



ANJ

TACKLING CLIMATE CHANGE

THROUGH RESPONSIBLE DEVELOPMENT

2021 ANNUAL REPORT

DISCLAIMER

This annual report has been prepared by PT Austindo Nusantara Jaya Tbk. (ANJ) for informational purposes only. Certain statements herein may constitute “forward-looking statements”, including statements regarding ANJ’s expectations and projections for future operating performance and business prospects. Such forward-looking statements are based on numerous assumptions regarding ANJ’s present and future business strategies and the environment in which ANJ will operate in the future. Such forward-looking statements speak only as of the date on which they are made.

Accordingly, ANJ expressly disclaims any obligation to update or revise any forward-looking statement contained herein to reflect any change in the Company’s expectations with regard

to new information, future events or other circumstances. ANJ does not make any representation, warranty or prediction that the results anticipated by such forward-looking statements will be achieved and such forward-looking statements represent, in each case, only one of many possible scenarios and should not be viewed as the most likely or standard scenario.

By reviewing this document, you acknowledge that you will be solely responsible for your own assessment of the market and the market position of the Company and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the business of ANJ.

ABOUT THIS REPORT

This report has been prepared as a detailed and accurate picture of ANJ, its subsidiaries and their activities in 2021. It has also been prepared according to the regulations of the Indonesian Financial Services Authority (OJK). We hope you find it useful and we welcome your feedback. Please e-mail comments to corsec@anj-group.com. To download a PDF of this or previous years’ reports in English or Indonesian, please go to www.anj-group.com/en/annual-report/index.

COMMON TERMS USED IN THIS REPORT

ANJ

In this report PT Austindo Nusantara Jaya Tbk. is referred to as “ANJ” or “the Company.”

ANJA

PT Austindo Nusantara Jaya Agri

ANJAS

PT Austindo Nusantara Jaya Agri Siais

SMM

PT Sahabat Mewah dan Makmur

KAL

PT Kayung Agro Lestari

GSB

PT Galempa Sejahtera Bersama

PPM

PT Permata Putera Mandiri

PMP

PT Putera Manunggal Perkasa

ANJAP

PT ANJ Agri Papua

LSP

PT Lestari Sagu Papua

AANE

PT Austindo Aufwind New Energy

GMIT

PT Gading Mas Indonesia Teguh

ANJB

PT Austindo Nusantara Jaya Boga

CPO

Crude Palm Oil: the oil extracted after crushing the fruit of the oil palm.

PK

Palm Kernel: a fibrous cake that results from crushing the seeds at the center of the oil palm fruit.

PKO

Palm Kernel Oil: the oil extracted after crushing the palm kernel.

FFB

Fresh Fruit Bunches: the oil palm fruit clusters cut and harvested from palms as the raw material for milling into CPO and PK.

Nucleus

The area of an oil palm plantation that forms our core business.

Plasma

The area of an oil palm plantation allotted to communities under the Indonesian Government’s Plasma Program to benefit smallholders.

2021

ANNUAL REPORT

TACKLING CLIMATE CHANGE THROUGH RESPONSIBLE DEVELOPMENT



Following the challenges of 2020, the success that we experienced in 2021 was a welcomed change. Strategic planning and good management decisions are paying off, as well as efforts to focus our operations and improve efficiency. Although trade is yet to reach pre-pandemic levels, the unique supply and demand conditions of 2021 favored our operations, allowing the Company to make record-breaking achievements.

Despite the achievements of the past year, we will not allow for the resumption of trade and the high CPO prices to increase ANJ's impact on our planet. We recognize that human-induced climate change is already being felt around the globe as extreme weather events, such as floods, droughts and high temperatures, impact people and their livelihoods. We recognize that agricultural expansion is part of the problem, but responsible companies, like ANJ, can also be a big part of the solution. This year we have intensified efforts to minimize our carbon footprint and be a driver of change in the palm oil industry, towards more sustainable and climate-neutral production. In 2021, we committed to integrating ESG more definitively into our existing business strategy. As a result, we have set ambitious sustainability targets, including achieving Net-Zero Emissions by 2030, which is 30 years ahead of the national target pledged by the government. This may seem ambitious for a palm oil company, but we believe that the benefits of our innovative emissions reduction initiatives are already showing great promise for a carbon-neutral future.

