labour Practices	:	Prinsip spesifik: Pekerja bukanlah komoditas/tidak diperlakukan sebagai faktor produksi; berhak mendapat nafkah dari pekerjaan yang dipilihnya; berhak atas kondisi kerja yang adil dan baik. Isu: pekerjaan dan hubungan kerja; kondisi kerja dan perlindungan sosial; dialog sosial; kesehatan dan keselamatan kerja; pengembangan SDM dan pelatihan di tempat kerja. Specific principles: Labor is not a commodity/not to be treated as a factor of production; has the right to earn a living from the work he/she chooses; the right to just and favorable conditions of work. Issues: work and work relations; working conditions and social protection; social dialogue; occupational Health and Safety; HR development and on-the-job training.

Lingkungan Environment	:	Prinsip spesifik: prinsip tanggung jawab lingkungan; prinsip kehati-hatian; manajemen risiko lingkungan; pencemar membayar. Isu: pencegahan pencemaran; penggunaan sumber daya berkelanjutan; mitigasi dan adaptasi perubahan iklim; perlindungan lingkungan hidup, keanekaragaman hayati dan pemulihan habitat alami. Specific principles: the principle of environmental responsibility; precautionary principle; environmental risk management; polluter pays. Issues: pollution prevention; sustainable use of resources; climate change mitigation and adaptation; environmental protection, biodiversity and restoration of natural habitats.
Prosedur Operasi yang Wajar Fair Operating practices	:	Prinsip spesifik: perilaku etis. Isu: anti korupsi, keterlibatan dalam politik yang bertanggung jawab; persaingan yang adil (fair); mendorong tanggung jawab sosial di rantai nilai; menghargai hak kepemilikan. Specific principles: ethical behavior. Issues: anti-corruption, responsible involvement in politics; fair competition (fair); promote social responsibility in the value chain; respect property rights.
Isu Pelanggan Consumer Issues	:	Prinsip spesifik: Terpenuhinya kebutuhan dasar, standar hidup layak, produk dan jasa esensial, keselamatan, informasi; menentukan pilihan; didengarkan; kompensasi kerugian; edukasi; lingkungan yang sehat; privasi; prinsip kehati-hatian. Isu: perlindungan kesehatan dan keselamatan pelanggan; konsumsi berkelanjutan; layanan, dukungan serta penyelesaian keluhan dan perselisihan pelanggan; perlindungan data dan privasi pelanggan; akses ke pelayanan dasar; pendidikan dan kesadaran. Specific principles: Fulfillment of basic needs, decent standard of living, essential products and services, safety, information; make a choice; listened to; loss compensation; education; healthy environment; privacy; precautionary principle. Issues: customer health and safety protection; sustainable consumption; service, support and settlement of customer complaints and disputes; customer data protection and privacy; access to basic services; education and awareness.
Pelibatan dan Pengembangan Komunitas/Masyarakat Community Involvement and Development	:	Prinsip spesifik: perusahaan adalah bagian tak terpisahkan dari komunitas; komunitas berhak mengambil keputusan sendiri terkait komunitasnya; menghargai karakteristik komunitas; kerja sama. Isu: Pelibatan masyarakat; pendidikan dan kebudayaan; penciptaan lapangan kerja dan pengembangan keterampilan; pengembangan dan akses ke teknologi; kemakmuran dan penciptaan pendapatan; kesehatan; investasi sosial. Specific principles: companies are an integral part of the community; the community has the right to make their own decisions regarding their community; appreciate the characteristics of the community; cooperation. Issues: Community involvement; education and culture; job creation and skills development; development of and access to technology; prosperity and income creation; health; social investment.

Sumber: Pedoman KADIN Tentang Tanggung-Jawab Sosial Perusahaan untuk Mendukung Pembangunan Berkelanjutan, 2015.
Source: KADIN Guidelines on Corporate Social Responsibility to Support Sustainable Development, 2015.

Kebijakan dan Tata Kelola Tanggung Jawab Sosial Perusahaan di Lingkup Perum Bulog

Corporate Social Responsibility Policies and Governance in Perum Bulog

Uji Tuntas/Due Diligence Terhadap Dampak Sosial, Ekonomi dan Lingkungan dari Kegiatan Perusahaan

Agar pemetaan dampak sosial, ekonomi dan lingkungan dari kegiatan yang dilakukan dapat terlihat, Perum BULOG berupaya untuk merumuskan kegiatan operasi dan bisnis yang dilakukan sesuai dengan 17 Tujuan Pembangunan Berkelanjutan Skala atau *Sustainable Development Goals* (SDGs) yang telah dirumuskan melalui Peraturan Presiden No. 59 Tahun 2017 tentang Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan.

Due Diligence on the Social, Economic and Environmental Impacts of Company Activities

in order to visualize the mapping of the social, economic, and environmental impacts of its activities, Perum BULOG seeks to define operational and business activities carried out in accordance with the 17 Sustainable Development Goals (SDGs) which have been formulated through Presidential Regulation No. 59 of 2017 concerning Implementation of Achieving Sustainable Development Goals.

17 Tujuan Pembangunan Berkelanjutan Skala Global 17 Sustainable Development Goals in a Global Scale		Kontribusi Perum BULOG Perum BULOG Contribution
Tanpa Kemiskinan Mengakhiri kemiskinan dalam bentuk apapun di seluruh penjuru dunia. No Poverty End poverty in all its forms everywhere.	v	program BULOG Aksi Berbagi dengan pemberian bantuan berupa produk pangan dalam rangka pemenuhan hak dasar kebutuhan hidup masyarakat miskin BULOG Aksi Berbagi program provides aid in form of food products to help fulfilling the basic rights of the poor
Tanpa Kelaparan Mengakhiri kelaparan, mencapai ketahanan pangan dan peningkatan gizi, dan mempromosikan pertanian berkelanjutan. Zero Hunger End hunger, achieve food security and improved nutrition and promote sustainable agriculture	v	program BULOG Peduli Petani, BULOG Peduli Gizi dan BULOG Peduli Harga dan Pasokan yang turut mendukung program peningkatan pendapatan petani padi dan jagung, penyediaan gizi untuk balita /ibu hamil dalam rangka penanganan/pencegahan stunting/wasting, serta penyediaan bahan pokok pangan dengan harga yang terjangkau. BULOG Peduli Petani, BULOG Peduli Gizi and BULOG Peduli Harga dan Pasokan are programs to increase the income of rice and corn farmers, provide nutrition for toddlers/ pregnant women in the context of handling/preventing stunting/wasting, as well as providing staple foods at affordable prices.
Kesehatan yang Baik dan Kesejahteraan Menjamin kehidupan yang sehat dan mempromosikan kesejahteraan untuk seluruh masyarakat di segala usia. Good Health and Well-being Ensure healthy lives and promote well-being for all at all ages	v	Perum BULOG memiliki perhatian dan kepedulian pada peningkatan gizi masyarakat melalui program BULOG Peduli Gizi, dengan menggelontorkan beras fortivit (beras bervitamin) dan melaksanakan edukasi pendampingan gizi kepada masyarakat. Perum BULOG bekerjasama dengan MHDC Group menggelar sentra vaksinasi bagi masyarakat umum di Kantor Pusat Perum BULOG sebagai upaya membantu pemerintah dalam mempercepat herd immunity dalam skala besar. Perum BULOG has concern for improving community nutrition through BULOG Peduli Gizi program, by dispensing fortivit rice (rice with vitamins) and carrying out education and nutritional assistance to the community. Perum BULOG in collaboration with MHDC Group held a vaccination center for the public at Perum BULOG Head Office as an effort to assist the government in accelerating herd immunity on a large scale.

17 Tujuan Pembangunan Berkelanjutan Skala Global 17 Sustainable Development Goals in a Global Scale		Kontribusi Perum BULOG Perum BULOG Contribution
Pendidikan Berkualitas Menjamin kualitas pendidikan inklusif dan adil dan mempromosikan kesempatan belajar seumur hidup untuk semua orang. Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	v	program BULOG Pintar, BULOG Peduli Pendidikan dan BULOG Peduli Pendidikan Khusus dalam rangka pemberian kesempatan menyelesaikan pendidikan di perguruan tinggi dan memberikan akses fasilitas kelayakan sekolah seperti komputer, internet, air bersih, toilet terpisah dan lainnya. BULOG Pintar, BULOG Peduli Pendidikan and BULOG Peduli Pendidikan Khusus are programs to provide opportunities to complete education in tertiary institutions and provide access to appropriate school facilities such as computers, internet, clean water, separate toilets and others.
Kesetaraan Gender Mencapai kesetaraan gender dan memberdayakan kaum ibu dan anak perempuan. Gender Equality Achieve gender equality and empower all women and girls	v	Jumlah karyawan Perum BULOG pada tahun 2021 adalah sebanyak 4.412 orang dengan proporsi karyawan perempuan sebanyak 1.191 atau sebesar 27%, persentase perempuan dalam nominated talent adalah sebesar 22,22 % menunjukan komitmen perusahaan yang cukup tinggi dalam mencapai kesetaraan gender dan memberdayakan kaum ibu dan anak perempuan. The number of employees of Perum BULOG in 2021 is 4,412 people with a proportion of female employees of 1,191 or 27%, the percentage of women in nominated talent is 22.22% showing the company's high commitment to achieving gender equality and empowering mothers and daughters .
Air Bersih dan Sanitasi Menjamin ketersediaan air bersih dan sanitasi yang berkelanjutan untuk semua orang. Clean Water and Sanitation Ensure availability and sustainable management of water and sanitation for all	v	Melalui Program TJSL dilaksanakanlah program BULOG Peduli Air Bersih dalam rangka memberikan bantuan penyediaan akses air baku dan sarana penunjang untuk mencukupi kebutuhan masyarakat. The TJSL Program, BULOG Peduli Air Bersih is implemented in order to provide assistance in providing access to raw water and supporting facilities to meet community needs.
Energi Bersih dan Terjangkau Menjamin akses terhadap sumber energi yang terjangkau, tepercaya, berkelanjutan, dan modern untuk semua orang. Affordable and Clean Energy Ensure access to affordable, reliable, sustainable and modern energy for all	v	Sebagai upaya melakukan diversifikasi pangan nasional Perum BULOG meluncurkan produk barunya berupa Beras Singkong dengan merek BESITA atau singkatan dari Beras Singkong Petani, hal ini merupakan upaya mempromotori dan memfasilitasi pemasaran produk dan hasil olahan singkong petani. As an effort to diversify national food, Perum BULOG launched its new product which is Cassava Rice with the BESITA brand, which stands for Beras Singkong Petani (Farmer's Cassava Rice), this is an effort to promote and facilitate the marketing of farmer's products and processed cassava.
Pertumbuhan Ekonomi dan Pekerjaan yang Layak Mendukung pertumbuhan ekonomi yang berkelanjutan dan inklusif, membuka kesempatan kerja seluas- luasnya, produktif serta menciptakan pekerjaan yang layak untuk semua. Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	v	Melalui Program TJSL, Perum BULOG menjalankan Program BULOG Peduli UMKM dalam rangka penguatan finansial masyarakat dengan cara pemberian modal pembuatan Rumah Pangan Kita (RPK). The TJSL Program, BULOG Peduli UMKM, is a program to strengthen community finances by providing capital for creating Rumah Pangan Kita (RPK).

17 Tujuan Pembangunan Berkelanjutan Skala Global 17 Sustainable Development Goals in a Global Scale		Kontribusi Perum BULOG Perum BULOG Contribution
Industri, Inovasi dan Infrastruktur Membangun infrastruktur tangguh, mempromosikan industrialisasi inklusif dan berkelanjutan dan mendorong inovasi Industry, Innovation and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	v	Sampai dengan tahun 2021, Perusahaan telah membangun infrastruktur pengelolaan beras modern yang akan mendukung kinerja Perusahaan ke depan, diantaranya 7 unit Rice to Rice, 7 unit Modern Rice Milling Plant, 1 unit pasar induk beras kapasitas simpan 10.000 ton serta 32 unit Silo kapasitas simpan 35.000 ton. As of 2021, the Company has built modern rice management infrastructure that will support the Company's future performance, including 7 units of Rice to Rice, 7 units of Modern Rice Milling Plant, 1 unit of wholesale rice market with a storage capacity of 10,000 tons and 32 units of Silos with a storage capacity of 35,000 tons.
Mengurangi Kesenjangan Mengurangi kesenjangan di dalam sebuah Negara maupun di antara negara-negara di dunia. Reduce Inequalities Reduce inequality within and among countries	v	Di samping menyalurkan bantuan beras PPKM untuk mengurangi kesenjangan ekonomi, Perum BULOG mendapatkan penugasan untuk penyediaan pasokan jagung dan penyaluran jagung bersubsidi pada peternak sasaran melalui Koperasi Peternak Sasaran yang ditunjuk. In addition to distributing PPKM aid rice to reduce economic inequality, Perum BULOG received an assignment to provide corn supplies and distribute subsidized corn to target breeders through designated Target Breeder Cooperatives.
Keberlanjutan Kota dan Komunitas Membangun kota-kota dan pemukiman yang inklusif, aman, berkualitas, berketahanan dan berkelanjutan. Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient and sustainable	v	Perum BULOG bersama Kementerian Pertanian tetap konsisten melaksanakan salah satu tugasnya sesuai Instruksi Presiden Nomor 5 tahun 2015 mengamankan harga gabah beras di tingkat petani dengan menyerap beras petani dalam negeri yang sudah memasuki musim panen raya. Langkah serap gabah dilakukan di seluruh wilayah Indonesia, dengan tujuan untuk menurunkan harga akibat panen raya serta untuk memenuhi cadangan beras pemerintah sehingga aspek ketahanan pangan yang berkelanjutan dapat terjaga dengan baik. Perum BULOG together with the Ministry of Agriculture consistently carry out one of their duties in accordance with Presidential Instruction No. 5 of 2015 to secure the price of unhulled rice at the farm level by absorbing rice from domestic farmers in the main harvest season. Grain absorption steps are carried out in all regions of Indonesia, with the aim of lowering prices due to the main harvest and to fulfill the government's rice reserves so that aspects of sustainable food security can be properly maintained.
Konsumsi dan Produksi yang Bertanggung Jawab Menjamin keberlangsungan konsumsi dan pola produksi. Responsible Consumption and Production Ensure sustainable consumption and production patterns	v	Selama periode tahun 2021, dalam rangka menjaga ketahanan pangan Perum BULOG telah melaksanakan kegiatan pengamanan harga beras di tingkat produsen dengan pengadaan dalam negeri sebesar 1.023.291 ton dan penyaluran beras PSO sebesar 1.153.987 ton. During the 2021 period, in order to maintain food security, Perum BULOG has carried out activities to secure rice prices at the producer level with domestic procurement of 1,023,291 tons and distribution of PSO rice of 1,153,987 tons.
Aksi Terhadap Iklim Bertindak cepat untuk memerangi perubahan iklim dan dampaknya. Climate Action Take urgent action to combat climate change and its impacts	v	Melalui Program TJSL, Perum BULOG melaksanakan Program BULOG Peduli Bencana dan BULOG Membangun Tempat Ibadah yang berupa bantuan preventif/korektif terhadap bencana serta perbaikan fasilitas tempat ibadah karena adanya perubahan iklim. The TJSL Program, BULOG Peduli Bencana and BULOG Membangun Tempat Ibadah are preventive/corrective assistance to disasters as well as repairing places of worship facilities due to climate change.

17 Tujuan Pembangunan Berkelanjutan Skala Global 17 Sustainable Development Goals in a Global Scale		Kontribusi Perum BULOG Perum BULOG Contribution
Kehidupan Bawah Laut Melestarikan dan menjaga keberlangsungan laut dan kehidupan sumber daya laut untuk pengembangan pembangunan yang berkelanjutan. Life Below Water Conserve and sustainably use the oceans, seas and marine resources for sustainable development	x	Tidak relevan bagi BULOG. Not relevant to BULOG.
Kehidupan di Darat Melindungi, memulihkan dan meningkatkan pemanfaatan keberlangsungan pemakaian ekosistem darat, mengelola hutan secara berkelanjutan, mengurangi lahan tandus serta rawa, memerangi penggundulan hutan, menghentikan dan memulihkan degradasi lahan, serta menghentikan hilangnya keanekaragaman hayati. Life On Land Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	v	Melalui Program TJSL, Perum BULOG melaksanakan Program BULOG Hijau yang berupa penanaman pohon untuk penghijauan sebagai tindak lanjut untuk penanganan erosi tanah maupun abrasi. The TJSL Program, BULOG Hijau, is a program of tree planting for reforestation as a follow-up to soil erosion and abrasion handling.
Institusi yang Damai, Adil dan Kuat Mempromosikan masyarakat yang damai dan inklusif untuk pembangunan berkelanjutan, menyediakan akses terhadap keadilan bagi semua pihak termasuk untuk lembaga, membangun institusi yang efektif, akuntabel dan inklusif di semua tingkatan. Peace, Justice and Strong Institutions Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	v	Sebagai upaya memperkuat program Agro-Solution, PT Pupuk Indonesia (Persero) menjalin sinergi dengan Perum BULOG. Kerja sama tersebut ditandai dengan penandatangan Nota Kesepahaman kedua belah pihak. Penandatanganan Nota Kesepahaman dengan Pupuk Indonesia ini akan menjadi awal dari kerjasama yang lebih luas lagi, terutama dalam upaya peningkatan kesejahteraan petani serta terwujudnya ketahanan dan kedaulatan pangan nasional. As an effort to strengthen the Agro-Solution program, PT Pupuk Indonesia (Persero) has established a synergy with Perum BULOG. This cooperation was marked by the signing of a Memorandum of Understanding by both parties. The signing of this Memorandum of Understanding with Pupuk Indonesia will be the start of a broader collaboration, especially in efforts to increase the welfare of farmers and the realization of national food security and sovereignty.
Kemitraan untuk mencapai Tujuan Memperkuat implementasi dan merevitalisasi kemitraan global untuk pembangunan berkelanjutan. Partnerships for the Goals Strengthen the means of implementation and revitalize the global partnership for sustainable development	v	Perum BULOG menjalin kerjasama dengan TaniHub Group, startup agritech dengan pertumbuhan terbesar di Indonesia yang ditandai dengan penandatanganan nota kesepahaman (Memorandum of Understanding/MoU) yang dilakukan oleh Direktur Bisnis Perum BULOG dengan CEO TaniHub Group dalam pengembangan ekosistem ketahanan pangan nasional, Perum BULOG bersama BUMN Klaster Pangan dan Pupuk sepakat membangun kolaborasi riset dan pengembangan talenta dengan meluncurkan Indonesia Food and Fertilizer Research Institute (IFFRI) dan Indonesia Food & Fertilizer Learning Institute (IFFLI) atau "Learning & Research Institute". Perum BULOG collaborated with TaniHub Group, an agritech startup with the largest growth in Indonesia which was marked by the signing of a memorandum of understanding (MoU) conducted by the Business Director of Perum BULOG and the CEO of TaniHub Group in the development of a national food security ecosystem, Perum BULOG and The Food and Fertilizers Cluster of SOEs agreed to build research collaboration and talent development by launching the Indonesia Food and Fertilizer Research Institute (IFFRI) and the Indonesia Food & Fertilizer Learning Institute (IFFLI) or "Learning & Research Institute".

v = aspek penting bagi Perusahaan | x = kurang sesuai dengan kegiatan Perusahaan
v = important aspect for the Company | x = not very relevant with the Company's activities

Pemangku Kepentingan Signifikan yang Terdampak atau Berpengaruh atas Dampak dari Kegiatan Perusahaan

Di samping itu, dampak sosial, ekonomi dan lingkungan dari kegiatan yang dilakukan Perum BULOG tercermin dari pemetaan dampak terhadap pemangku kepentingan.