Our research and development team continues to work hard in improving efficiencies and developing new initiatives to mitigate climate change impacts and build the resilience of our operations. Our ongoing projects to reduce GHG emissions, such as more composting and less inorganic fertilizer, fertigation and the recycling of biomass feedstock, continue to yield positive results and lower costs. Our multi-faceted approach to net-zero includes maintaining healthy ecosystems such as waterways and peatlands, and our large areas of High Conservation Value Forest, which play a crucial role in carbon sequestration. We monitor the species in these ecosystems through our innovative citizen science led project called Pendaki, or 'Care for Nature'.

As an industry that produces an essential commodity such as palm oil, we all need to work together to ensure that we adopt new business models which do not transgress the safe operating limits of the earth system's planetary boundaries. ANJ welcomes this challenge, responsible development is at the core of our values, and our people continue to prove that they are committed to going beyond compliance to make our company one that not only mitigates our climate impact but actively tackles the current climate crisis.

KEY PERFORMANCE



FFB PRODUCTION

total FFB production grew

↑ **6.7%**

to 838,191 tonnes
in 2021



CPO PRODUCTION

total CPO production grew

↑ **7.4%**

to 262,683 tonnes
in 2021





PK PRODUCTION

total PK production increased

↑ **4.6%**

to 51,531 tonnes
in 2021



PKO PRODUCTION

total PKO production grew

↑ **50.6%**

to 1,080 tonnes
in 2021

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PERFORMANCE HIGHLIGHTS



The average age of our nucleus oil palms across all the Group's plantations, as of December 31, 2021, is 13 years.

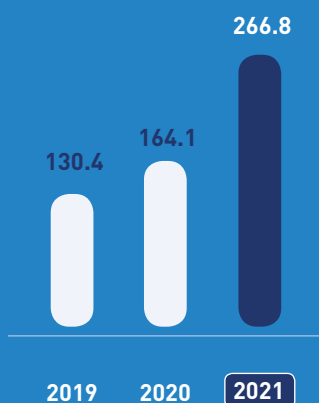
FINANCIAL AND OPERATIONAL HIGHLIGHTS

	2021	2020	2019	Variance 2021 vs 2020	
				Amount	%
Results from Operations (USD million)					
Total Revenue	266.8	164.1	130.4	102.7	62.6%
Palm Oil, Palm Kernel Oil and Palm Kernel	264.0	161.5	128.5	102.5	63.5%
Sago starch	1.3	1.2	1.0	0.1	7.4%
Service Concession Revenue	0.6	0.6	0.4	0.0	0.5%
Others	0.9	0.8	0.4	0.1	12.6%
Gross profit	100.7	40.1	23.8	60.7	151.3%
EBITDA	87.2	34.3	22.9	52.9	154.1%
Net income (loss) for the year	39.7	2.2	(4.6)	37.5	1,694.9%
attributable to the owners of the company	40.0	2.3	(4.2)	37.7	1,604.7%
attributable to non-controlling interests	(0.3)	(0.1)	(0.4)	(0.2)	151.2%
Total Comprehensive Income	37.0	5.8	2.2	31.1	532.7%
attributable to owners of the company	37.6	5.8	2.5	31.8	543.4%
attributable to non-controlling interests	(0.6)	0.0	(0.3)	(0.7)	13,975.4%
Basic earnings (loss) per share	0.012084	0.000709	(0.001267)	0.011375	1,604.3%
Financial Position (USD million)					
Cash and cash equivalents	27.1	15.9	18.5	11.3	70.8%
Investments in associates	-	-	-	-	-
Total current assets	78.2	66.5	66.8	11.7	17.6%
Total assets	652.7	636.1	625.7	16.5	2.6%
Bank loans	169.2	195.9	190.5	(26.7)	(13.6%)
Total current liabilities	48.8	28.4	31.4	20.4	71.7%
Total liabilities	219.4	240.4	237.0	(21.0)	(8.7%)
Total equity	433.3	395.8	388.7	37.5	9.5%
Financial Ratios					
Return on assets (%)	6.1%	0.3%	(0.7%)	5.7%	1,649.5%
Return on equity (%)	9.2%	0.6%	(1.2%)	8.6%	1,539.4%
Gross margin (%)	37.8%	24.4%	18.2%	13.3%	54.6%
EBITDA margin (%)	32.7%	20.9%	17.5%	11.8%	56.3%
Net profit margin (%)	14.9%	1.3%	(3.5%)	13.5%	1,004.0%
Current ratio	1.6	2.3	2.1	(0.7)	(31.5%)
Liabilities to equity ratio	0.5	0.6	0.6	(0.1)	(16.6%)
Liabilities to assets ratio	0.3	0.4	0.4	(0.0)	(11.0%)
Net debt to equity ratio	0.3	0.5	0.4	(0.1)	(27.9%)
Cash ratio	0.6	0.6	0.6	0.0	(0.5%)
Receivables Turnover	2.9	2.5	20.1	1.8	15.5%
Palm Oil Production (tonnes unless specified)					
Total FFB produced from our estates*	838,191	785,202	732,837	52,988	6.7%
Total FFB bought from third parties	434,123	408,554	405,754	25,569	6.3%
Total FFB processed*	1,272,314	1,193,756	1,138,591	78,558	6.6%
Average FFB yield (tonnes per hectare)	20.4	20.1	20.9	0.3	1.4%
Total CPO Production*	262,683	244,485	240,844	18,198	7.4%
Total CPO Sales*	268,289	240,315	239,800	27,974	11.6%
Total PK production	51,531	49,286	51,585	2,245	4.6%
Total PK sales	51,991	48,660	52,115	3,331	6.8%
Total PKO Production*	1,080	717	-	363	50.6%
Total PKO Sales*	1,113	700	-	413	59.0%
CPO extraction rate (%)	20.6%	20.5%	21.1%	0.2%	0.8%
PK extraction rate (%)	4.4%	4.2%	4.5%	0.2%	5.1%
PKO extraction rate (%)	1.0%	1.1%	-	(0.0)%	(4.5%)
CPO average selling price	801	581	479	221	38.0%
PK average selling price	527	315	261	212	67.2%
PKO average selling price	1,308	667	-	641	96.1%
Cash cost of production	346	289	293	57	19.6%

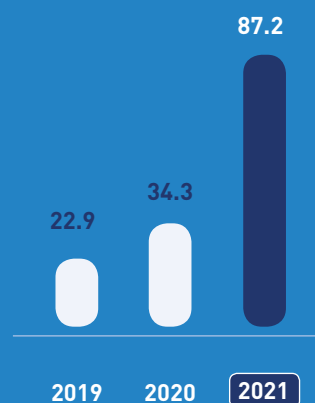
Notes: *Restated for the figure in 2020 to include scout harvesting production and sales from West Papua estate.

TOTAL REVENUE

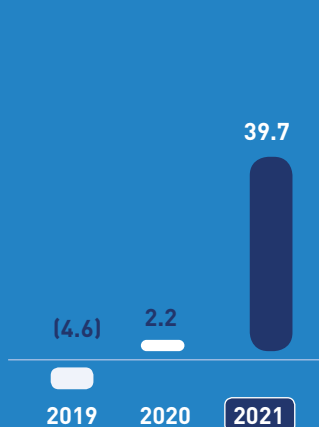
(USD Million)

**EBITDA**

(USD Million)