Significant Stakeholders Affected by or Influence the Company Activities

In addition, the social, economic and environmental impacts of the activities carried out by Perum BULOG are reflected in the mapping of impacts on stakeholders.

Pemangku Kepentingan Stakeholders	Definisi Definition	Pengaruh/Dampak dari Kegiatan Perusahaan Influence/Impact of Company Activities
Pemilik Modal Capital owner	Pemerintah Republik Indonesia c.q Kementerian BUMN The Government of the Republic of Indonesia c.q Ministry of SOEs	Peran serta perusahaan dalam menjaga 3 (tiga) pilar ketahanan pangan, yaitu: • Pilar Ketersediaan. Perum BULOG melaksanakan kebijakan pembelian. Komoditas pangan pokok dengan ketentuan Harga Pembelian Pemerintah (HPP) melalui kegiatan pengadaan Dalam Negeri (DN). Tujuannya untuk menumbuhkan semangat petani dalam memproduksi tanaman pangan sehingga dapat menjaga kecukupan stok di masyarakat. • Pilar Keterjangkauan. Perum BULOG menyediakan dan menyalurkan komoditas pangan pokok bersubsidi bagi kelompok masyarakat berpendapatan rendah sehingga dapat menjangkau (memperoleh) pangan secara fisik dan ekonomi. • Pilar Stabilitas. Perum BULOG menyediakan dan menyalurkan komoditas pangan pokok untuk menjaga stabilitas harga dan pasokan di tingkat konsumen, serta meningkatkan kesiapan penanggulangan keadaan darurat, bencana, dan rawan pangan dari sisi konsistensi penyediaan pangan oleh Pemerintah melalui pengelolaan stok Perum BULOG dan Cadangan Pangan Pemerintah (CPP). The Company's role in maintaining 3 (three) pillars of food security, namely: • Pillar of Availability Perum BULOG implements purchasing policies. Staple food commodities with the provisions of the Government Purchase Price (HPP) through Domestic Procurement (DN). The aim is to foster the enthusiasm of farmers in producing food crops so that they can maintain adequate stocks in the community. • Pillar of Affordability Perum BULOG provides and distributes subsidized staple food commodities for low-income groups so they can reach (obtain) food physically and economically. • Pillar of Stability Perum BULOG provides and distributes staple food commodities to maintain price stability and supply at the consumer level, as well as increase preparedness for dealing with emergencies, disasters and food insecurity from a consistent standpoint of food supply by the Government through the stock management of Perum BULOG and Government Food Reserves (CPP).
Regulator	Pemerintah Republik Indonesia c.q Kementerian Teknis Terkait The Government of the Republic of Indonesia c.q Related Technical Ministry	
Karyawan Employee	Karyawan tetap Permanent employees	Memiliki hubungan timbal balik dengan Perum BULOG: produktivitas karyawan memberikan dampak positif atas kinerja Perum BULOG, dan kinerja positif Perum BULOG akan berujung pada peningkatan kesejahteraan karyawan, maupun pemenuhan aktualisasi diri masing-masing karyawan. Having a reciprocal relationship with Perum BULOG: employee productivity has a positive impact on Perum BULOG's performance, and Perum BULOG's positive performance will lead to increased employee welfare, as well as fulfillment of each employee's self-actualization.
Masyarakat Public	Petani/ Produsen Farmers/ Producers	Perum BULOG melaksanakan kegiatan pengadaan beras dalam negeri/kegiatan pengadaan pangan pokok lainnya dengan tujuan untuk menumbuhkan semangat petani dalam memproduksi tanaman pangan sehingga dapat menjaga kecukupan stok di masyarakat. Perum BULOG carries out domestic rice procurement activities/other staple food procurement activities with the aim of fostering the enthusiasm of farmers in producing food crops so that they can maintain adequate stocks in the community.
Konsumen Consumer	Masyarakat Public	Perum BULOG menyediakan dan menyalurkan komoditas pangan pokok untuk menjaga stabilitas harga dan pasokan di tingkat konsumen, serta meningkatkan kesiapan penanggulangan keadaan darurat, bencana, dan rawan pangan. Perum BULOG provides and distributes staple food commodities to maintain price and supply stability at the consumer level, as well as to increase preparedness for dealing with emergencies, disasters and food insecurity.
Media Massa Mass media	Media Massa Mass media	Sebagai upaya mendorong keterbukaan informasi publik Perum BULOG berkomitmen untuk transparan dalam memberikan, menyampaikan dan menyebarluaskan informasi publik yang berada dibawah kewenangannya dan diharapkan mampu mempercepat pelaksanaan keterbukaan informasi berdasarkan UU KIP. As an effort to encourage public information disclosure, Perum BULOG is committed to being transparent in providing, conveying and disseminating public information under its authority and is expected to accelerate the implementation of information disclosure based on the KIP Law.

Lingkup dan Program Tanggung Jawab Sosial Perusahaan, Baik yang Kewajiban Maupun yang Melebihi Kewajiban

Dasar pelaksanaan program Tanggung Jawab Sosial Perusahaan berlandaskan pada kewajiban pemenuhan beberapa peraturan dan perundang-undangan yang melingkupi. Secara khusus, sebagai BUMN yang memiliki cita-cita menjadi agen perubahan, keberadaan Perum BULOG harus memberikan dampak positif terhadap masyarakat Indonesia, baik pada kualitas kesehatan, perekonomian, maupun aktualisasi kepentingan masyarakat yang beragam. Untuk itu, Perum BULOG memenuhi kepatuhan terkait Program Kemitraan dan Bina Lingkungan (PKBL) yang mengacu pada Peraturan Menteri BUMN No. PER-05/MBU/2007, sebagaimana telah diubah terakhir dengan Peraturan Menteri BUMN No. PER-08/MBU/2013 tentang Program Kemitraan Badan Usaha Milik Negara dengan Usaha Kecil dan Program Bina Lingkungan. Juga mengacu pada Peraturan Menteri BUMN No. PER-02/MBU/04/2020 tanggal 02 April 2020 tentang Perubahan Ketiga atas Peraturan Menteri BUMN No. PER- 09/MBU/07/2015 Tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara.

PKBL merupakan program yang harus dilaksanakan setiap BUMN dan merupakan amanah Undang-undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara, pasal 88 mengatur bahwa BUMN dapat menyisihkan sebagian laba bersihnya untuk keperluan pembinaan usaha kecil/koperasi serta pembinaan masyarakat di sekitar BUMN. Selanjutnya, Perum BULOG merupakan salah satu dari BUMN harus mengacu pada Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tanggal 3 Juli 2015 dan ketentuan lainnya dalam pelaksanaan program ini.

Sesuai dengan Peraturan Direksi No. PD-10/DS200/06/2019 tanggal 28 Juni 2019 tentang Organisasi dan Tata Kerja Perusahaan Umum (Perum) BULOG, telah dibentuk Bagian TJSL di bawah Sekretariat Perusahaan yang mempunyai tugas pokok melaksanakan kegiatan analisis dan seleksi program bina lingkungan, pembinaan dan pelaporan program bina lingkungan serta penyusunan dan evaluasi pedoman/prosedur di bidang tanggung jawab sosial dan lingkungan dalam rangka peningkatan citra Tanggung Jawab Sosial Perusahaan. Bagian inilah yang bertanggung jawab terhadap penyelenggaraan PKBL dan CSR di Perum BULOG.

Sesuai arahan dari Kementerian BUMN selaku kuasa pemilik modal, di tahun 2017 Perum BULOG membentuk Bagian TJSL (Tanggung Jawab Sosial dan Lingkungan) di bawah Sekretariat Perusahaan. Bagian TJSL mempunyai tugas pokok melakukan penyusunan program donasi, beasiswa pendidikan dan praktek kerja lapangan, pemberdayaan masyarakat dan bina lingkungan dalam rangka peningkatan citra tanggung jawab sosial perusahaan. Selanjutnya, berdasarkan Peraturan Direksi Perusahaan Umum (Perum) BULOG No. PD-10/DS200/06/2019 tanggal 28 Juni 2019 tentang Organisasi dan Tata Kerja

Scope and Program of Corporate Social Responsibility, Both Obligations and Exceeding Obligations

The implementation of Corporate Social Responsibility program is based on the obligation to comply with laws and regulations. In particular, as a SOE that aspires to become agent of change, the existence of Perum BULOG must have a positive impact on Indonesian society, both on the quality of health, the economy, and the actualization of various community interests. For this reason, Perum BULOG fulfills compliance related to the Partnership and Community Development Program (PKBL) which refers to Minister of SOEs Regulation No. PER-05/MBU/2007, as last amended by Minister of SOEs Regulation No. PER-08/MBU/2013 concerning the Partnership Program for State-Owned Enterprises with Small Businesses and Community Development Programs. Also refers to the Minister of SOEs Regulation No. PER-02/MBU/04/2020 dated 02 April 2020 concerning the Third Amendment to the Minister of SOEs Regulation No. PER- 09/MBU/07/2015 Concerning Partnership Programs and Community Development Programs for State-Owned Enterprises.

PKBL is a program that must be implemented by every SOE and is mandated by Law no. 19 of 2003 concerning State-Owned Enterprises, article 88 stipulates that BUMN can set aside a portion of their net profits for the purposes of fostering small businesses/cooperatives as well as community development around SOE. Furthermore, Perum BULOG is one of the SOEs that must refer to Minister of SOEs Regulation No. PER-09/MBU/07/2015 dated 3 July 2015 and other provisions in the implementation of this program.

In accordance with Directors Regulation No. PD-10/DS200/06/2019 dated 28 June 2019 concerning the Organization and Working Procedures of a Public Company (Perum) BULOG, a TJSL Section has been established under the Corporate Secretariat which has the main task of carrying out analysis and selection of environmental development programs, program development and reporting environmental development as well as preparation and evaluation of guidelines/procedures in the field of social and environmental responsibility in order to enhance the image of Corporate Social Responsibility. This section is responsible for organizing PKBL and CSR at Perum BULOG.

In accordance with the directions from the Ministry of SOEs as the proxy for the capital owner, in 2017 Perum BULOG formed a Social and Environmental Responsibility (TJSL) Section under the Corporate Secretariat. The TJSL section has the main task of preparing donation programs, educational scholarships and field work practices, community empowerment and environmental development in order to enhance the image of corporate social responsibility. Furthermore, based on the Regulation of the Board of Directors of the Public Company (Perum) BULOG No. PD-10/DS200/06/2019 dated 28 June 2019 concerning the Organization

Perusahaan Umum BULOG, dibentuk Bagian Tanggung Jawab Sosial dan Lingkungan (TJSL) di bawah Sekretaris Perusahaan yang bertugas menjalankan fungsi dan program bina lingkungan yang berkaitan dengan peningkatan citra dan tanggung jawab sosial Perusahaan.

and Working Procedures of a Public Company BULOG, a Social and Environmental Responsibility Section (TJSL) was formed under the Corporate Secretary who is tasked with carrying out functions and environmental development programs related to image improvement and corporate social responsibility.

Gambaran tentang kewajiban yang diemban Perusahaan dalam implementasi TJSL adalah sebagai berikut.

An overview of the obligations borne by the Company in implementing TJSL is as follows.

Faktor Pembentuk Forming factor	Sebagai entitas usaha yang berdomisili di Indonesia As a business entity domiciles in Indonesia	→	Perum BULOG wajib mematuhi peraturan dan perundang-undangan terkait entitas usaha yang berdomisili di Indonesia, seperti GCG, ketenagakerjaan, K3, perlindungan konsumen, lingkungan hidup, dsbnya. Perum BULOG has an obligation to comply with the rules and regulations applicable to business entities domicile in Indonesia, such as GCG, employment, Occupational Health and Safety, consumer protection, environment, etc.	Kewajiban dan Kepatuhan Obligation and Compliance
	Sebagai entitas usaha yang bergerak pada industri pangan di Indonesia As a business entity operates in food industry in Indonesia	→	Perum BULOG terikat pada peraturan dan perundang-undangan terkait industri pangan. Perum BULOG is tied to the rules and regulations related to food industry.	
	Sebagai entitas usaha dengan Pemerintah Republik Indonesia sebagai pemilik modal tunggal As a business entity fully owned by Government of the Republic of Indonesia	→	Perum BULOG wajib mengembangkan Program Kemitraan dan Bina Lingkungan (PKBL). Perum BULOG is obliged to develop partnership and community development (PKBL) program.	

Masing-masing kewajiban dan kepatuhan di atas akan dibahas lebih lanjut pada bab ini.

Each of the obligations and compliance above will be discussed further in this chapter.

Target dan Sasaran Program dan Kegiatan

Program TJSL tahun 2021 mengacu pada 7 (tujuh) ruang lingkup yang meliputi Bantuan Bencana Alam dan Bencana Non Alam yang disebabkan oleh Wabah, Bantuan Pendidikan, Bantuan Peningkatan Kesehatan, Bantuan Pengembangan Prasarana dan/atau Sarana Umum, Bantuan Sarana Ibadah, Bantuan Pelestarian Alam dan Bantuan Sosial Kemasyarakatan untuk pengentasan kemiskinan.

Target dan Sasaran Program dan Kegiatan

The TJSL Program in 2021 referred to 7 (seven) scopes which include Aid for Natural and Non Natural Disaster, Aid for Education, Aid for Health Improvement, Aid for Public Facilities development, Aid for Religious Facilities, Aid for Nature Conservation, and Aid for Social Community and poverty alleviation.

Terhadap bencana alam dan bencana non alam termasuk yang disebabkan oleh wabah, Perum BULOG hadir dalam bentuk aksi tanggap seperti memberikan bantuan sandang, pangan, obat-obatan bagi korban dan kegiatan yang terkait mitigasi, adaptasi, peringatan dini perubahan iklim.

For natural and non natural disasters including those caused by plague, Perum BULOG helps by providing clothing, food, medicine for victims and activities related to mitigation, adaptation, early warning of climate change.

Melalui bidang pendidikan, Perum BULOG berupaya meningkatkan kualitas sumber daya manusia yang diimplementasikan pada penyediaan sarana dan prasarana pendidikan serta beasiswa yang bersifat menularkan manfaat kepada masyarakat luas atau disebut dengan Beasiswa Empowering kepada siswa yang berprestasi.

Through education, Perum BULOG strives to enhance the quality of human resources by providing education facilities and scholarship to spread the benefits to wide community or called Empowering scholarship given to high achiever students.

Untuk Bidang Kesehatan, Perum BULOG ikut serta berupa dukungan terhadap kegiatan peningkatan kesehatan atau bantuan langsung sebagai upaya dalam peningkatan gizi dan pemeliharaan kesehatan.

In Health, Perum BULOG participates through supporting health improvement activities or direct aid to improve nutrition and maintain health.

Perum BULOG juga berpartisipasi dalam peningkatan fasilitas umum berupa Bantuan Pengembangan Prasarana dan/atau Sarana Umum dapat berupa perbaikan atau pembuatan Prasarana dan/atau Sarana yang digunakan oleh masyarakat yang menjadi fasilitas umum serta Bantuan Sarana Ibadah berupa Pembangunan atau renovasi rumah ibadah maupun bangunan penunjang kegiatan keagamaan.

Pada bidang pelestarian alam, Perum BULOG memiliki program penghijauan berkelanjutan yang dimulai sejak tahun 2019, yakni penghijauan di hulu sungai ciliwung Telaga Saat Desa Tugu Utara, Cisarua, Bogor dengan penanaman pohon di sekitar area resapan air yang berada di wilayah Telaga Saat.

Pencapaian kualitas hidup yang lebih baik juga menjadi sasaran Program TJSL Perum BULOG. Melalui program sosial kemasyarakatan yakni pasar murah dan/atau bantuan pangan/ komoditi di beberapa wilayah yang layak dibantu sehingga menciptakan sinergi yang strategis dalam pengentasan kemiskinan dalam jangka pendek dan jangka panjang.

Dalam penyaluran dana dan efektivitas kinerja kegiatan TJSL dijalankan dengan tanggung jawab dan selalu mematuhi prinsip *Good Corporate Governance* (GCG).

Program Kemitraan

Program Kemitraan pada prinsipnya merupakan program bantuan yang bertujuan untuk menjadikan usaha kecil/ koperasi yang berada di sekitar BUMN dimaksud dapat maju lebih baik. Bantuan itu berupa pemberian pinjaman lunak, baik dalam bentuk bagi hasil maupun pengucuran kredit kepada pengusaha berskala kecil/koperasi.

Program Bina Lingkungan

Program Bina Lingkungan merupakan program bantuan untuk pengembangan sarana dan prasarana yang diperlukan masyarakat dan bisa berupa kompetensi dan wawasan masyarakat. Dengan program dimaksud, kehadiran dan kontribusi Perusahaan terhadap masyarakat sekitar tampak nyata dan bermanfaat.

Di lingkup Perum BULOG, Program Bina Lingkungan diterjemahkan dengan tagline "PADI" merupakan singkatan dari Pendampingan Petani; Aksi Sosial Kemasyarakatan; Dukungan UMKM; Indeks Pembangunan Manusia. Tagline tersebut diintegrasikan dengan 7 (tujuh) ruang lingkup Program Bina Lingkungan yang diatur dalam Peraturan Menteri BUMN No. PER-04/MBU/03/2020 tanggal 23 Maret 2020.

Program CSR Perum BULOG

Selain Program Bina Lingkungan, Perum BULOG juga menjalankan Program *Corporate Social Responsibility* (CSR) dengan mengacu pada ruang lingkup PK dan BL sepanjang memberikan dampak positif bagi Perusahaan atau lingkungan sekitar Perusahaan.

Perum BULOG also participates in improving public facilities in the form of Infrastructure Development Assistance and/or Public Facilities which can be in the form of repairing or manufacturing of Infrastructure and/or public facilities as well as Assistance for Worship Facilities in the form of Construction or renovation of houses of worship and buildings supporting religious activities .

In natural conservation, Perum BULOG has a sustainable reforestation program since 2019, at the upstream of Ciliwung River Telaga Saat Desa Tugu Utara, Cisarua, Bogor, by planting trees around the water catchment area in Telaga Saat.

Improvement of life quality also become the goal of Perum BULOG TJSL programs. Through social community program namely cheap bazaar and/or food/commodity aid in several areas that need help to create a strategic synergy in poverty alleviation in short term and long term.

Fund disbursement and performance effectiveness of the TJSL activities are carried out with responsibility and always comply with Good Corporate Governance (GCG) principles.

Partnership Program

Partnership program in essence is an aid program to help small business/cooperatives around the SOE. The aid is in form of soft loan, both in form of profit sharing and providing credit to small-scale entrepreneurs/cooperatives.

Community Development Program

Community Development Program is an aid program to develop facilities need by the community and can be in form of competencies and insights for the community. With this program, the presence and contribution of the Company to the surrounding community is tangible and beneficial.

In Perum BULOG, the Community Development Program is explained with tagline "PADI" which is an acronym of Farmers Accompaniment; Social Community Acts; Support to Small and Medium Business; Human Development Index. The tagline is integrated with 7 (seven) scopes of Community Development Program as regulated in Minister of SOEs Regulation No. Per-04/ MBU/03/2020 dated 23 March 2020.

CSR Program of Perum BULOG

In addition to Community Development Program, Perum BULOG also carry out Corporate Social Responsibility (CSR) program which refer to the scope of partnership and community development program as long as it give positive impact to the Company or the surroundings.

Tanggung Jawab Perusahaan Lingkup Pemenuhan Hak Asasi Manusia

Corporate Responsibility Scope Of Human Rights Fulfillment

Hak Asasi Manusia (HAM) merupakan hak yang melekat, tidak dapat dicabut, universal, tak terpisahkan dan saling bergantung, yang terkait dengan Sila ke-2 Pancasila, yaitu Kemanusiaan yang Adil dan Beradab. Dalam ISO 26000 tentang Panduan Tanggung Jawab Sosial, HAM mencakup hal-hak terkait analisa dampak keputusan dan kegiatan, situasi berisiko terkait HAM, menghindari persekongkolan, penanganan keluhan, diskriminasi dan kelompok marjinal, hak sipil dan politik; hak ekonomi, sosial dan budaya; serta prinsip dan hak dasar di tempat kerja. Pengakuan dan penghormatan terhadap HAM diakui secara internasional sebagaimana tercantum dalam Deklarasi Hak Asasi Manusia Tahun 1948.

Perum BULOG belum memiliki pendekatan secara khusus dan spesifik terkait isu HAM dalam kegiatan operasi dan bisnisnya. Namun demikian, Perum BULOG telah mengembangkan operasi dan bisnis yang menjunjung tinggi tanggung jawabnya untuk menghormati HAM, termasuk terhadap seluruh pemangku kepentingan terkait. Di lingkup Perum BULOG, upaya menghargai hak asasi manusia diwujudkan dengan menerapkan praktik non diskriminasi terhadap jenis kelamin, etnik, agama atau afiliasi politik. Hal ini tercermin pada lingkungan kerja sehari-hari maupun pelaksanaan rekrutmen pekerja karyawan baru, yang didasarkan atas hasil seleksi, hasil evaluasi pada masa percobaan dan orientasi pekerja. Kesempatan yang sama juga diberikan kepada seluruh karyawan dalam mengikuti program pelatihan dan pendidikan, baik dari tingkat pelaksana sampai dengan manajemen puncak.

Perum BULOG juga mematuhi kebijakan untuk tidak mempekerjakan anak-anak di bawah umur. Syarat usia minimal calon karyawan Perusahaan adalah 18 tahun. Hal ini sesuai dengan keputusan Pemerintah untuk meratifikasi Konvensi International Labour Organization (ILO). Tak hanya itu, Perum BULOG juga berkomitmen untuk menerapkan semangat anti korupsi sebagai bagian dari penghormatan terhadap hak ekonomi dan hak hidup orang lain.

Human Rights are inherent, inalienable, universal, inseparable and interdependent rights, which are related to the 2nd Precept of Pancasila, namely Just and Civilized Humanity. In ISO 26000 on Guidelines for Social Responsibility, human rights cover rights related to the analysis of the impact of decisions and activities, risk situations related to human rights, avoiding collusion, handling complaints, discrimination and marginalized groups, civil and political rights; economic, social and cultural rights; and basic principles and rights at work. Recognition and respect for human rights are recognized internationally as stated in the 1948 Declaration of Human Rights.

Perum BULOG currently does not have a specific approach to human rights issues in its operations and business activities. However, Perum BULOG has developed operations and businesses that uphold its responsibility to respect human rights, including all relevant stakeholders. Within Perum BULOG, human rights are respected by implementing non-discriminatory practices against gender, ethnicity, religion or political affiliation. This is reflected in the daily work environment as well as the implementation of the recruitment of new employees, which is based on the results of selection, evaluation results during the probationary period and employee orientation. The same opportunity is also given to all employees to participate in training and education programs, from the executing level to top management.

Perum BULOG also complies with the policy not to employ minors. The minimum age requirement for prospective employees of the Company is 18 years. This is in accordance with the Government's decision to ratify the International Labor Organization (ILO) Conventions. Not only that, Perum BULOG is also committed to implementing the spirit of anti-corruption as part of respecting the economic rights and life rights of others.

Tanggung Jawab Perusahaan untuk Operasi yang Adil

Corporate Responsibility for Fair Operation

Operasi yang adil menegaskan pentingnya pengelolaan entitas usaha sesuai dengan etika bisnis dan etika usaha yang berlaku. Perum BULOG memiliki Panduan Perilaku (*Code of Conduct*) sebagai komitmen dalam penerapan standar etika sebagai cara Perusahaan berbisnis dalam rangka mewujudkan komitmen terhadap operasi yang adil.

Perum BULOG menerapkan prosedur operasi yang wajar sesuai dengan kode etik internal perusahaan yang mengatur hubungan Perusahaan dengan perusahaan/organisasi lain, termasuk hubungan kerja sama dengan pemerintah, perusahaan lain, pemasok, konsumen, dan organisasi/asosiasi. Unsur-unsur yang menjadi perhatian dalam subjek inti ini adalah anti korupsi, keterlibatan yang bertanggung jawab terkait kepentingan publik, kompetisi yang adil, dan perilaku yang mengedepankan tanggung jawab sosial.

A fair operation emphasizes the importance of managing business entities in accordance with applicable business ethics. Perum BULOG has a Code of Conduct as a commitment to implementing ethical standards as the Company's way of doing business in order to realize its commitment to fair operations.

Perum BULOG applies reasonable operating procedures in accordance with the company's internal code of ethics that regulates the Company's relationships with other companies/organizations, including cooperative relationships with the government, other companies, suppliers, consumers, and organizations/associations. The elements of concern in this subject are anti-corruption, responsible involvement in the public interest, fair competition, and behavior that promotes social responsibility.

Tanggung Jawab Perusahaan Terkait Lingkungan Hidup

Corporate Responsibilities Related to the Environment

Pemetaan Risiko dan Dampak Lingkungan dalam Kegiatan Operasi dan Bisnis Perusahaan serta Rumusan, Komitmen dan Kebijakan Tanggung Jawab Perusahaan Terkait Lingkungan Hidup

Walaupun kegiatan operasional sehari-hari Perum BULOG tidak berdampak langsung terhadap lingkungan, Perusahaan menyadari masalah kerusakan lingkungan merupakan isu global yang menuntut tanggung jawab dan keterlibatan semua pihak. Tanpa kerjasama dan kepedulian untuk mengambil peran dalam penyelamatan lingkungan, maka kondisi lingkungan bumi akan semakin buruk.

Salah satu upaya Perum BULOG untuk menjaga kelestarian lingkungan adalah menerapkan operasional kantor yang ramah lingkungan. Dalam hal ini, Perusahaan semaksimal mungkin memegang prinsip 3R, yakni *reduce, reuse* dan *recycle*. Prinsip ini ditanamkan kepada seluruh insan Perusahaan sehingga menjadi kebiasaan sehari-hari. Kegiatan penghematan meliputi penggunaan listrik, air, bahan bakar minyak, kertas dan sebagainya. Sedangkan untuk penanganan limbah domestik, Perum BULOG menyediakan tempat sampah dalam jumlah yang memadai.

Environmental Risk and Impact Mapping in the Company's Operations and Business Activities and the Formulation, Commitments and Policies on the Corporate Responsibility Related to the Environment

Although the daily operational activities of Perum BULOG do not have a direct impact on the environment, the Company realizes that the problem of environmental damage is a global issue that requires the responsibility and involvement of all parties. Without cooperation and concern to take a role in saving the environment, the condition of the earth's environment will get worse.

One of Perum BULOG's efforts to preserve the environment is to implement environmentally friendly office operations. In this case, the Company adheres to the 3R principles as much as possible, namely reduce, reuse and recycle. This principle is instilled in all employees of the Company so that it becomes a daily habit. Savings activities include the use of electricity, water, fuel oil, paper and so on. As for the handling of domestic waste, Perum BULOG provides an adequate number of trash bins.

Target dan Sasaran Program dan Kegiatan

Perum BULOG turut serta dalam program tanggung jawab perusahaan yang terkait lingkungan hidup diantaranya kegiatan pelestarian lingkungan hayati yang dilaksanakan melalui kegiatan TJSL penanaman pohon, penghematan material dan energi dalam kegiatan operasional dan usahanya, penghematan energi listrik dan air di lingkungan perusahaan serta kegiatan penanganan limbah khususnya sampah kantor yang bekerjasama dengan dinas kebersihan setempat.

Goal and Objective of the Program and Activities

Perum BULOG participates in corporate responsibility programs related to the environment including activities to preserve the biological environment which are carried out through TJSL tree planting activities, material and energy savings in operational and business activities, electricity and water savings in the company environment and waste handling activities, especially waste office in collaboration with the local cleaning service.

Penerapan Inisiatif: Program dan Kegiatan yang Dilakukan Terkait Tanggung Jawab Perusahaan Terhadap Lingkungan

Pelestarian Lingkungan Hayati

Pelestarian lingkungan yang dilaksanakan melalui kegiatan TJSL, yaitu penanaman 200 pohon di hulu Sungai Ciliwung dan kolaborasi bersama BUMN untuk penanaman 2.400 pohon *mangrove* di wilayah pantai utara Kabupaten Karawang sebagai salah satu langkah untuk mencegah terjadinya erosi tanah dan abrasi pantai, melestarikan kesuburan tanah, menjaga struktur tanah, menjaga keanekaragaman hayati, dan menekan efek pencemaran udara, serta sebagai penahan tsunami.

Penggunaan Material dan Energi dalam Operasional dan Usaha

1. Penggunaan Kertas

   Untuk menghemat kertas, sedapat mungkin Perusahaan tidak menggunakan kertas atau paperless, dan memperbanyak komunikasi secara digital dengan menggunakan piranti Teknologi Informasi (TI), seperti komputer, email dan Internet. Jika harus mencetak naskah, apabila memungkinkan dicetak dengan kertas bolak-balik, sedangkan untuk mencetak naskah sementara atau draft bisa menggunakan kertas bekas (satu sisi yang masih kosong). Langkah lain, sebelum mencetak, diupayakan untuk mengecek secara teliti agar tidak perlu mencetak ulang karena ada kesalahan naskah.

   Penghematan kertas penting dilakukan karena bahan baku kertas adalah pulp atau bubur kertas yang berbahan dasar pohon. Dengan melakukan penghematan kertas, maka Perusahaan ikut mengurangi penebangan pohon sebagai bahan baku kertas. Selain mengurangi penebangan pohon, mengurangi penggunaan kertas juga ikut menyumbang penghematan penggunaan listrik, BBM maupun air, dalam proses pembuatan kertas.

   Pada tahun 2021, jumlah penggunaan kertas Perum BULOG mencapai 3.230 rim, menurun jika dibandingkan tahun 2020 yang membutuhkan kertas sebanyak 3.480 rim. Penurunan penggunaan kertas ini terjadi dikarenakan adanya pandemi dan diberlakukannya kegiatan WFH (*Work From Home*) kepada sebagian karyawan. Dengan penggunaan sebanyak itu, rasio penggunaan kertas tahun 2021 adalah 5,72 rim per

Initiative Program: Programs and Activities Conducted in Relation to Corporate Responsibility to the Environment

Biological Environmental Conservation

Environmental preservation is carried out through TJSL activities, namely planting 200 trees in the upper reaches of the Ciliwung River and collaborating with SOEs to plant 2,400 mangrove trees in the northern coastal area of Karawang Regency in order to prevent soil erosion and beach abrasion, preserve soil fertility, maintain structure land, maintain biodiversity, and reduce the effects of air pollution, as well as a tsunami barrier.

The use of Material and Energy in Business Operations

1. Use of Paper

   To save paper, the Company go paperless wherever possible, and promote digital communication using Information Technology (IT) tools, such as computers, email and the Internet. If printing is required, wherever possible use both sides of a paper, and printing of temporary scripts of drafts is encouraged to use used paper. Also, before printing, make sure it has been checked so there's no need for reprinting.

   Saving paper is important because the raw material for paper is pulp which made from trees. By saving paper, the Company reduces tree logging. In addition, reducing paper also contributes to saving electricity, fuel and water use in the paper-making process.

   In 2021, the amount of paper used by Perum BULOG was 3,230 reams, a decrease compared to 2020 which required 3,480 reams of paper. This decrease in paper use occurred due to the pandemic and the implementation of WFH (Work From Home) activities for some employees. With that much usage, the paper usage ratio in 2021 is 5.72 reams per employee, down from the 2020 paper usage ratio of 6.041

karyawan, turun dibanding rasio penggunaan kertas tahun 2020 yakni 6,041 rim per karyawan. Adapun limbah kertas yang tidak terpakai tersebut akan dimusnahkan. Dalam operasional sehari-hari, Perusahaan tidak menggunakan kertas hasil daur ulang tersebut.

reams per employee. The unused waste paper will be destroyed. In its daily operations, the Company does not use the recycled paper from the waste.

Penggunaan Kertas Paper Usage	**2021**	**2020**	**Kenaikan (Penurunan)** Increase (Decrease)	
			Jumlah Total	**Persentase** Percentage (%)
Volume (rim) Volume (reams)	3.230	3.480	(250)	(7,18)
Rasio penggunaan kertas (rim/karyawan) Paper usage ratio (reams/employee)	5,72	6,04	(0,32)	(5,30)

2. Penggunaan Energi Listrik

Perum BULOG menggunakan listrik yang bersumber dari Perusahaan Listrik Negara (PLN) sebagai sumber energi untuk kegiatan operasional. Dalam menghemat energi listrik, Perum BULOG melakukan berbagai upaya, seperti menggunakan lampu hemat energi, mematikan peralatan elektronik kantor (komputer, mesin pengatur udara, mesin fotokopi, dan lain-lain) setelah selesai digunakan. Sementara itu, untuk penghematan bahan bakar minyak, kebijakan yang diambil antara lain mengurangi perjalanan dinas, mematikan lampu ruangan jika tidak dipakai, dan menyalakan dan mematikan AC pada jam yang telah ditetapkan. Jika memungkinkan, rapat tidak harus dilakukan dengan tatap muka untuk mengurangi perjalanan dinas, melainkan diganti dengan telekonferensi.

Total penggunaan energi listrik pada tahun 2021 tercatat sebesar 3.354.137 kWh, menurun jika dibanding tahun 2020 dengan penggunaan sebesar 3.605.262 kWh. Penurunan penggunaan energi listrik terjadi dikarenakan adanya pandemi dan diberlakukannya kegiatan WFH (*Work From Home*) kepada sebagian karyawan. Dengan penggunaan listrik sebesar itu, rasio per karyawan pada tahun 2021 tercatat sebesar 433 kWh, turun dibanding rasio tahun 2020, yakni 465 kWh per karyawan.

2. Electricity Consumption

Perum BULOG use the electricity from Perusahaan Listrik Negara (PLN) as source of energy for operational activities. To save the electricity, Perum BULOG carry out several efforts, such as use energy saving lamps, turning off electronic devices (computers, air conditioners, photocopy machines, etc) after use. To save fuel, there are several policies taken, such as reducing business trips, turning off room lights when not in use, and turning on and off the air conditioner at a predetermined hour. Wherever possible, meetings should not be held face-to-face to reduce business travel, and be replaced by teleconferencing.

Total consumption of electricity in 2021 was 3,354,137 kWh, a decrease compared to 2020 of 3,605,262 kWh. The decrease was due to the pandemic and the implementation of WFH (Work From Home) activities for some employees. The ratio per employee in 2021 was 433 kWh, down from the ratio in 2020, which was 465 kWh per employee.