**NET INCOME (LOSS) FOR THE YEAR**

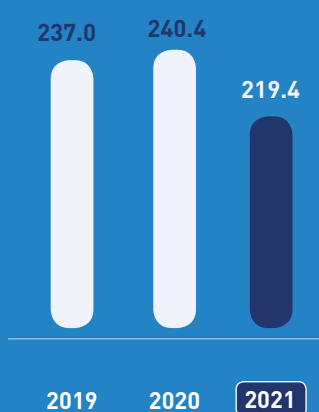
(USD Million)

**TOTAL ASSETS**

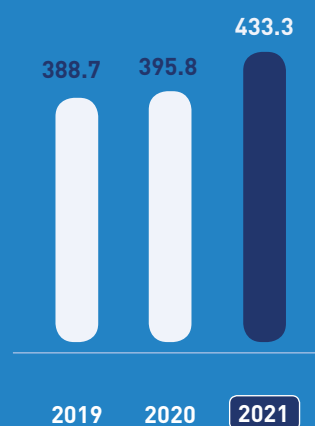
(USD Million)

**TOTAL LIABILITIES**

(USD Million)

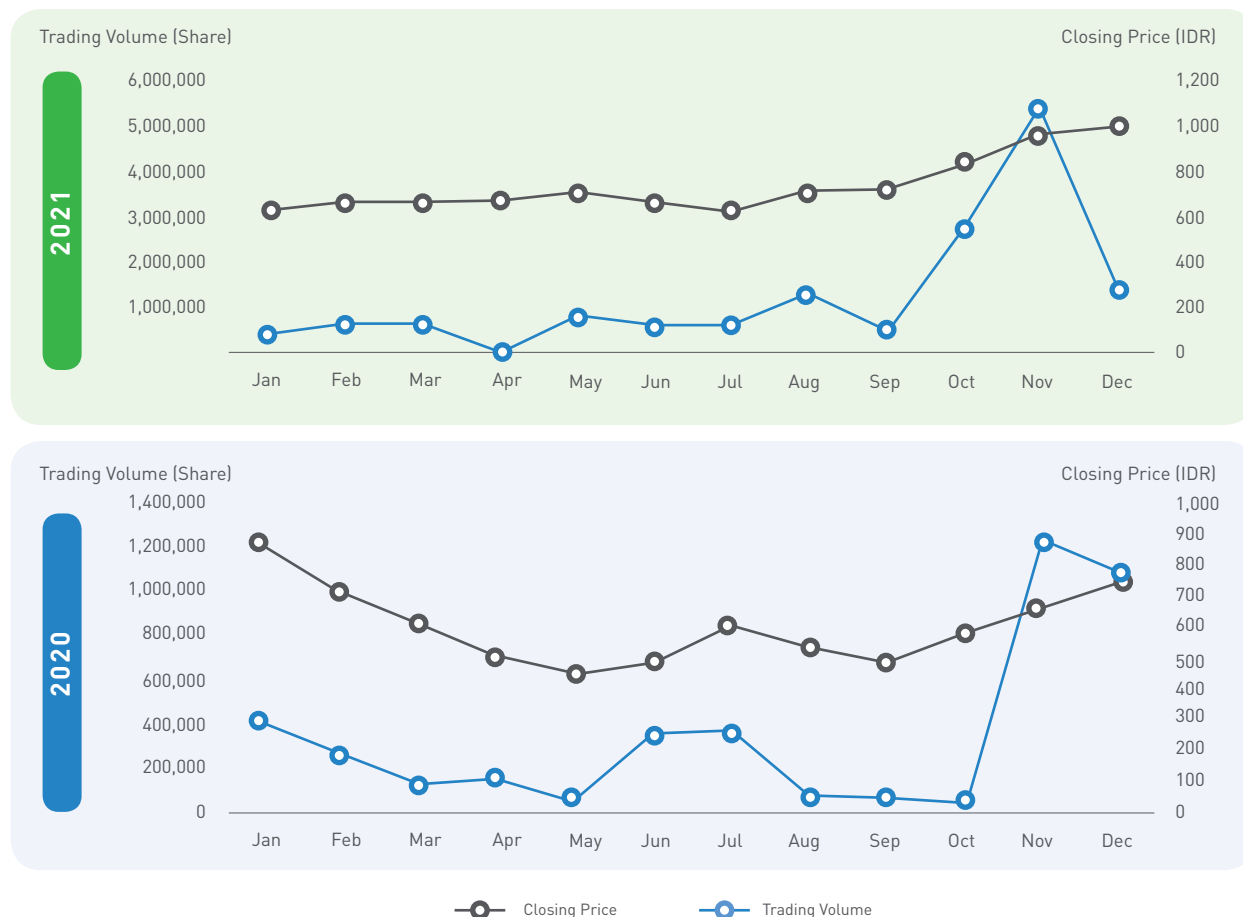
**TOTAL EQUITY**

(USD Million)



SHARE INFORMATION

ANJ Share Price Performance 2020 - 2021



ANJ Quarterly Share Price Data 2020 - 2021

Year	Quarter	Open (IDR)	High (IDR)	Low (IDR)	Close (IDR)	Volume (Shares)	Value of Transactions (IDR)	Outstanding (Shares)	Market Capitalization (IDR)
2021	Q1	725	760	610	655	1,741,400	1,189,118,000	3,354,175,000	2,196,984,625,000
	Q2	680	830	620	655	1,606,200	1,123,872,000	3,354,175,000	2,196,984,625,000
	Q3	660	800	585	735	2,460,700	1,662,664,000	3,354,175,000	2,465,318,625,000
	Q4	735	1,240	725	990	9,452,200	8,896,287,000	3,354,175,000	3,320,633,250,000
2020	Q1	965	1,000	610	610	789,400	664,442,000	3,354,175,000	2,046,046,750,000
	Q2	570	750	412	488	546,900	264,854,000	3,354,175,000	1,636,837,400,000
	Q3	540	650	460	492	493,000	288,238,000	3,354,175,000	1,650,254,100,000
	Q4	492	800	480	735	2,356,200	1,581,794,000	3,354,175,000	2,465,318,625,000

Information on Outstanding Bonds, Sukuk (Sharia Bond) or Convertible Bonds

In the last 2 (two) years, the Company has had no outstanding bonds, sukuk (sharia bond) or convertible bonds.

Suspension and/or Delisting

No suspension and/or delisting during financial year 2021.