Penggunaan Energi Listrik Electricity Consumption	**2021**	**2020**	**Kenaikan (Penurunan)** Increase (Decrease)	
			Jumlah Total	**Persentase** Percentage (%)
Volume (kWh)	3.354.137	3.605.262	(251.052)	(6,96)
Rasio konsumsi energi listrik (kWh / karyawan) Electricity consumption rasio (kWh /employee)	433	465	(32)	(6,88)

3. Penggunaan Air

Air merupakan salah satu elemen alam yang bermetamorfosa melalui proses alami. Penggunaan air dalam kehidupan sehari-hari, terutama air yang bersumber dari tanah di wilayah perkotaan, berdampak langsung terhadap kualitas tanah dan air di wilayah tersebut

Untuk penggunaan air, Perum BULOG memanfaatkan air dari PDAM dan tidak menggunakan air tanah. Pada tahun 2021, volume penggunaan air tercatat sebesar 83.030 meter kubik, turun dibanding tahun 2020 dengan penggunaan sebesar 89.820,74 meter kubik. Penurunan penggunaan air PDAM terjadi dikarenakan adanya pandemi dan diberlakukannya kegiatan WFH (*Work From Home*) kepada sebagian karyawan.

Terkait penghematan air, selain mengeluarkan himbauan kepada seluruh insan Perum BULOG agar menghemat dan menggunakan air seperlunya, divisi terkait secara rutin melakukan pengecekan instalasi air. Sehingga jika ada kebocoran atau kerusakan instalasi air bisa segera diperbaiki. Penghematan air perlu dilakukan karena bahan baku air bersih untuk PDAM semakin terbatas akibat pencemaran air yang belum bisa ditanggulangi.

Adapun rasio penggunaan air per karyawan pada tahun 2021 adalah 106,00 meter kubik per karyawan, turun dibanding rasio tahun 2020, yang tercatat sebesar 115,89 meter kubik per karyawan.

3. Water Usage

Water is one of the natural elements that metamorphoses through natural processes. The use of water in daily life, especially water sourced from the soil in urban areas, has a direct impact on the quality of soil and water in the area.

In water usage, Perum BULOG use water from PDAM and does not use groundwater. In 2021, the volume of water use was recorded at 83,030 cubic meters, down compared to 2020 with a usage of 89,820.74 cubic meters. The decrease in PDAM water was due to the pandemic and the implementation of WFH (Work From Home) activities for some employees.

With regard to saving water, apart from issuing an appeal to all Perum BULOG personnel to save and use water as necessary, the relevant division routinely checks water installations. So that if there is a leak or damage to the water installation, it can be repaired immediately. Water conservation needs to be done because the raw material for clean water for PDAMs is increasingly limited due to water pollution that cannot be overcome.

The ratio of water use per employee in 2021 is 106.00 cubic meters per employee, down from the ratio in 2020, which was recorded at 115.89 cubic meters per employee.

Konsumsi Air Water Consumption	**2021**	**2020**	**Kenaikan (Penurunan)** Increase (Decrease)	
			Jumlah Total	**Persentase** Percentage (%)
Volume (m3)	83.030	89.820,74	(6.791)	(7,56)
Rasio penggunaan air per karyawan (m3 / karyawan) Water usage ratio per employee (m3/ employee)	106,00	115,89	(9,89)	(8,53)

Penanganan Limbah

Dalam kegiatan operasi dan bisnisnya, Perum BULOG menghasilkan limbah berupa sampah rumah tangga dan limbah *septic*. Untuk penanganan sampah, Perusahaan menyediakan cukup tempat sampah, selanjutnya sampah tersebut dibuang ke tempat pembuangan akhir bekerjasama dengan dinas kebersihan. Adapun limbah dari WC, akan dilakukan penyedotan melalui kerjasama dengan pihak ketiga atau dinas kebersihan.

Perum BULOG tidak mengelola limbah B3 karena jenis limbah sisa produksi merupakan jenis limbah organik yang dapat terurai oleh lingkungan, atau dapat menjadi produk *recycle*/turunan, seperti sekam dan katul yang berasal dari proses pengolahan gabah/beras.

Waste Management

In its operation and business activities, Perum BULOG produces waste in the form of domestic waste and septic waste. For waste management, the Company provides sufficient trash cans, then the waste is disposed to a final disposal site in collaboration with the sanitary agency. As for waste from toilets, suction will be carried out in collaboration with third parties or the sanitary agency.

Perum BULOG does not manage B3 waste because the type of production residual waste is a type of organic waste that can be decomposed naturally, or can be made into recycled/derivative products, such as husks and bran from the grain/rice processing.

Pengaduan Masalah Lingkungan

Terdapat layanan *Contact Center* Be Care untuk menjawab pengaduan masalah Lingkungan di seluruh Indonesia dengan nomor kontak WhatsApp Be Care: 08111967016.

Complaints on Environmental Issues

There is a Be Care Contact Center service to respond to complaints on environmental issues throughout Indonesia with the WhatsApp Be Care contact number: 08111967016.

Penghargaan dan Sertifikasi di Bidang Lingkungan

Awards and Certifications in Environmental Sector

Penghargaan di Bidang Lingkungan Tahun 2021	Award in Environmental Sector in 2021
Best TJSL 2021 with Outstanding Community Environmental Greening Program	
Deskripsi Penghargaan: Best TJSL 2021 with Outstanding Community Environmental Greening Program, Kategori Industri Pangan dan Pupuk Pemberi Penghargaan: Warta Ekonomi Research and Consulting Acara/Kegiatan: Indonesia Best TJSL Awards 2021 Tanggal Diberikan: 23 September 2021	Award Description: Best TJSL 2021 with Outstanding Community Environmental Greening Program, Food and Fertilizer Industry Category Award Giver: Warta Ekonomi Research and Consulting Events/Activities: Indonesia Best TJSL Awards 2021 Date: 23 September 2021

Biaya dan/atau Investasi Tanggung Jawab Aspek Lingkungan

Pada tahun 2021 Perum BULOG telah mengeluarkan biaya dan investasi dalam bidang lingkungan sebesar Rp129,20 juta.

Cost and/or Investment in Environmental Aspect Responsibility

In 2021 Perum BULOG spent Rp 129.20 million as costs and investment in the environmental sector.

	Realisasi 2021 (Rp-juta) Realization 2021 (Rp-million)	**Anggaran 2021 (Rp-juta)** Budget 2021 (Rp-million)	**Penyerapan Anggaran 2021 (%)** Absorption of the 2021 Budget (%)
Pilar Lingkungan Environmental Pillar			
TPB 6 SDG 6	15,00	150,00	10,00
TPB 13 SDG 13	3.177,73	2.298,00	138,28
TPB 15 SDG 15	129,20	270,00	47,85

Tanggung Jawab Perusahaan Terkait ketenagakerjaan, kesehatan, dan keselamatan kerja

Company Responsibilities Related to Employment, Occupational Health and Safety

Pemetaan Risiko dan Dampak dalam Kegiatan Operasi dan Bisnis Perusahaan serta Rumusan, Komitmen dan Kebijakan Tanggung Jawab Perusahaan Terkait Ketenagakerjaan, Kesehatan dan Keselamatan Kerja

Bagi Perum Bulog, karyawan merupakan aset yang sangat berharga berkat posisinya yang begitu sentral dan strategis. Pencapaian kinerja positif Perusahaan tentu menjadi tujuan bagi seluruh karyawan. Sehatnya Perum BULOG akan berdampak positif bagi kesejahteraan karyawan. Hubungan timbal balik ini menjadi dasar utama bagi Perum BULOG untuk mengelola aspek Sumber Daya Manusia (SDM) secara optimal, baik dalam mendorong produktivitas yang akan berujung pada kinerja positif Perusahaan dan peningkatan kesejahteraan karyawan, maupun pemenuhan aktualitasi diri masing-masing karyawan yang tertuang melalui *reward & punishment*.

Selain itu, pemenuhan aspek Kesehatan dan Keselamatan Kerja (K3) juga menjadi perhatian utama Perum BULOG. Seluruh sarana dan prasarana baik dalam kegiatan perkantoran maupun dalam kegiatan operasi logistik menjadi prioritas agar karyawan dan seluruh pemangku kepentingan tetap aman saat berada di kantor maupun dalam wilayah operasi Perum BULOG.

Target dan Sasaran Program dan Kegiatan

Sasaran program dan kegiatan tanggung jawab Perusahaan yang terkait ketenagakerjaan, kesehatan dan keselamatan kerja diantaranya:

1. Pengembangan karir karyawan diarahkan pada peluang untuk mengembangkan diri seluas-luasnya pada formasi jabatan yang tersedia;
2. Rekrutmen dan seleksi karyawan baru Perum BULOG dengan status PKWT;
3. Program Kementerian BUMN Magang Bersertifikat yang melibatkan perwakilan dari PTN/PTS bekerjasama dengan Forum Human Capital Indonesia (FHCI);
4. *Integrated Talent Management System* (ITMS) BUMN;
5. Pengisian kebutuhan penempatan dalam jabatan, baik Rotasi, Demosi dan Promosi;
6. Pengelolaan Hubungan Industrial antara manajemen;
7. Pembinaan karyawan dan penegakan disiplin;
8. Pengelolaan kegiatan kesejahteraan dan administrasi SDM;
9. Pemberian remunerasi kepada karyawan;
10. Pengembangan karyawan melalui pelatihan dan peningkatan kompetensi karyawan;
11. Peningkatan Sarana dan Prasarana dalam Pemenuhan Aspek K3.

Mapping of Risks and Impacts in the Company's Operations and Business Activities as well as Formulation, Commitments and Policies on Corporate Responsibility Related to Employment, Occupational Health and Safety

To Perum BULOG, the employees are very valuable assets due to their central and strategic position. The achievement of the Company's positive performance is a goal for all employees. Perum BULOG's good performance will have a positive impact on the welfare of the employees. This reciprocal relationship is the main basis for Perum BULOG to optimally manage the Human Resources (HR) aspect, both to encourage productivity which will lead to positive Company performance and increased employee welfare, and to fulfill the self-actualization of each employee as stated through rewards & punishment.

In addition, the fulfillment of Occupational Health and Safety (K3) aspects is also a major concern of Perum BULOG. All facilities and infrastructure, both in office activities and in logistics operations are maintained so that employees and all stakeholders remain safe while in the office or in the operational area of Perum BULOG.

Goal and Objective of Programs and Activities

The program targets and activities of the Company's responsibilities related to employment, occupational health and safety include:

1. Employee career development is focused on opportunities to grow as broadly as possible in the available position formations;
2. Recruitment and selection of new Perum BULOG employees with PKWT status;
3. Ministry of SOEs Certified Internship Program which involves representatives from PTN/PTS in collaboration with Indonesian Human Capital Forum (FHCI);
4. BUMN Integrated Talent Management System (ITMS);
5. Fulfilling the need for placement in positions, both Rotation, Demotion and Promotion;
6. Management of Industrial Relations between management;
7. Employee development and discipline enforcement;
8. Management of welfare activities and HR administration;
9. Provision of remuneration to employees;
10. Employee development through employee competency training and improvement;
11. Improvement of Facilities and Infrastructure in Fulfillment of K3 Aspects.

Penerapan Inisiatif: Program dan Kegiatan yang Dilakukan Terkait Tanggung Jawab Perusahaan Terhadap Ketenagakerjaan, Kesehatan dan Keselamatan Kerja

Persamaan Kesempatan dalam Rekrutmen dan Pengembangan Jenjang Karir

Pengembangan karir karyawan diarahkan pada peluang untuk mengembangkan diri seluas-luasnya pada formasi jabatan yang tersedia, dengan mempertimbangkan kompetensi dan minat karyawan sesuai dengan prinsip "*the right man in the right place at the right time*" melalui pemetaan talenta yang pernah diselenggarakan Divisi SDM di tiap wilayah. Baik pengembangan karir karyawan maupun rekrutmen karyawan baru dilandasi pada kebutuhan Perum BULOG serta aspek pemenuhan kompetensi dan kapasitas individu. Perum BULOG tidak memandang latar belakang Suku, Agama maupun Ras (SARA) maupun jenis kelamin dalam rekrutmen maupun pengembangan jenjang karir.

Rekrutmen dan Seleksi

Sepanjang tahun 2021, rekrutmen dan seleksi karyawan baru Perum BULOG dengan status PKWT telah terealisasi dan terlaksana sebanyak 10 orang, dimana 8 orang hasil penerimaan dari rekrutmen Program Perekrutan Bersama (PPB) BUMN khusus Putra/Putri Papua dan Papua Barat dan 2 orang merupakan hasil penerimaan dari Program Perekrutan Bersama (PPB) Khusus Disabilitas. Dari 10 orang tersebut yang bertahan hingga akhir tahun 2021 adalah sebanyak 10 orang. Selain itu, juga terdapat 1 orang yang merupakan hasil perekrutan internal, yaitu 1 orang rekrutmen pro-hire tenaga profesional IT.

Penerimaan Karyawan Penyandang Disabilitas merupakan hal baru di lingkungan BUMN karena sesuai pasal 53 Undang-Undang No. 8 tahun 2016 tentang Penyandang Disabilitas dan SE-01/MBU/2014 tentang Penempatan Tenaga Kerja Penyandang Disabilitas, ditentukan sebesar 2% dari total karyawan masing-masing BUMN diisi oleh penyandang disabilitas. Namun telah disepakati untuk program rekrutmen bersama BUMN ini paling sedikit sebesar 0,5% dari total karyawan.

Pelaksanaan rekrutmen baik internal maupun melalui Program Perekrutan Bersama (PPB) secara keseluruhan diserahkan kepada pihak ketiga yang bersifat independen yaitu Experd Consultant sebagai jasa penyedia rangkaian psikotes. Kemudian pada pelaksanaan Tes Kesehatan, Perum BULOG juga bekerjasama dengan Laboratorium Kesehatan Kimia Farma. Sementara pada tahapan wawancara akhir dilakukan oleh Tim yang beranggotakan pejabat Jenjang Utama, I, dan II dari berbagai unit kerja di Kantor Pusat dan Kanwil.

Program Magang Mahasiswa Bersertifikat (PMMB)

Sebagai bentuk komitmen BUMN Hadir untuk Negeri dalam Bidang *Human Capital*, Perum BULOG turut serta dalam program Kementerian BUMN Magang Bersertifikat yang melibatkan perwakilan dari PTN/PTS bekerjasama dengan Forum Human

Initiative Program: Programs and Activities Conducted Regarding Corporate Responsibilities on Employment, Occupational Health and Safety

Equal Opportunity in Recruitment and Career Development

The employee career development is focused on opportunities to grow as broadly as possible in the available position, taking into account the competencies and interests of the employee in accordance with the principle of "the right man in the right place at the right time" through talent mapping that has been held by the HR Division in each region. Both employee career development and recruitment of new employees are based on the requirements of Perum BULOG and aspects of fulfilling individual competencies and capacities. Perum BULOG gives the same opportunity regardless of ethnic, religious or racial backgrounds or gender in recruitment and career development.

Recruitment and Selection

Throughout 2021, the recruitment and selection of new Perum BULOG employees with PKWT status has been realized and carried out as many as 10 persons, of which 8 persons were received from the recruitment of the BUMN Joint Recruitment Program (PPB) from Papua and West Papua and 2 persons were accepted from the Special Disability Joint Recruitment Program (PPB). Of the 10 new recruits, 10 stayed until the end of 2021. In addition, there is also 1 person from internal recruitment, namely 1 pro-hire recruitment of IT professionals.

Hiring employees with disabilities is new to the SOE in accordance with Article 53 of Law no. 8 of 2016 concerning Persons with Disabilities and SE-01/MBU/2014 concerning Employment of Persons with Disabilities, in which 2% of the total employees of each SOE is to be filled by persons with disabilities. However, it has been agreed that this joint recruitment program for SOE will hire at least 0.5% of the total employees.

The recruitment programs both internally and through the Joint Recruitment Program (PPB) are carried out by an independent third party, namely Experd Consultant as a service provider of a series of psychological tests. For the Health Test, Perum BULOG cooperates with Kimia Farma Health Laboratory. Then the final interview stage is carried out by the team consist of Main Grade officer, Grade I and II from various work units at the Head Office and Regional Offices.

Certified Student Internship Program (PMMB)

As a form of SOE's commitment "BUMN Hadir untuk Negeri" in Human Capital sector, Perum BULOG participates in the Ministry of SOE's Certified Internship program which involves representatives from PTN/PTS in collaboration with the

Capital Indonesia (FHCI) di mana *link and match* antara kebutuhan Perum BULOG terhadap mahasiswa di perguruan tinggi untuk magang minimal selama 6 (enam) bulan.

PMBB tahun 2021 diselenggarakan dalam 2 *batch*, yang dimulai sejak Maret 2021 s/d Maret 2022, dengan total mahasiswa peserta sebanyak 197 orang.

Indonesian Human Capital Forum (FHCI) where there is a link and match between Perum BULOG's needs for students in college for an internship of at least 6 (six) months.

PMBB in 2021 was held in 2 batches, starting from March 2021 to March 2022, with a total of 197 participating students.

Batch	Periode PMBB PMBB period	Jumlah Mahasiswa (orang) Number of Students (person)
Batch I	Maret 2021 - Agustus 2021 March 2021 - August 2021	44
	April 2021 - September 2021 April 2021 - September 2021	55
Batch II	September 2021 - Februari 2022 September 2021 - February 2022	30
	Oktober 2021 - Maret 2022 October 2021 - March 2022	68

Namun, pada akhir periode *Batch* I, terdapat 2 orang mahasiswa yang mengundurkan diri, sehingga jumlah peserta PMMB hingga akhir tahun 2021 adalah 195 orang.

However, at the end of the Batch I, 2 students resigned, as a result the number of PMMB participants at the end of 2021 was 195 persons.

***Integrated Talent Management System* (ITMS) BUMN**

Integrated Talent Management System (ITMS) BUMN adalah program dari Kementerian BUMN di mana setiap BUMN mendaftarkan pejabat *Board of Director* (BoD) dan BoD-1 yang telah memenuhi kualifikasi sebagai *talent* BUMN ke dalam aplikasi Ingenium Kementerian BUMN. Sampai dengan akhir tahun 2021, Perum BULOG telah mendaftarkan 18 orang (22,22%) pejabat BoD-1 dari target 20%, dengan syarat minimal rata-rata nilai seluruh aspek kompetensi adalah 2,67 dengan rekomendasi minimal "Disarankan dengan Pengembangan".