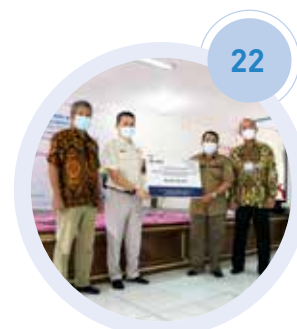
SIGNIFICANT EVENTS 2021



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FEBRUARY

**Environmental Impact Analysis (ANDAL)
Environmental Management Plan (RKL)
Environmental Monitoring Plan (RPL)
Commission Meeting regarding the PMP
Support Facilities**

The meeting was attended by the Department of Environment and Land of West Papua Province, together with a team of experts from Gajah Mada University and a technical team from the ANDAL Commission. The purpose was to discuss the ANDAL RKL-RPL for the development of the plantation facilities and palm oil processing mill of PT Putera Manunggal Perkasa (PMP).

The commission session and meeting included assessment of the documents presented for the development of PMP's plantation facilities and palm oil processing mills as well as listening to input and suggestions from the community.

FEBRUARY

PMP Health Clinic receives Permit to Operate

The Putera Manunggal Perkasa (PMP) Health Clinic received its operating permit from the Maybrat District Health Office.

The granting of this permit is in accordance with the Regulation of the Minister of Health of the Republic of Indonesia Number 9 of 2014 concerning clinic permits. With this operating license the PMP clinic can provide health services not only to employees but also to the general public living in the vicinity of PMP's operational area.