Integrated Talent Management System (ITMS) of SOE

Integrated Talent Management System (ITMS) of SOE are a program from Ministry of SOE in which each of the SOE register the Board of Directors (BoD) and BoD-1 who qualified as SOE talent in the Ministry of SOE Ingenium application. Until the end of 2021, Perum BULOG has registered 18 persons (22.22%) BoD-1 officials from the target of 20%, with the minimum requirement that the average score of all competency aspects is 2.67 with a minimum recommendation of "Recommended with Development".

Rotasi, Mutasi dan Promosi

Sepanjang tahun 2021 pengisian kebutuhan penempatan dalam jabatan, baik Rotasi, Demosi dan Promosi telah dilakukan bagi 3.940 karyawan di lingkungan kantor pusat dan Kanwil. Telah dilakukan rotasi bagi 3.625 karyawan, demosi bagi 112 karyawan dan promosi bagi 203 karyawan. Proses ini dilakukan dengan memperhatikan kompetensi sesuai dengan prinsip "*the right man in the right place at the right time*" sebagai upaya agar pertumbuhan SDM (proses regenerasi) dapat berjalan dengan lancar.

Rotation, Mutation and Promotion

Throughout 2021 there have been rotations, demotions and promotions for 3,940 employees in the head office and Regional Offices. There have been 3,625 rotations, 112 demotions, and 203 promotions. This process was carried out by taking into account competence in accordance with the principle of "the right man in the right place at the right time" as an effort so that human resource growth (regeneration process) can run smoothly.

Jenjang Grade	TW I & II - 2021			TW III & IV - 2021			Jumlah Total
	Promosi Promotion	Rotasi Rotation	Demosi Demotion	Promosi Promotion	Rotasi Rotation	Demosi Demotion	
Jenjang Utama Main Grade	-	-	-	-	-	-	-
Jenjang I Grade I	-	12	-	-	61	-	73
Jenjang II Grade II	-	66	6	8	227	-	307
Jenjang III Grade III	3	2	1	12	39	1	58

Jenjang Grade	TW I & II - 2021			TW III & IV - 2021			Jumlah Total
	Promosi Promotion	Rotasi Rotation	Demosi Demotion	Promosi Promotion	Rotasi Rotation	Demosi Demotion	
Jenjang IV Grade IV	4	188	22	15	1.188	58	1.475
Jenjang V Grade V	15	50	10	36	77	14	202
Non Jenjang Non Grade	52	618	-	58	1.097	-	1.829
Jumlah Total	74	936	39	129	2.689	73	3.940

Pengelolaan Hubungan Industrial

Hubungan Industrial antara manajemen dengan karyawan diwujudkan dengan terbentuknya Serikat Karyawan Perum BULOG sejak tahun 2005 yang telah tercatat pada Kantor Suku Dinas Tenaga Kerja dan Transmigrasi Pemerintah Kotamadya Jakarta Selatan dengan nomor bukti pencatatan No. 432/V/P/IX/2005 tanggal 20 September 2005 yang selanjutnya disebut SEKAR Perum BULOG.

Hubungan Industrial antara Perum BULOG dengan SEKAR Perum BULOG dilaksanakan melalui prinsip-prinsip kemitraan, kekeluargaan, penciptaan ketenangan dan ketentraman bekerja, peningkatan produktivitas serta peningkatan kesejahteraan bersama. Sarana pendukung Hubungan Industrial antara perusahaan dengan karyawan telah diwujudkan berupa peraturan perusahaan dan perjanjian kerja bersama (PKB) antara manajemen dan SEKAR Perum BULOG, yaitu No. PK-153/DS000/04/2018 dan No. 04-PK-SEKAR/04/2018.

Salah satu bentuk kemitraan Perum BULOG dalam pengelolaan hubungan industrial dengan pemberian kesejahteraan karyawan berupa pemberian gaji dan berbagai tunjangan serta jaminan sosial untuk pemenuhan kesejahteraan karyawan, meliputi:

1. Penyediaan fasilitas pengobatan & perawatan kesehatan bagi karyawan.
2. Penyediaan fasilitas perumahan dinas untuk karyawan yang telah menjabat.
3. Penyediaan tempat untuk beribadah.
4. Penyediaan sarana olah raga.
5. Mengikutsertakan seluruh karyawan pada program Jaminan Sosial Tenaga Kerja (BPJS Ketenagakerjaan) yang meliputi Jaminan Hari Tua, Jaminan Kecelakaan Kerja, Jaminan Kematian, dan Jaminan Pensiun.
6. Mengikutsertakan seluruh karyawan beserta keluarga pada program Jaminan Kesehatan Nasional pada BPJS Kesehatan dan Asuransi Kesehatan InHealth.

***Reward & Punishment*: Pembinaan terhadap Karyawan**

Sampai dengan akhir tahun 2021 Perum BULOG telah melakukan pembinaan karyawan dan penegakan disiplin dengan melakukan pemberian sanksi ringan bagi 10 orang karyawan, pemberian sanksi sedang bagi 8 orang karyawan, dan memberikan sanksi berat berupa bagi 6 orang karyawan dan sanksi berat lainnya

Industrial Relations Management

The Industrial Relations between management and employees are manifested by the formation of the Perum BULOG Employee Union since 2005 which has been registered at the Office of the Manpower and Transmigration Sub-Department of the South Jakarta Municipal Government with proof of registration number No. 432/V/P/IX/2005 dated September 20, 2005, hereinafter referred to as SEKAR Perum BULOG.

Industrial relations between Perum BULOG and SEKAR Perum BULOG are carried out through the principles of partnership, kinship, creating peace and tranquility at work, increasing productivity and increasing mutual welfare. The supporting facilities for Industrial Relations between the company and employees have been realized in the form of company regulations and collective labor agreements (PKB) between management and SEKAR Perum BULOG, namely No. PK-153/DS000/04/2018 and No. 04-PK-SEKAR/04/2018.

One form of partnership in managing the industrial relations is by providing employee welfare in the form of salary and various allowances as well as social security, including:

1. Provision of medical and health care facilities for employees.
2. Provision of official housing facilities for employees who served.
3. Provision of places for worship.
4. Provision of sport facilities
5. Register all employees in the Social Security Program for Workers (BPJS Ketenagakerjaan) which includes Pension plan, Work Accident Insurance, Life Insurance, and Pension Security.
6. Register all employees and their families in the National Health Insurance program at BPJS Health and InHealth Health Insurance.

Reward and Punishment: Employee Development

Until end of 2021, Perum BULOG has conducted employee training and enforced discipline by imposing light sanctions on 10 employees, imposing moderate sanctions on 8 employees, and imposing severe on 6 employees and other severe sanctions for 14 employees. It is hoped that the implementation of this

bagi 14 orang karyawan. Penerapan penjatuhan disiplin ini diharapkan dapat memberikan efek jera bagi karyawan yang melakukan pelanggaran.

Karyawan yang telah memiliki masa kerja 25 tahun dan tidak pernah dijatuhi hukuman disiplin berat maka akan diberikan *Reward* berupa: uang senilai harga 25 gram emas murni 99,99%, piagam penghargaan dan lencana dengan warna emas. Pada tahun 2021 tidak ada pemberian *Reward* tersebut karena belum ada karyawan yang sudah mencapai masa kerja 25 tahun.

Pengelolaan Kesejahteraan dan Administrasi SDM

Dalam pengelolaan kegiatan kesejahteraan dan administrasi SDM terdapat kegiatan yang dilaksanakan secara rutin dan ada kegiatan yang bersifat insidentil. Untuk pelaksanaan kegiatan rutin seperti pembayaran remunerasi karyawan sudah sesuai waktunya dan sesuai jumlahnya, sebagaimana PD-25/DS102/08/2017 tentang Remunerasi Karyawan.

1. Dalam rangka menunjukkan identitas karyawan yang lebih menggambarkan semangat dan profesionalisme dalam melaksanakan tugas dan fungsi Perum BULOG, maka dilakukan penyesuaian pakaian seragam dengan menggunakan desain seragam baru.
   a. Untuk seragam batik tahun telah dilakukan proses pengadaan barang dan jasa melalui sistem penunjukkan langsung dengan menunjuk salah satu perusahaan BUMN, yaitu PT Primissima.
   b. Untuk pakaian PDH (Pakaian Dinas Harian) telah dibentuk Tim Pengadaan Bahan dan Pakaian Seragam Karyawan tahun 2019 sesuai Surat Perintah No. SP-115/DS102/SM.08.02/04/2019.
2. Berkaitan dengan Program Kesejahteraan Hari Tua (KHT) Karyawan yang dikelola oleh PT Asuransi Jiwasraya dan memperhatikan kondisi PT Asuransi Jiwasraya saat ini, akan dilakukan restrukturisasi polis program Kesejahteraan Hari Tua (KHT) Perum BULOG yang dikelola oleh PT Asuransi Jiwasraya dan selanjutnya polis tersebut akan dimigrasi ke IFG Life di bawah *holding* asuransi BUMN. Sehubungan dengan rencana restrukturisasi tersebut, saat ini sedang dilakukan pertemuan intens dengan PT Asuransi Jiwasraya untuk membahas teknis pelaksanaan restrukturisasi dan melakukan rekonsiliasi data.

Kerja Sama Sesama BUMN dan Instansi

Kerja sama yang telah dilaksanakan pada tahun 2021 adalah sebagai berikut:

1. Dalam hal kegiatan program magang, Perum BULOG melakukan kerja sama dengan FHCI (Forum Human Capital Indonesia) yaitu Program Magang Mahasiswa Bersertifikat (PMMB) dimana program ini memberikan kesempatan bagi mahasiswa aktif di berbagai Perguruan Tinggi Negeri maupun Swasta untuk melaksanakan kegiatan magang selama kurun waktu 6 (enam) bulan di Perusahaan BUMN.
2. Untuk kesehatan dan keselamatan kerja, Perum BULOG menyediakan fasilitas kesehatan berupa poliklinik kesehatan

imposition of discipline will provide a deterrent effect for employees who commit violations.

Employees who have had 25 years of service and have never been subject to severe disciplinary punishment will be given a reward in the form of: money worth the price of 25 grams of 99.99% pure gold, award certificates and badges with gold color. In 2021 there was no reward given because there are no employees who have reached 25 years of service.

HR Administration and Welfare Management

In the management of administration and welfare activities, there are activities that are carried out routinely and there are activities that are incidental. For the implementation of routine activities such as payment of employee remuneration, it is timely and in accordance with the amount, as stated in PD-25/DS102/08/2017 concerning Employee Remuneration.

1. In order to show the identity of employees that better illustrates the spirit and professionalism in carrying out the duties and functions of Perum BULOG, the uniforms are adjusted using a new uniform design.
   a. For employee batik uniforms, the process of procuring goods and services was carried out through a direct appointment system by appointing one of the state-owned companies, namely PT Primissima.
   b. For PDH clothing (Daily Service Clothing) a Team for Procurement of Materials and Employee Uniforms has been formed in 2019 according to Order No. SP-115/DS102/SM.08.02/04/2019.
2. Regarding Employee Pension Program (KHT) managed by PT. Asuransi Jiwasraya and taking into account the current condition of PT. Asuransi Jiwasraya, a policy restructuring will be carried out and Employee Pension Program (KHT) manage by PT Asuransi Jiwasraya will be migrated to IFG Life under the SOE insurance holding. In connection with the restructuring plan, currently intense meetings are being held with PT. Asuransi Jiwasraya to discuss the technical implementation of the restructuring and data reconciliation.

Cooperation with SOE Counterpart and Agencies

The cooperation carried out in 2021 includes:

1. in internship program, Perum BULOG cooperate with Indonesian Human Capital Forum (FHCI) for Certified Student Internship Program (PMMB) which provides opportunities for active students in various State and Private Universities to carry out internships for a period of 6 (six) months in SOE companies.
2. For occupational health and safety, Perum BULOG provides health facilities in form of a health polyclinic in

yang bekerja sama dengan MHDC BULOG (Mulia *Health and Dental Clinic*) dan mengikutsertakan karyawan/ti dan pasangannya beserta 3 (tiga) orang tanggungan/anak dalam Program Jaminan Kesehatan Nasional yang diselenggarakan oleh BPJS Kesehatan dan asuransi kesehatan PT Asuransi Jiwa *Inhealth* Indonesia (Mandiri *Inhealth*). Selain itu, Perum BULOG juga mengikutsertakan seluruh karyawan/ti pada Jaminan Sosial Tenaga Kerja yang diselenggarakan oleh BPJS Ketenagakerjaan dalam Program Jaminan Hari Tua (JHT), Jaminan Kecelakaan Kerja (JKK), Jaminan Kematian (JKm) dan Jaminan Pensiun (JP).

collaboration with MHDC group (Mulia Health and Dental Clinic) and register all employees and their spouses along with 3 (three) dependents/children in the national health insurance program organized by BPJS Kesehatan and health insurance from PT. Asuransi Jiwa Inhealth Indonesia (Mandiri Inhealth). In addition, Perum BULOG also register all employees in the Social Security for Manpower organized by BPJS Ketenagakerjaan for Pension Plan (JHT), Work Accident Insurance (JKK), Life Insurance (JKm), and Pension Security (JP).

Pemberian Remunerasi Karyawan

Pemberian remunerasi kepada karyawan Perum BULOG selain bertujuan untuk meningkatkan kesejahteraan karyawan, juga bertujuan untuk memotivasi karyawan secara maksimal sehingga berdampak langsung pada pencapaian hasil kinerja Perusahaan. Pemberian remunerasi kepada karyawan tersebut dilakukan berdasarkan Peraturan Direksi No. PD-25/DS102/08/2017 tentang Remunerasi Karyawan.

Provision of Employee Remuneration

In addition to improve employee welfare, the provision of employee remuneration in Perum BULOG also aims to motivate employees maximally so as to impact directly to the Company's performance achievement. Provision of employee remuneration is carried out based on the Board of Directors Regulation No. PD-25/DS102/08/2017 concerning Employee Remuneration.

Penerapan Aplikasi Presensi

Dengan diterapkannya aplikasi presensi berdasarkan Keputusan Direksi No. KD-335/DS100/12/2018 tentang Hari dan Jam Kerja Karyawan, diharapkan kesadaran karyawan tentang kedisiplinan terhadap jam dan waktu kerja yang berlaku di Perum BULOG semakin meningkat. Selain itu, aplikasi presensi juga ditujukan guna mendukung pembayaran tunjangan operasional yang lebih tepat kepada karyawan, karena melalui aplikasi presensi tersebut diperoleh informasi atas ketidakhadiran dan keterlambatan karyawan. Terkait dengan hal itu, acuan dalam perhitungan potongan atas ketidakhadiran/ keterlambatan karyawan telah dituangkan dalam Peraturan Direksi No. PD-19/DS100/07/2020 tentang Perhitungan Tunjangan Operasional dan Potongan Atas Keterlambatan, Cepat Pulang dan Ketidakhadiran Karyawan.

Implementation of Attendance Application

With the implementation of the attendance application based on the Decree of the Board of Directors No. KD-335/DS100/12/2018 regarding Employee Working Days and Hours, it is hoped that employee awareness about discipline towards working hours that apply at Perum BULOG will increase. In addition, the attendance application is also intended to support more precise payment of operational allowances to employees, because the attendance application record the data on employee absenteeism and tardiness. The value of the deduction for absenteeism/tardiness is calculated based on the Board of Directors Regulation No. PD-19/DS100/07/2020 concerning Calculation of Operational Allowances and Deductions for Late, Early Return and Absenteeism.

BULOG CorpU (Corporate University)

Sasaran BULOG CorpU adalah membangun insan BULOG yang unggul dan kompeten di bidang Logistik Pangan. Untuk mencapai sasaran, BULOG CorpU berkomitmen untuk berkontribusi pada peningkatan performansi organisasi berupa *growth*, efisiensi serta *revenue* perusahaan, selaras dengan rencana strategis jangka pendek dan jangka panjang Perum BULOG, mendukung pembelajaran yang berorientasi pada kebutuhan karyawan guna mengembangkan potensi karyawan, memberikan kesempatan kepada seluruh karyawan untuk belajar, saling bertukar pengetahuan secara terus menerus dalam upaya penyelesaian masalah dan perbaikan berkelanjutan Perusahaan.

BULOG CorpU (Corporate University)

The goal of BULOG CorpU is to build superior and competent people in Food Logistics. To achieve the goal, BULOG CorpU is committed to contribute to the organizational performance improvement in form of growth, efficiency and company revenue, in line with the short-term and long-term strategic plans of Perum BULOG, to support learning oriented to the Company's requirement, to give opportunities to all employees to learn, exchange knowledge continuously in an effort to solve problems and continuously improve the Company.

BULOG CorpU menerapkan pola pembelajaran berbasis *learning value chain* yang terdiri dari *Learning Need Diagnosis*, *Learning Design and Development*, *Delivery and Deployment of Learning Solutions*, *Learning Impact Measurement*.

BULOG CorpU applies a learning method based on learning value chain which consist of Learning Need Diagnosis, Learning Design and Development, Delivery and Deployment of Learning Solutions, Learning Impact Measurement.

Program Kegiatan BULOG CorpU pada tahun 2021 di antaranya sebagai berikut:

The BULOG CorpU Activity Program in 2021 includes the following:

No	Kegiatan Activities	Jumlah Peserta Number of Participants
1	Diklat Penguatan dan Peningkatan di Lingkungan Direktorat Human Capital Training of Enforcement and Improvement in the Human Capital Directorate	1.316
2	Diklat Penguatan dan Peningkatan di lingkungan Direktorat Bisnis Training of Enforcement and Improvement in the Business Directorate	1.625
3	Diklat Penguatan dan Peningkatan di lingkungan Direktorat Supply Chain dan Pelayanan Publik Training of Enforcement and Improvement in the Supply Chain and Public Service Directorate	1.125
4	Diklat Penguatan dan Peningkatan di lingkungan Direktorat Keuangan Training of Enforcement and Improvement in the Finance Directorate	424
5	Diklat Penguatan dan Peningkatan di lingkungan Non Direktorat Training of Enforcement and Improvement in Non-Directorate	117
6	Diklat Eksternal External Training	287
7	Tugas Belajar Study assignment	1
	Jumlah Total	4.895

Realisasi Bidang Sarana dan Perpustakaan

1. Bidang Sarana

   Realisasi kegiatan bidang sarana dan perpustakaan berfokus pada pemanfaatan, pemeliharaan, peremajaan sarana pendukung pembelajaran di Gedung BULOG Corporate University (CorpU), Balai Pendidikan dan Latihan Pasca Panen (BPLPP) Cibitung, dan BPLPP Tambun.

   Selain itu, saat sedang tidak digunakan untuk kegiatan pendidikan dan pelatihan, ruangan kelas dan kamar penginapan disewakan kepada pihak eksternal baik individu maupun instansi, termasuk beberapa BUMN dalam rangka sinergitas antar BUMN, s.d. akhir bulan Desember 2021 telah dilakukan kerjasama dengan 11 instansi. Pendapatan bersih dari penggunaan fasilitas Gedung BULOG CorpU melalui kegiatan sewa ruangan dan kamar penginapan s.d. akhir bulan Desember 2021 sebesar Rp168.346.283 telah disetorkan ke rekening Perusahaan.

2. Bidang Perpustakaan

   Perpustakaan dilengkapi dengan berbagai sarana berupa buku-buku teks, buku-buku referensi, buku-buku hasil penelitian/*survey*, buku-buku terbitan BULOG, majalah, koran, dan media cetak lainnya, jumlah akuisisi bahan perpustakaan dan pengolahan bahan pustaka perpustakaan s.d. akhir bulan desember 2021 sebanyak 117 terealisasi 117% dari rencana RKAP 2021.

Realization of Facilities and Library Section

1. Facilities Section

   Activities of facilities and library section focuses on the utilization, maintenance, rejuvenation of learning support facilities at the BULOG Corporate University (CorpU) Building, Post Harvest Education and Training Center (BPLPP) Cibitung, and BPLBB Tambun.

   In addition, when not being used for education and training activities, classrooms and lodging rooms are rented out to external parties, both individuals and agencies, including several SOEs in the context of synergy between SOEs. Up to the end of December 2021 collaboration with 11 agencies was carried out. Net income from the use of BULOG CorpU Building facilities through room rental activities up to the end of December 2021 was Rp 168,346,283. The amount has been deposited into the Company's account.

2. Library Section

   The library is equipped with various facilities such as text books, reference books, research/survey books, books published by BULOG, magazines, newspapers, and other print media. Number of library material acquired and processed until end of December 2021 was 117% of the 2021 RKAP plan.

Pelatihan dan Pengembangan Kompetensi Karyawan

Program pengembangan BULOG CorpU merupakan bagian yang tak terpisahkan dalam kerangka pengembangan SDM secara keseluruhan dengan melibatkan proses belajar yang mandiri dan terbuka bagi karyawan serta mendorong pemecahan

Employee Competency Training and Development

The BULOG CorpU development program is an integral part of the overall HR development framework which involve an independent and open learning process for employees and encouraging problem solving from employees through a

masalah yang berasal dari karyawan melalui proses kolaborasi pengetahuan guna menumbuhkan organisasi pembelajar (*Organizational Learning*).

knowledge collaboration process in order to grow a learning organization (Organizational Learning).

Peralihan masa transisi pandemi COVID-19 di Indonesia yang semakin membaik secara keseluruhan, sehingga pada semester akhir tahun 2021 beberapa kegiatan pembelajaran yang sebelumnya dilaksanakan secara *online* mulai dilakukan secara *hybrid* (*online* dan *offline*) dengan tetap memprioritaskan *training*/diklat/*workshop* yang paling dibutuhkan oleh Perusahaan dan dengan memperhatikan efisiensi biaya.

Overall, the COVID-19 pandemic transition period in Indonesia is improving, so that in the final semester of 2021 several learning activities that were previously carried out online begin to be carried out in a hybrid manner (online and offline) while continuing to prioritize training/workshops that are most needed by the Company and considering the cost efficiency.

Realisasi Pengembangan Karyawan Tahun 2021 Realization of Employee Development in 2021

No	Kegiatan Activities	Jumlah Peserta Number of Participants
1	Diklat Penguatan dan Peningkatan di Lingkungan Direktorat Human Capital Training of Enforcement and Improvement in the Human Capital Directorate	1.316
2	Diklat Penguatan dan Peningkatan di lingkungan Direktorat Bisnis Training of Enforcement and Improvement in the Business Directorate	1.625
3	Diklat Penguatan dan Peningkatan di lingkungan Direktorat Supply Chain dan Pelayanan Publik Training of Enforcement and Improvement in the Supply Chain and Public Service Directorate	1.125
4	Diklat Penguatan dan Peningkatan di lingkungan Direktorat Keuangan Training of Enforcement and Improvement in the Finance Directorate	424
5	Diklat Penguatan dan Peningkatan di lingkungan Non Direktorat Training of Enforcement and Improvement in the Non-Directorate	117
6	Diklat Eksternal External Training	287
7	Tugas Belajar Study Assignment	1
	Jumlah Total	4.895

Total biaya untuk kegiatan pengembangan karyawan tahun 2021 yang terdiri dari biaya Diklat (pendidikan, pelatihan, seminar/workshop, executive training serta tugas belajar) dan Non Diklat sebesar Rp3.490.342.870 dengan rincian perbandingan dengan anggaran tahun 2021 dan realisasi tahun 2020 dapat dilihat pada tabel di bawah ini.
The total cost for employee development activities in 2021 which consists of Diklat costs (education, training, seminars/workshops, executive training and study assignments) and Non Diklat is Rp 3,490,342,870 with detailed comparisons with the 2021 budget and 2020 realization can be seen in the table below.

	Realisasi 2021 (Rp-juta) Realization 2021 (Rp-million)	Anggaran 2021 (Rp-juta) Budget 2021 (Rp-million)	Realisasi 2020 (Rp-juta) Realization 2020 (Rp-million)	Penyerapan Anggaran 2021 (%) Budget Absorption 2021 (%)	Kenaikan Penurunan 2020-2021 (%) Increase Decrease 2020-2021 (%)
Biaya Pelatihan dan Pendidikan Training and Education Costs					
Diklat	3.407	13.356	2.437	25,51	71,53
Non Diklat	83	206	9	40,29	10,42
Jumlah Total	3.490	13.562	2.446	25,73	70,08

Sarana dan Prasarana dalam Pemenuhan Aspek K3

Sejumlah fasilitas/sarana Keselamatan dan Kesehatan Kerja juga dihadirkan Perum BULOG bagi karyawan seperti: perumahan dinas, sarana olah raga, tempat beribadah dan lain-lain. Untuk memastikan tempat kerja aman dan nyaman, Perum BULOG juga memberikan fasilitas/sarana penunjang dalam bekerja seperti meja/kursi kerja, komputer kerja, makanan/minuman yang sehat, lift, tangga darurat, pengatur suhu ruangan, genset,

Facilities and Infrastructure in Fulfilling OHS Aspects

A number of facilities for Occupational Safety and Health are also provided by Perum BULOG for employees such as: official housing, sports facilities, places of worship and others. To ensure a safe and comfortable workplace, Perum BULOG also provides supporting facilities for work, such as work desks/chairs, work computers, healthy food/drinks, elevators, emergency stairs, room temperature controllers, generators, and others.

dan lain-lain. Selain itu, Perum BULOG juga senantiasa melakukan pengecekan fasilitas/sarana secara rutin untuk memastikan agar tetap berfungsi sebagaimana mestinya.

In addition, Perum BULOG also perform regular checking to make sure the facilities function properly.

Dalam kondisi darurat, misalnya terjadi kebakaran/gempa bumi dan lainnya, Perum BULOG menyediakan sarana keselamatan kerja seperti: Alat Pemadam Api Ringan (APAR), hydrant pemadam api, sirine/alarm kedaruratan, alat pendeteksi asap, masker kebakaran, dan sebagainya. Pengecekan fasilitas/sarana kantor dilakukan secara rutin setiap bulan, misalnya untuk fasilitas/sarana terkait kebakaran, Perum BULOG melakukan kerja sama untuk pengecekan, perawatan dan pengelolaan sistem kedaruratan kebakaran gedung.

In emergency situations, such as fire/earthquake and others, Perum BULOG provides work safety facilities such as: Light Fire Extinguisher (APAR), fire hydrant, emergency siren/alarm, smoke detector, fire mask, etc. The checking of these facilities is carried out routinely every month, for example for fire-related facilities, Perum BULOG cooperates to check, maintain and manage building fire emergency systems.

Jaminan Kesehatan bagi Karyawan

Untuk menjamin Keselamatan dan Kesehatan Kerja kerja karyawannya, Perum BULOG menyediakan fasilitas kesehatan berupa klinik kesehatan (dokter umum) dan mengikutsertakan karyawan/ti dan pasangannya beserta 3 (tiga) orang tanggungan/anak dalam program jaminan kesehatan nasional yang diselenggarakan oleh BPJS Kesehatan (Jaminan Kesehatan Nasional Indonesia Sehat/JKN-KIS) serta mengikutsertakan juga dalam program asuransi kesehatan tambahan pada PT Asuransi Jiwa Inhealth Indonesia (Mandiri Inhealth).

Health Protection for Employees

To ensure the Occupational Safety and Health of its employees, Perum BULOG provides health facilities such as a health clinic (general practitioner) and register employees and their spouses along with 3 (three) dependents/children in the national health insurance program organized by BPJS Kesehatan (JKN-KIS) and in additional health insurance programs by PT. Asuransi Jiwa Inhealth Indonesia (Mandiri Inhealth).

Selain itu, Perum BULOG juga mengikutsertakan seluruh karyawan/ti pada Jaminan Sosial Tenaga Kerja yang diselenggarakan oleh BPJS Ketenagakerjaan dalam program Jaminan Hari Tua (JHT), Jaminan Kecelakaan Kerja (JKK), Jaminan Kematian (JKM) dan Jaminan Pensiun (JP).

In addition, Perum BULOG also includes all employees in the Social Security for Manpower organized by BPJS Ketenagakerjaan in the Pension Plan (JHT), Work Accident Insurance (JKK), Life Insurance (JKM) and Pension Security (JP).

Berbagai kebijakan yang terkait Keselamatan dan Kesehatan Kerja dan kesempatan yang setara bagi karyawan serta lingkungan kerja yang bebas dari diskriminasi, juga tertulis di dalam *Code of Conduct* Perum BULOG.

Various policies related to Occupational Health and Safety and equal opportunity for employees and a work environment free from discrimination, are also written in the Code of Conduct of Perum BULOG.

Membangun Kesadaran K3

Berawal dari adanya komitmen manajemen/Perusahaan bahwa setiap perusahaan wajib menjamin dan melindungi keselamatan dan kesehatan kerja karyawannya serta pihak-pihak yang berkepentingan dengan Perusahaan di tempat kerja Perum BULOG berdasarkan pada prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*/GCG), nilai-nilai etika di Perusahaan, serta kepatuhan terhadap peraturan perundang-undangan.

Building OHS Awareness

The management/Company is committed to guarantee and protect the safety and health of its employees as well as other parties related with the Company at Perum BULOG's workplace based on the principles of Good Corporate Governance (GCG), ethical values, as well as compliance with laws and regulations.

Sebagai salah bentuk komitmen/keseriusan Perusahaan dalam menjamin dan melindungi keselamatan dan kesehatan kerja karyawannya serta pihak-pihak yang berkepentingan, maka diterbitkan Peraturan Direksi Perum BULOG No. PD-49/DS103/12/2016 tentang Kebijakan dan Pedoman Keselamatan dan Kesehatan Kerja serta SOP No. SOP-41/DS103/12/2016 tentang Standar Operasional Prosedur Penanggulangan Keadaan Darurat.

The Company's commitment/seriousness in guaranteeing and protecting the occupational safety and health of its employees and related parties is expressed in the Regulation of the Board of Directors of Perum BULOG No. PD-49/DS103/12/2016 concerning Occupational Safety and Health Policy and Guidelines and SOP No. SOP-41/DS103/12/2016 concerning Standard Operating Procedures for Emergency Management.

Dalam hal membangun kesadaran peduli Keselamatan dan Kesehatan Kerja (K3) perlu peran dari pihak manajemen maupun karyawan Perum BULOG baik melalui sosialisasi Keselamatan dan Kesehatan Kerja (K3), pemasangan rambu-rambu K3 (Safety Sign), penerapan Peraturan dan Prosedur Keselamatan Kerja, komunikasi yang baik antara manajemen dan karyawan khususnya dalam bidang Keselamatan dan Kesehatan Kerja (K3), keterlibatan karyawan secara aktif di bidang Keselamatan dan Kesehatan Kerja (K3) serta keterlibatan karyawan dalam pelatihan Intensif Keselamatan dan Kesehatan Kerja (K3).

In building awareness about Occupational Safety and Health (K3), it takes both the role of management and employees of Perum BULOG through socialization of Occupational Safety and Health (K3), installation of Safety Signs, application of Occupational Safety Regulations and Procedures, a good communication between management and employees, especially in Occupational Safety and Health (K3), active employee involvement in the Occupational Safety and Health (K3) section and in Intensive Occupational Safety and Health (K3) training.

Kinerja K3 | **OHS Performance**

Jenis Bahaya Type of Hazard	**Sumber Bahaya** Source of Hazard
Terpeleset, Tersandung, Terjepit dan Terjatuh *Slipped, tripped, pinched and fell*	Penempatan kabel di lantai yang tidak rapi • Ada ceceran air, oli, cairan pembersih lantai, dan lainnya (yang menyebabkan lantai licin) • Benda/barang yang tercecer di lantai • Laci dan pintu lemari yang terbuka • Pintu ruangan dan pintu lift yang menutup secara otomatis • Permukaan lantai yang tidak rata/miring • Anak tangga yang tidak dilengkapi anti slip • Mengambil barang dengan tangga yang tidak sesuai • Intensitas pencahayaan ruangan tidak memadai • Untidy placement of cables on the floor • Splashes of water, oil, floor cleaning fluid, and others (which causes the floor to be slippery) • Objects / items scattered on the floor • Drawers and cupboard doors left opened • Room doors and elevator doors that close automatically • Uneven/sloping floor surface • Stairs that are not equipped with anti-slip • Picking up items with the wrong ladder • Insufficient room lighting intensity
Tersengat Aliran Listrik Electric Shock	• Kabel yang tidak ada pembungkusnya • Peralatan elektronik tanpa ada grounding/pertanahan • Beban listrik yang berlebihan pada sambungan kabel • Penggunaan alat yang tidak sesuai dengan ketentuan • Tidak adanya rambu di area listrik bertegangan tinggi • Unwrapped cable • Electronic equipment without grounding • Excessive electrical load on cable connections • Use of tools without following the provisions • No signs in high-voltage power areas
Ergonomi Ergonomics	• Posisi duduk tidak sesuai dengan kursi • Kursi terlalu rendah atau tinggi • Posisi mengangkat barang yang tidak sesuai • Sitting position does not match the chair • The seat is too low or too high • Incorrect lifting position
Infeksi Silang dan Paparan Bakteri *Cross Infection and Exposure to Bacteria/Virus*	• Terpapar bakteri dari makanan/minuman yang tidak higienis atau sisa ceceran makanan • Terpapar bakteri/virus dari alat makan/minum • Tertular bakteri/virus dari penderita sakit • Kontak dengan limbah domestik • Kontak dengan benda tajam yang berkarat • Kontak dengan hewan berbisa/buas • Infeksi silang dari polusi udara • Exposure to bacteria from unhygienic food/drinks or food spills • Exposure to bacteria/viruses from eating/drinking utensils • Infected with bacteria/viruses from sick patients • Contact with domestic waste • Contact with rusty sharp objects • Contact with venomous/wild animals • Cross infection from air pollution

Jenis Bahaya Type of Hazard	Sumber Bahaya Source of Hazard
Kejatuhan Benda *Falling Objects/ Items*	• Penyusunan barang/ benda yang tidak stabil • Penempatan barang/benda pada sisi rak terlalu pinggir • Membawa barang/benda terlalu tinggi saat naik atau turun tangga • Unstable arrangement of goods/objects • Placement of goods/objects on the edge of the shelf • Carrying tall objects when going up or down stairs
Tersayat Cut	• Penggunaan alat potong/cutter tanpa gagang • Sudut-sudut kaca dari meja yang belum dihaluskan • Use of cutting tools/ cutters without handles • The glass corners of the table that have not been smoothed

Jumlah kecelakaan kerja tahun 2020 dan 2021, yaitu:

1. Tahun 2020 tidak terdapat insiden kecelakaan yang berkaitan dengan K3.
2. Tahun 2021 tidak terdapat insiden kecelakaan yang berkaitan dengan K3.

Number of work accidents in 2020 and 2021:

1. In 2020, there was no accident related to K3.
2. In 2021, there was no accident related to K3.

Pengaduan Masalah Ketenagakerjaan dan K3

Sistem pelaporan dan investigasi terhadap kejadian/kecelakaan kerja/keadaan darurat dibuat, ditetapkan dan dilaksanakan dengan tujuan untuk menjadi pedoman pelaporan dan investigasi insiden secara sistematis dan akurat sehingga mampu menyimpulkan secara objektif dan menetapkan tindakan perbaikan serta pencegahan terhadap kecelakaan kerja/keadaan darurat. Pelaporan penerapan K3 secara menyeluruh dituangkan dalam manajemen review minimal 1 (satu) tahun sekali secara berjenjang. Laporan manajemen *review* meliputi:

1. Pelaporan insiden/kecelakaan kerja;
2. Pelaporan ketidaksesuaian;
3. Pelaporan identifikasi sumber bahaya;
4. Pelaporan perkembangan penerapan K3 secara menyeluruh.

Di sepanjang tahun 2021 tidak terdapat pengaduan masalah Ketenagakerjaan dan K3 yang dihadapi Perusahaan.