MARCH

KAL gives the Sustainable Palm Oil Premium to Partnership Smallholders

PT Kayung Agro Lestari (KAL) distributed the sustainable palm oil premium to partnership farmers.

KAL distributed a premium of IDR 480,336,648 to the Laman Mayang Sentosa Cooperative which comprises 624 farmers all of whom are partners of KAL and implement sustainable plantation practices.



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MARCH

GMIT Exports Edamame to Japan

PT Gading Mas Indonesia Teguh (GMIT), in collaboration with Asia Foods Group, was successful in exporting frozen edamame to the Japanese market. Prior to entering the export market, GMIT had produced fresh edamame, which was only marketed domestically, such as in Bali, East Java, Jakarta and Central Java.

MAY

SMM submits the results of the watershed rehabilitation (DAS) to the Directorate General of Watershed Management and Forest Rehabilitation (PDASRH) and the Ministry of Environment and Forestry

PT Sahabat Mewah dan Makmur (SMM) submitted the results of the rehabilitation of the Watershed (DAS) to the Directorate General of Watershed Management and Forest Rehabilitation (PDASRH), Ministry of Environment and Forestry. The handover was held virtually on May 4, 2021, ANJ Group was represented by Nunik Maharani, Director of Sustainability and Corporate Communication.

JUNE

Annual General Meeting of Shareholders (AGMS) and Public Expose

On June 9, 2021, PT Austindo Nusantara Jaya Tbk. (ANJ) held the Annual General Meeting of Shareholders (AGMS) and an online Public Expose. One of the agenda items at the AGMS was to appoint Lucas Kurniawan as Vice President Director and to announce the distribution of cash dividends of IDR. 4 per share.

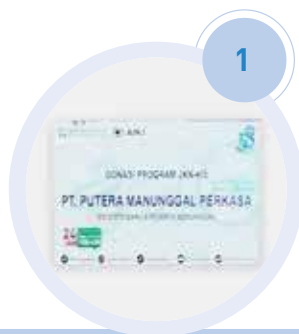


JUNE

The Regent of East Belitung, accompanied by members of the Regional Government of East Belitung Regency, pays a visit to the ANJ Head Office

PT Austindo Nusantara Jaya Tbk. (ANJ) received a visit from the Regent of East Belitung, Drs. Burhanuddin along with the ranks of the Regional Government of East Belitung Regency.

The meeting aimed to strengthen the relationship between the Government of East Belitung and the ANJ Group.



SEPTEMBER

PMP and Health Social Security Agency (BPJS) Healthcare sign MOU

On September 1, 2021, a Memorandum of Understanding (MOU) was signed between BPJS Kesehatan Sorong Branch and PT Putera Manunggal Perkasa (PMP).

In accordance with the signing of the MOU, PMP's health clinic has increased its status to become a first-rate health facility providing health services for employees and communities living in the vicinity of PMP's operational area.



SEPTEMBER

The signing of an MOU for the implementation and development of vocational education programs equivalent to the Diploma-I

The Polytechnic of Industrial Chemical Technology (PTKI) in Medan and PT Sahabat Mewah dan Makmur (SMM) signed a Memorandum of Understanding (MOU) on Monday 6 September 2021 at the ANJ Learning Center in Belitung. The MOU establishes cooperation in the implementation and development of vocational education programs equivalent to Diploma-I.



OCTOBER

ANJ Receives ESG Rating from Sustainalytics

To measure achievement in ESG implementation, ANJ received the results of the ESG Risk Rating assessment conducted by Sustainalytics. The resulting score was 26.1 (medium risk). This ESG Risk score ranks ANJ third out of 95 global agricultural companies and 78th out of 588 global food industry companies, as rated by Sustainalytics. Sustainalytics is the world's leading independent organization in the fields of rating, ESG research and corporate governance.



NOVEMBER

Extraordinary General Meeting of Shareholders (EGMS)

On November 2, 2021, PT Austindo Nusantara Jaya Tbk. held an Extraordinary General Meeting of Shareholders (EGMS). At the EGMS, the Company appointed Lucas Kurniawan to replace Istini T. Siddharta as President Director.