Complaints on Labor and K3 Issues

A reporting and investigation system for work incidents/accidents/emergencies is created, established and implemented with the aim of being a systematic and accurate guideline for reporting and investigating incidents so as to be able to conclude objectively and determine corrective and preventive actions against work accidents/emergencies. Reporting on the implementation of OHS as a whole is stated in a management review at least once a year in stages. The management review report includes:

1. Reporting work incidents/accidents
2. Non-conformance reporting
3. Hazard source identification report
4. Reporting on the development of overall OHS implementation

In 2021 there were no complaints of Labor and K3 issues faced by the Company.

Penghargaan dan Sertifikasi di Bidang Ketenagakerjaan dan K3

Tidak terdapat penghargaan dan sertifikasi di Bidang Ketenagakerjaan dan K3 di sepanjang tahun 2021.

Awards and Certifications in Labor and OHS

In 2021 there were no awards and certifications in the Labor and OHS Sector.

Biaya dan/atau Investasi Tanggung Jawab Aspek Ketenagakerjaan dan K3

Pada tahun 2021 Perum BULOG telah mengeluarkan biaya dan investasi dalam bidang Ketenagakerjaan dan K3 sebesar Rp 41,05 miliar.

Costs and/or Investment for Corporate Responsibility in Labor and OHS Aspects

In 2021 Perum BULOG has spent Rp 41.05 billion in costs and investment in the Labor and K3 sector.

	Realisasi 2021 (Rp-juta) Realization 2021 (Rp-million)	Anggaran 2021 (Rp-juta) Budget 2021 (Rp-million)	Penyerapan Anggaran 2021 (%) Budget Absorption 2021 (%)	Realisasi 2020 (Rp-juta) Realization 2020 (Rp-million)	Realisasi 2021 Terhadap Realisasi 2020 (%) Realization 2021 Against Realization 2020 (%)
Jaminan Kesehatan Health Protection	37.561	44.345	85,70	35.903	1,04
Pelatihan dan Pendidikan Training and Education	3.490	13.562	25,73	2.486	25,63
Jumlah	41.051	57.907	70,89	38.389	6,48

Tanggung Jawab Perusahaan Lingkup Tanggung Jawab Atas Produk/Jasa Serta Konsumen

Corporate Responsibility Scope Of Responsibility For Products/Services And Consumers

Pemetaan Risiko dan Dampak dalam Kegiatan Operasi dan Bisnis Perusahaan serta Rumusan, Komitmen dan Kebijakan Tanggung Jawab Perusahaan atas Produk/Jasa serta Konsumen

Sebagai perusahaan yang berkecimpung dalam urusan logistik yang menyangkut hajat hidup masyarakat luas, kepuasan konsumen menjadi salah satu fokus pelayanan Perum BULOG. Terkait hal ini, Perusahaan berkomitmen memberikan layanan terbaik dan membuka komunikasi jika ada keluhan terhadap layanan tersebut.

Hubungan dengan konsumen diatur dalam *Code of Conduct* Perum BULOG sebagai berikut: Memberikan pelayanan prima yang tercermin dari ketepatan jumlah, sasaran, harga kualitas dan ketepatan waktu penyaluran bahan pangan pokok yang disalurkan serta memperhatikan ketepatan waktu penyaluran-nya; Memberikan informasi yang relevan kepada konsumen secara adil dan akurat mengenai segala syarat, kondisi, hak dan kewajibannya; dan memastikan seluruh Insan Perusahaan telah berperilaku profesional, disiplin, dan jujur dalam memberikan pelayanan serta dukungan tertib administrasi penyaluran dan pertanggungjawabannya.

Target dan Sasaran Program dan Kegiatan

Memberikan pelayanan terbaik merupakan salah satu fokus Perum BULOG, apalagi di era media sosial yang sangat berpengaruh saat ini. Kekurangan, ketidaktepatan, atau ketidakpuasan konsumen bisa menjadi isu yang menarik perhatian dan viral di media sosial.

Sasaran program dan kegiatan tanggung jawab atas produk/jasa serta konsumen yaitu melakukan kegiatan inovasi dan Pengembangan Produk dan Jasa Sebagai upaya untuk mempertahankan sustainabilitas bisnis Perusahaan dengan bersinergi dan bekerjasama dengan pihak-pihak berafiliasi untuk mengembangkan produk beras, turunan beras dan pangan lainnya sesuai dengan potensi pasar; serta melakukan kegiatan survei kepuasan pelanggan yang bertujuan untuk mengukur tingkat kepuasan pelanggan terhadap produk komersial Perusahaan.

Penerapan Inisiatif: Program dan Kegiatan yang Dilakukan Terkait Tanggung Jawab Perusahaan atas Produk/Jasa serta Konsumen

Inovasi dan Pengembangan Produk dan Jasa

Sebagai upaya untuk mempertahankan sustainabilitas bisnis perusahaan, Perum BULOG bersinergi dan bekerjasama dengan pihak-pihak berafiliasi untuk mengembangkan produk beras,

Mapping of Risks and Impacts in the Company's Operations and Business Activities as well as Formulations, Commitments and Policies on the Corporate Responsibility for Products/Services and Consumers

As a company which engage in logistics that concern the needs of the wider community, customer satisfaction is one of the focuses of Perum BULOG's services. In this regard, the Company is committed to providing the best service and open communication if there are complaints about the service.

BULOG Customer Relationship is regulated in the Code of Conduct of Perum BULOG as follows: Providing excellent service as reflected in the accuracy of the quantity, target, price, quality and timeliness of distribution of staple foods that are distributed as well as paying attention to the timeliness of distribution; Provide relevant information to consumers fairly and accurately regarding all terms, conditions, rights and obligations; and ensure that all of the Company's employees are behaving professionally, disciplinedly, and honestly in providing services and support for orderly administration of distribution and accountability.

Goal and Objective of Programs and Activities

Providing the best service is one of the focuses of Perum BULOG, especially in the era of social media which is very influential today. Any deficiency, inaccuracy, or consumer dissatisfaction can be an interesting issue and goes viral on social media.

The target of the program and responsibility activities on the products/services and consumers is to carry out innovation activities and product and service development as an effort to maintain the sustainability of the Company's business by synergizing and collaborating with affiliated parties to develop rice products, rice derivatives and other food according to the potential market; as well as conducting customer satisfaction survey activities aimed at measuring the level of customer satisfaction with the Company's commercial products.

Initiative Program: Programs and Activities Conducted Regarding Corporate Responsibility for Product/Services and Consumers

Innovation and Product and Services Development

As an effort to maintain the sustainability of the company's business, Perum BULOG synergizes and cooperates with affiliated parties to develop rice products, rice derivatives and other food

turunan beras dan pangan lainnya sesuai dengan potensi pasar. Pengembangan produk dan inovasi dilakukan dengan mendiversifikasi produk beras premium dengan berbagai jenis merek untuk penetrasi pasar, serta mengembangkan produk beras Fortivit sebagai produk beras yang mengandung vitamin dan mineral dengan tambahan kernel fortifikasi. Beras Fortivit diharapkan menjadi produk unggulan yang mampu menyokong program Pemerintah untuk memerangi kasus stunting di Indonesia.

Dalam rangka mengevaluasi proses produksi yang sudah dilakukan dan pengembangan produk berikutnya dilakukan benchmarking dengan industri lain yang serupa. Peningkatan pasokan dan distribusi pangan pokok ke Retail Modern, Rumah Pangan Kita (RPK) dan perluasan jaringan diharapkan dapat lebih menjangkau ke seluruh wilayah kerja Perusahaan.

Survei Kepuasan Konsumen

Kepuasan pelanggan merupakan elemen penting dalam menentukan tingkat perkembangan perusahaan untuk menghadapi persaingan, apalagi bisnis Perum BULOG saat ini berfokus pada penjualan produk komersial dan kedepannya persentase kegiatan komersial akan semakin besar dibandingkan dengan kegiatan PSO.

Kegiatan survei kepuasan pelanggan bertujuan untuk mengukur tingkat kepuasan pelanggan terhadap produk komersial BULOG, ruang lingkup kegiatan survei dilaksanakan per triwulanan selama periode tahun 2021, kegiatan ini dilaksanakan dengan menggunakan metode survei yang memberikan serangkaian pertanyaan dalam kuesioner yang akan dijawab oleh responden. Pelaksanaan survei dilakukan secara *online* dengan membagikan link tautan kuesioner kepada responden, dengan sampel seluruh pelanggan di saluran grosir dan saluran ritel *offline*.

Pengukuran kepuasan pelanggan dilakukan pada beberapa aspek sebagai berikut:

1. produk dan transaksi penjualan
2. pelayanan oleh tenaga penjualan/karyawan
3. pemberian solusi kepada pelanggan
4. keinginan pelanggan untuk melakukan pembelian ulang
5. keinginan pelanggan untuk merekomendasikan produk kepada orang lain

Selain kelima aspek tersebut, juga dilakukan penghimpunan informasi tentang media yang diinginkan oleh pelanggan untuk memperoleh informasi tentang produk dan penawaran dari Perum BULOG. Hasil survei kepuasan pelanggan untuk tahun 2021 mendapat nilai angka indeks sebesar 4,65 dengan menggunakan skala likert 1 s/d 5.

Pengaduan Masalah Produk/Jasa

Terdapat layanan *Contact Center* Be Care untuk menjawab pengaduan masalah Produk/Jasa di seluruh Indonesia dengan nomor kontak WhatsApp Be Care: 08111967016.

in accordance with market potential. Product development and innovation is carried out by diversifying premium rice products with various brands to penetrate the market, as well as developing Fortivit rice products as rice products that contain vitamins and minerals with the addition of fortified kernels. Fortivit rice is expected to be a superior product that is able to support the Government's program to combat stunting cases in Indonesia.

In order to evaluate the production process that and the subsequent product development, benchmarking is carried out with other similar industries. Increasing supply and distribution of staple foods to Modern Retail, Rumah Pangan Kita (RPK) and network expansion, are carried out to expand the Company' reach.

Consumer Satisfaction Survey

Customer satisfaction is an important element in determining the level of company's competitiveness. Moreover the business of Perum BULOG is currently focused on selling commercial products and in the future the percentage of commercial activities will be even greater than PSO activities.

The customer satisfaction survey activity aims to measure the level of customer satisfaction with BULOG's commercial products, the scope of the survey activity is carried out quarterly during the 2021 period, this activity is carried out using the survey method which provides a series of questions in a questionnaire that will be answered by respondents. The survey was carried out online by distributing questionnaire links to respondents, with a sample of all customers in the wholesale channel and offline retail channel.

The measurement of customer satisfaction is carried out on several aspects as follows:

1. products and sales transactions
2. service by salespeople/employees
3. solutions given to customers
4. customer desire to make repeat purchases
5. the customer's desire to recommend the product to others

In addition to these five aspects, information is also collected about the media desired by customers to obtain information about products and offers from Perum BULOG. The score of the customer satisfaction survey for 2021 was 4.65 using a Likert scale of 1 to 5.

Complaints on Product/Service Issues

There is a Be Care Contact Center service to answer complaints about product/service issues throughout Indonesia with the WhatsApp Be Care contact number: 08111967016.

Sertifikasi di Bidang Mutu Produk/Jasa

Award and Certification in Product/Services Quality

Sertifikasi Bidang Mutu Produk/Jasa yang Masih Berlaku di Tahun 2021

Product/Service Quality Certification that is Still Valid in 2021

Sertifikat ISO 9001:2015 tentang Sistem Manajemen Mutu ISO 9001:2015 Certificate on Quality Management System	
Deskripsi Sertifikasi: Sertifikasi ISO 9001:2015 untuk Sistem Manajemen Mutu pada "*Warehousing and Storage of Agricultural Commodity*" Lembaga yang Mengeluarkan Sertifikasi: Intertek dengan akreditasi Nasional dari KAN (Komite Akreditasi Nasional) Masa Berlaku: 24 Juli 2021 s.d 23 Juli 2024	Description: ISO 9001:2015 Certification for Quality Management System on "Warehousing and Storage of Agricultural Commodity". Issuer Institute: Intertek with the National Accreditation from National Accreditation Committee (KAN) Validity Period:24 July 2021 to 23 July 2024

Biaya dan/atau Investasi Tanggung Jawab Aspek Mutu Produk/Jasa

Pada tahun 2021 tidak terdapat biaya dan investasi yang dikeluarkan Perum BULOG dalam pemenuhan aspek mutu produk/jasa serta konsumen.

Cost and/or Investment for the Responsibility on Product/Service Quality Aspects

In 2021 there were no costs and investments incurred by Perum BULOG in fulfilling the quality aspects of products/services and consumers.

Tanggung Jawab Perusahaan Terkait pengembangan sosial dan kemasyarakatan

Corporate Responsibility Regarding Social and Community Development

Pemetaan Risiko dan Dampak dalam Kegiatan Operasi dan Bisnis Perusahaan serta Rumusan, Komitmen dan Kebijakan Tanggung Jawab Perusahaan atas Aspek Sosial Kemasyarakatan

Sebagai BUMN yang memiliki cita-cita menjadi agen perubahan, keberadaan Perum BULOG harus memberikan dampak positif terhadap masyarakat Indonesia, baik pada kualitas kesehatan, perekonomian, maupun aktualisasi kepentingan masyarakat yang beragam. Untuk itu, Perum BULOG memenuhi kepatuhan terkait Program Kemitraan dan Bina Lingkungan (PKBL) yang mengacu pada Peraturan Menteri BUMN No. PER-05/MBU/2007, sebagaimana telah diubah terakhir dengan Peraturan Menteri BUMN No. PER-08/MBU/2013 tentang Program Kemitraan Badan Usaha Milik Negara dengan Usaha Kecil dan Program Bina Lingkungan. Juga mengacu pada Peraturan Menteri BUMN No. PER-02/MBU/7/2017 tanggal 5 Juli 2017 tentang Perubahan Kedua atas Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara.

PKBL merupakan program yang harus dilaksanakan setiap BUMN dan merupakan amanah Undang-undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara, pasal 88 mengatur bahwa BUMN dapat menyisihkan sebagian laba bersihnya untuk

Risk and Impact Mapping in the Company's Operations and Business Activities and the Formulation, Commitment and Policies on Corporate Responsibility on Social Aspects

As a SOE that aspires to become an agent of change, the existence of Perum BULOG must have a positive impact on Indonesian society, both in the quality of health, the economy, and the actualization of various community interests. For this reason, Perum BULOG fulfills compliance related to the Partnership and Community Development Program (PKBL) which refers to Minister of SOEs Regulation No. PER-05/MBU/2007, as last amended by Minister of SOEs Regulation No. PER-08/MBU/2013 concerning the Partnership Program for State-Owned Enterprises with Small Businesses and Community Development Programs. Also refers to the Minister of SOEs Regulation No. PER-02/MBU/7/2017 dated 5 July 2017 concerning the Second Amendment to the Minister of SOEs Regulation No. PER-09/MBU/07/2015 concerning the Partnership and Community Development Program for State-Owned Enterprises.

PKBL is a program that must be implemented by every SOE and is mandated by Law no. 19 of 2003 concerning State-Owned Enterprises, article 88 stipulates that SOE can set aside a portion of their net profit for the purposes of fostering small businesses/

keperluan pembinaan usaha kecil/koperasi serta pembinaan masyarakat di sekitar BUMN. Selanjutnya, Perum BULOG merupakan salah satu dari BUMN harus mengacu pada Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tanggal 3 Juli 2015 dan ketentuan lainnya dalam pelaksanaan program ini.

Sesuai dengan Peraturan Direksi No. PD-04/DS200/01/2018 tanggal 29 Januari 2018 tentang Organisasi dan Tata Kerja Perusahaan Umum (Perum) BULOG, telah dibentuk seksi PKBL di bawah Sekretariat Perusahaan yang mempunyai tugas pokok melakukan penyusunan program donasi, beasiswa pendidikan dan praktek kerja lapangan, pemberdayaan masyarakat dan bina lingkungan dalam rangka peningkatan citra Tanggung Jawab Sosial Perusahaan atau *Corporate Social Responsibility* (CSR). Seksi inilah yang bertanggungjawab terhadap penyelenggaraan PKBL di Perum BULOG.

Melalui Surat No. S-348/MBU/DSI/11/2020 tanggal 18 November 2020 tentang Penyusunan Program TJSL BUMN Tahun 2021, Program TJSL BUMN merupakan penyempurnaan Program Kemitraan dan Bina Lingkungan (PKBL) dan Program *Corporate Social Responsibility* (CSR) yang selama ini sudah dijalankan oleh BUMN.

Target dan Sasaran Program dan Kegiatan

Untuk selanjutnya Program TJSL dirumuskan berdasarkan pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB) serta berpedoman kepada ISO 26000 sebagai panduan pelaksanaan program, dengan harapan pelaksanaan Program TJSL yang lebih terukur, berdampak dan berkelanjutan. Program TJSL mengacu kepada 4 (empat) pilar TPB yakni Pilar Sosial, Pilar Ekonomi, Pilar Lingkungan dan Pilar Hukum dan Tata Kelola. Selain berdasarkan 4 (empat) pilar utama, pelaksanaan Program TJSL diselaraskan dengan hasil pemetaan skala prioritas TPB masing-masing klaster BUMN. Perum BULOG masuk ke dalam Klaster Industri Pangan dan Pupuk dimana terdapat 7 (tujuh) TPB hasil pemetaan prioritas, yakni:

1. Tujuan 2 : Tanpa Kelaparan
2. Tujuan 4 : Pendidikan Berkualitas
3. Tujuan 6 : Air Bersih dan Sanitasi Layak
4. Tujuan 8 : Pekerjaan Layak dan Pertumbuhan Ekonomi
5. Tujuan 13 : Penanganan Perubahan Iklim
6. Tujuan 15 : Ekosistem Darat
7. Tujuan 16 : Perdamaian, Keadilan dan Kelembagaan yang kuat.

TPB Prioritas Klaster Industri Pangan dan Pupuk

Pelaksanaan Program TJSL Melalui Program TJSL BUMN, Perum BULOG berkomitmen untuk terus berinovasi dalam merancang berbagai program yang memberikan pelayanan terbaik kepada masyarakat baik yang bersifat unggulan maupun responsif dan Program TJSL BUMN diselaraskan dengan pemetaan skala prioritas TPB masing-masing klaster. Di dalam 10 (sepuluh) program yang meliputi Program BULOG Peduli Gizi, Program

cooperatives as well as community development around the SOE. Furthermore, Perum BULOG is one of the SOEs that must refer to Minister of SOEs Regulation No. PER-09/MBU/07/2015 dated 3 July 2015 and other provisions in the implementation of this program.

In accordance with Directors Regulation No. PD-04/DS200/01/2018 dated 29 January 2018 concerning the Organization and Work Procedures of a Public Company (Perum) BULOG, a PKBL section has been formed under the Corporate Secretariat which has the main task of preparing donation programs, educational scholarships and field work practices, empowerment community and environmental development in order to enhance the image of Corporate Social Responsibility (CSR). This section is responsible for organizing PKBL at Perum BULOG.

Through Letter No. S-348/MBU/DSI/11/2020 dated 18 November 2020 concerning the Preparation of the 2021 BUMN CSR Program, the BUMN CSR Program is an improvement to the Partnership and Community Development Program (PKBL) and the Corporate Social Responsibility (CSR) Program which have been implemented so far by BUMN.

Goals and Targets of Programs and Activities

Henceforth the TJSL Program is formulated based on the achievement of Sustainable Development Goals (SDG) and is guided by ISO 26000 as a program implementation guide, with the hope that the implementation of the TJSL Program will be more measurable, impactful and sustainable. The TJSL program refers to the 4 (four) pillars of the SDGs, namely the Social Pillar, the Economic Pillar, the Environmental Pillar and the Law and Governance Pillar. Apart from being based on the 4 (four) main pillars, the implementation of the TJSL Program is aligned with the results of mapping the SDG priority scale of each BUMN cluster. Perum BULOG is included in the Food and Fertilizer Industry Cluster where there are 7 (seven) TPBs as a result of priority mapping, namely:

1. Goal 2 : Zero Hunger
2. Goal 4: Quality Education
3. Goal 6 : Clean Water and Sanitation
4. Goal 8: Decent Work and Economic Growth
5. Goal 13: Climate Action
6. Goal 15 : Life on Land
7. Goal 16 : Peace, Justice and Strong Institutions.

SDG Priorities for Food and Fertilizer Industry Cluster

In implementing the TJSL Program Through the BUMN TJSL Program, Perum BULOG is committed to continuing to innovate in designing various programs that provide the best service to the community both the featured programs and responsive programs, and the BUMN TJSL Program is aligned with the mapping of the SDG priority scale of each cluster. The 10 (ten) featured programs include BULOG Peduli Gizi (BULOG Cares

BULOG Peduli UMKM, Program BULOG Peduli Petani, Program BULOG Peduli Bencana, Program BULOG Peduli Pendidikan, Program BULOG Membangun dan Pasar Murah.

for Nutrition), BULOG Peduli UMKM (BULOG Cares for UMKM), BULOG Peduli Petani (BULOG Cares for Farmers), BULOG Peduli Bencana (BULOG Cares for Disasters), BULOG Peduli Pendidikan (BULOG Cares for Education), BULOG Membangun (BULOG Builds), and Pasar Murah (Cheap Bazaar).

Penerapan Inisiatif: Program dan Kegiatan yang Dilakukan Terkait Tanggung Jawab Perusahaan atas Pengembangan Sosial Kemasyarakatan

Initiative Program: Programs and Activities Conducted Related to Corporate Social Responsibility for Community Development

Atas program-program tersebut telah terealisasikan hingga tahun 2021 sebagai berikut:

These programs have been realized up to 2021 as follows:

Penyaluran Program TJSL Perum BULOG sampai dengan Triwulan IV Tahun 2021

Disbursement of Perum BULOG's TJSL Program until Quarter IV of 2021

No	TPB SDG	RKA Tahun 2021 (Rp) RKA 2021 (Rp)	RKA s.d TW IV Tahun 2021 (Rp) RKA to Q4 2021 (Rp)	Real s.d TW IV Tahun 2021 (Rp) Real up to Q4 2021 (Rp)	Persentase Capaian Achievement Percentage	
					Real/RKA Tahunan (%) Real/Annual RKA (%)	Real/RKA Triwulanan (%) Real/ Quarterly RKA (%)
A	PILAR SOSIAL SOCIAL PILLARS					
1	TPB 1 SDG 1	-	-	-	-	-
2	TPB 2 SDG 2	1.768.000.000	1.768.000.000	1.004.281.238,10	56,80	56,80
3	TPB 3 SDG 3	-	-	-	-	-
4	TPB 4 SDG 4	608.000.000	608.000.000	397.127.000,00	65,32	65,32
5	TPB 5 SDG 5	-	-	-	-	-
B	PILAR EKONOMI ECONOMIC PILLAR					
1	TPB 7 SDG 7	-	-	-	-	-
2	TPB 8 SDG 8	66.000.000	66.000.000	99.781.500,00	151,18	151,18
3	TPB 9 SDG 9	-	-	-	-	-
4	TPB 10 SDG 10	-	-	-	-	-
5	TPB 17 SDG 17	-	-	-	-	-
C	PILAR LINGKUNGAN ENVIRONMENTAL PILLARS					
1	TPB 6 SDG 6	150.000.000	150.000.000	15.000.000,00	10,00	10,00
2	TPB 11 SDG 11	-	-	-	-	-
3	TPB 12 SDG 12	-	-	-	-	-
4	TPB 13 SDG 13	2.298.000.000	2.298.000.000	3.177.734.805,80	138,28	138,28

No	TPB SDG	RKA Tahun 2021 (Rp) RKA 2021 (Rp)	RKA s.d TW IV Tahun 2021 (Rp) RKA to Q4 2021 (Rp)	Real s.d TW IV Tahun 2021 (Rp) Real up to Q4 2021 (Rp)	Persentase Capaian Achievement Percentage	
					Real/RKA Tahunan (%) Real/Annual RKA (%)	Real/RKA Triwulanan (%) Real/ Quarterly RKA (%)
5	TPB 14 SDG 14	-	-	-	-	-
6	TPB 15 SDG 15	270.000.000	270.000.000	129.200.000,00	47,85	47,85
D	PILAR HUKUM DAN TATA KELOLA LAW AND GOVERNANCE PILLARS					
1	TPB 16 SDG 16	-	-	-	-	-
JUMLAH TOTAL		5.160.000.000	5.160.000.000	4.823.124.543,90	93,47	93,47

Penyaluran Program TJSL Perum BULOG berdasarkan program-program yang telah dirumuskan berdasarkan TPB untuk merespon isu ekonomi, sosial, dan lingkungan yang relevan dan penting bagi tujuan berkelanjutan serta mendukung bisnis inti yang menciptakan *creating shared value* (CSV) bagi perusahaan, yaitu:

1. TPB 2 Tanpa Kelaparan pada:
   a. Program BULOG PEDULI GIZI mencapai 3,39% dari Jumlah Prevalensi Stunting Balita pada 2 titik lokasi yaitu Aceh (Banda Aceh dan Aceh Besar) dan Kalimantan Tengah (Muara Teweh, Barito Selatan dan Waringin Timur) dengan total realisasi sebesar Rp583.486.460,10,-.
   b. Program BULOG PEDULI PETANI pendapatan produsen pertanian skala kecil mencapai Rp10.974.102,- untuk 9 Gapoktan/Poktan/Petani di Wilayah Lampung (Kabupaten Lampung Selatan), Banten (Kabupaten Lebak) dan Jawa (Kabupaten Pati, Kabupaten Banyumas, Kabupaten Karawang, Kabupaten Lebak, Kabupaten Jember, dan Kabupaten Tulungagung) dengan total realisasi sebesar Rp208.898.018,-.
   c. Program BULOG PEDULI HARGA & PASOKAN mencapai penurunan 1% dari harga anomali di level konsumen Pasar Cileungsi, Bogor.

2. TPB 4 Pendidikan Berkualitas pada:
   a. Program BULOG PINTAR mencapai 2,86% dari total mahasiswa/i kategori tidak mampu di Yayasan Pesantren Al-Hikam Depok dan Malang.
   b. Program BULOG PEDULI PENDIDIKAN mencapai 32,26% dari jumlah sekolah sejenis dalam rentang ideal di 20 titik lokasi (Jakarta Pusat, Jakarta Barat, Jakarta Timur, Kabupaten Bogor, Kota Depok, Kabupaten Bandung, Kabupaten Sukabumi, Kabupaten Lebak, Kabupaten

The distribution of Perum BULOG's TJSL Program is based on programs that have been formulated based on SDG to respond to relevant and important economic, social and environmental issues for sustainable goals and support the core business that creates shared value (CSV) for the company, namely:

1. SDG 2 Zero Hunger on:
   a. BULOG Peduli Gizi program reached 3.39% of the Total Prevalence of Stunting Toddlers in 2 location points, namely Aceh (Banda Aceh and Aceh Besar) and Central Kalimantan (Muara Teweh, South Barito and East Waringin) with a total realization of Rp 583,486,460.10.
   b. BULOG PEDULI PETANI Program, the income of small-scale agricultural producers reached Rp 10,974,102 for 9 Gapoktan/Poktan/Farmers in Lampung Region (South Lampung Regency), Banten (Lebak Regency) and Java (Pati Regency, Banyumas Regency, Karawang Regency, Lebak Regency, Jember Regency and Tulungagung Regency) with a total realization of Rp 208,898,018.
   c. The BULOG PEDULI HARGA & PASOKAN program achieved a 1% decrease in anomalous prices at the consumer level in Cileungsi Market, Bogor.

2. SDG 4 Quality Education in:
   a. BULOG PINTAR program reached 2.86% of the total underprivileged students at the Al-Hikam Islamic Boarding School Foundation in Depok and Malang.
   b. BULOG PEDULI PENDIDIKAN program reached 32.26% of the number of similar schools within an ideal range in 20 location points (Central Jakarta, West Jakarta, East Jakarta, Bogor Regency, Depok City, Bandung Regency, Sukabumi Regency, Lebak Regency, Garut

Garut, Kabupaten Cirebon, Kabupaten Cianjur, Semarang, Kabupaten Purbalingga, Kabupaten Jember, Kabupaten Sidoarjo, Kabupaten Konawe Selatan, Kabupaten Lamongan, dan Kabupaten Kertanegara) dengan total realisasi sebesar Rp397.127.000,-.

3. TPB 8 Pekerjaan Layak dan Pertumbuhan Ekonomi, Program mendukung Bisnis Inti dan Menciptakan *Creating Shared Value* (CSV) bagi perusahaan melalui program BULOG PEDULI UMKM mencapai 11,34% dari total tingkat setengah pengangguran di Provinsi Papua (Kota Jayapura), Jawa Timur (Kabupaten Madiun) dan D.I Yogyakarta (Kabupaten Gunung Kidul).
4. TPB 6 Air Bersih dan Sanitasi Layak pada Program BULOG PEDULI SARANA AIR BERSIH mencapai 5% dari persentase jumlah rumah tangga yang memiliki akses terhadap pelayanan air minum di Pondok Pesantren Nurussa'adah Kabupaten Bogor senilai Rp15.000.000,-.
5. TPB 13 Penanganan Perubahan Iklim pada:
   a. Program BULOG PEDULI BENCANA mencapai 68,88% atau setara Rp3.321.934.805,60 dari total penyediaan anggaran untuk bantuan pada peristiwa bencana alam di Indonesia. Penyaluran Kegiatan penanganan bencana alam (banjir, gunung meletus, gempa dan tanah longsor):
      - Berupa penyediaan bahan pangan pokok, obat-obatan, serta keperluan lain di wilayah Malang, Lumajang, Tulungagung, Bima, Bekasi, Larantuka, Jayapura dan lain sebagainya;
      - Kegiatan penanganan pandemi COVID-19 berupa penyediaan bahan pokok, multivitamin, alat pelindung diri, tabung oksigen dan lainnya di RSDA Wisma Atlet, Jember, Pasuruan, Bandung, Serang, Cianjur, DIY Yogyakarta dan lain sebagainya;
      - Selain itu, Perum BULOG turut serta dalam upaya percepatan vaksinasi COVID-19 nasional berupa pemberian bantuan komoditi pangan kepada para peserta vaksin di wilayah DKI Jakarta, Kab. Banjarnegara, Kota Bandung, Kota Gorontalo, DI Yogyakarta, Kab. Sidoarjo, Kab. Labuhanbatu.
   b. Program BULOG MEMBANGUN TEMPAT IBADAH mencapai 20 titik lokasi (Kabupaten Bogor, Kota Bandung, Kota Tangerang Selatan, Kota Depok, Maluku Tengah, Kabupaten Agam, Kabupaten Maluku Utara, Kabupaten Bandung Barat, Kabupaten Bondowoso, Medan, Jambi, Kabupaten Lamongan, Kota Depok, Kabupaten Gresik, Kota Jakarta Utara, Kota Jakarta Barat dan Kabupaten Melawi).
6. TPB 15 Ekosistem Darat pada Program BULOG HIJAU mencapai 2.600 senilai Rp129.200.000,- penanaman batang tanaman bakau di pesisir pantai utara Kabupaten Karawang, dan di hulu Sungai Ciliwung di Kabupaten Bogor.

Regency, Cirebon Regency , Cianjur Regency, Semarang, Purbalingga Regency, Jember Regency, Sidoarjo Regency, South Konawe Regency, Lamongan Regency, and Kertanegara Regency) with a total realization of Rp 397,127,000.

3. SDG 8 Decent Work and Economic Growth, Programs to support Core Business and Creating Shared Value (CSV) for the Company through BULOG PEDULI UMKM program, reaching 11.34% of the total underemployment rate in Papua Province (Jayapura City), East Java (Madiun Regency) and D.I Yogyakarta (Gunung Kidul Regency).
4. SDG 6 Clean Water and Sanitation in the BULOG PEDULI SARANA AIR BERSIH program, reaching 5% of the percentage of households that have access to drinking water services at the Nurussa'adah Islamic Boarding School, Bogor Regency, worth Rp 15,000,000.
5. SDG 13 Climate Action in:
   a. BULOG PEDULI BENCANA program reaches 68.88% or the equivalent of Rp 3,321,934,805.60 of the total budget provision for assistance in natural disasters in Indonesia. Distribution of natural disaster management activities (floods, volcanic eruptions, earthquakes and landslides):
      - In the form of provision of staple foods, medicines, and other necessities in the areas of Malang, Lumajang, Tulungagung, Bima, Bekasi, Larantuka, Jayapura and so on;
      - Activities for COVID-19 pandemic handling in the form of providing staples, multivitamins, personal protective equipment, oxygen cylinders and others at the RSDA Wisma Atlet, Jember, Pasuruan, Bandung, Serang, Cianjur, DIY Yogyakarta and so on;
      - In addition, Perum BULOG participated in efforts to accelerate the national COVID-19 vaccination in the form of providing food commodity assistance to vaccine participants in the DKI Jakarta area, Kab. Banjarnegara, Bandung City, Gorontalo City, DI Yogyakarta, Kab. Sidoarjo, Kab. Labuhanbatu.
   b. BULOG MEMBANGUN TEMPAT IBADAH program reached 20 location points (Bogor Regency, Bandung City, South Tangerang City, Depok City, Central Maluku, Agam Regency, North Maluku Regency, West Bandung Regency, Bondowoso Regency, Medan, Jambi, Lamongan Regency, Depok City, Gresik Regency, North Jakarta City, West Jakarta City and Melawi Regency).
6. SDG 15 Life on Land, the BULOG HIJAU Program reached 2,600 (worth Rp 129,200,00) planting mangrove stems on the north coast of Karawang Regency, and upstream of the Ciliwung River in Bogor Regency.

Pengaduan Masalah Sosial Kemasyarakatan

Terdapat layanan *Contact Center* Be Care untuk menjawab pengaduan masalah Sosial Kemasyarakatan di seluruh Indonesia dengan nomor kontak WhatsApp Be Care: 08111967016.

Complaints on Social Community Issues

There is a Be Care Contact Center service to answer complaints about social community issues throughout Indonesia with the WhatsApp Be Care contact number: 08111967016.

Penghargaan dan Sertifikasi di Bidang Sosial Kemasyarakatan

Awards and Certifications in the Social Community Sector

Penghargaan di Bidang Sosial Kemasyarakatan Tahun 2021

Awards in the Social Community Sector in 2021

Best TJSL 2021 with Outstanding Community Environmental Greening Program

Deskripsi Penghargaan: *Best* TJSL 2021 *with Outstanding Community Environmental Greening Program*, Kategori Industri Pangan dan Pupuk
Pemberi Penghargaan: Warta Ekonomi *Research and Consulting*
Acara/Kegiatan: Indonesia Best TJSL Awards 2021
Tanggal Diberikan: 23 September 2021

Award: Best TJSL 2021 with Outstanding Community Environmental Greening Program, Food and Fertilizer Industry Category
Award Giver: Warta Ekonomi Research and Consulting
Events/Activities: Indonesia Best TJSL Awards 2021
Date: 23 September 2021

Biaya dan/atau Investasi Tanggung Jawab Sosial Kemasyarakatan

Pada tahun 2021 Perum BULOG telah mengeluarkan biaya dan investasi dalam pemenuhan aspek sosial kemasyarakatan sebesar Rp4,98 miliar.

Costs and/or Investments in Social Community Responsibility

In 2021 Perum BULOG has spent Rp 4.98 billion in costs and investment in fulfilling social aspects.

	Realisasi 2021 (Rp-juta) Realization 2021 (Rp-million)	**Anggaran 2021 (Rp-juta)** Budget 2021 (Rp-million)	**Penyerapan Anggaran 2021 (%)** Budget Absorption 2021 (%)	**Realisasi 2020 (Rp-juta)** Realization 2020 (Rp-million)	**Realisasi 2021 Terhadap Realisasi 2020 (%)** Realization 2021 Against Realization 2020 (%)
Program Bina Lingkungan Community Development Program	-	-	-	160,49	-
Program CSR / TJSL CSR Program	4.978,00	5.160,00	96,49	5.088,00	97,85
Jumlah Total	4.978,00	5.160,00	96,49	5.248,49	94,86

BOSS FOOD
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BULOG
Bersama Mewujudkan Kedaulatan Pangan

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