The EGMS also approved the appointment of Geetha Govindan as Vice President Director of ANJ, as well as the appointment of Aloysius D'Cruz and Nopri Pitoy as Directors of ANJ.



NOVEMBER

ANJ Launches PENDAKI Website

On November 5, ANJ launched the website PENDAKI or "Peduli Keanekaragaman Hayati" as testament to one of the company's core values "Respect for People and the Environment" and the spirit to implement Responsible Development.

Initiated in 2019, PENDAKI is a method of monitoring biodiversity with a "citizen science" approach. The results from PENDAKI are quite significant, since its inception, 778 citizen scientists from within ANJ have participated, more than 40,000 observations have been collected and around 400 species of plants and animals were identified in the ANJ concession areas.

The biodiversity data can be accessed through the website with the following link: <https://pendaki.anj-group.co.id>

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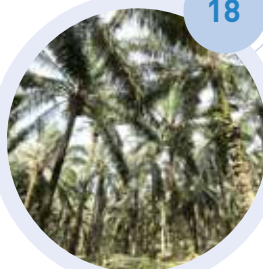
NOVEMBER

Mr Bernard Sagrim, Regent of the Maybrat Regency, pays a visit to PMP

On November 13, 2021, Mr. Bernard Sagrim, the Regent of Maybrat Regency, made a one day visit to the PT Putera Manunggal Perkasa (PMP) Palm Oil Mill.

During his visit, Mr. Sagrim reiterated that ANJ's efforts to invest in oil palm plantations must still side with Papuans (OAP) in accordance with Law Number 2 of 2021 concerning Special Autonomy for Papua.

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NOVEMBER

ANJ Receives Assessment from the Sustainability Policy Transparency Toolkit (SPOTT)

To measure sustainability transparency and ESG implementation, ANJ participated in the 2021 (SPOTT) assessment conducted by the Zoological Society of London (ZSL). In the latest SPOTT assessment released on November 18, 2021, ANJ scored 82.9% and was ranked 12th out of 100 palm oil producers, processors and traders assessed by SPOTT.

The rating this year was up 14.7 points compared to last year's score of 68.1%. SPOTT is designed to measure a company's transparency in public disclosure of best practices and corporate sustainability commitments.

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DECEMBER

KAL delivers a symbolic IDR 580 million to support the prevention, suppression and recognition of forest, land and plantation fires (karhutlabun) to the Bina Satong Lestari Cooperative (BSL)

PT Kayung Agro Lestari (KAL) symbolically handed over an incentive or assistance, of IDR. 580 million for the prevention, suppression and recognition of forest, land and plantation fires (karhutlabun) to the Bina Satong Lestari Cooperative (BSL) located in Kuala Satong village, North Matan Hilir sub-district, Ketapang Regency.

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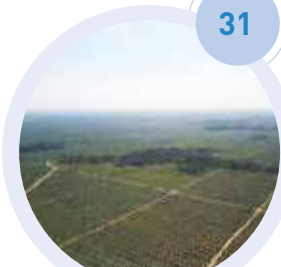
DECEMBER

SMM and ANJA Received Gold PROPER 2021

PT Sahabat Mewah dan Makmur (SMM) and PT Austindo Nusantara Jaya Agri (ANJA) were awarded the Gold PROPER from the Ministry of Environment and Forestry (KLHK).

For SMM this is the second Gold PROPER that has been achieved in two consecutive years, while for ANJA this is the first Gold PROPER.

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DECEMBER

PPM and PMP Obtained RSPO & ISPO Certification

PT Permata Putera Mandiri (PPM) and PT Putera Manunggal Perkasa (PMP) received certification from the Roundtable on Sustainable Palm Oil (RSPO) and Indonesian Sustainable Palm Oil (ISPO) as a form of fulfilling the requirements for sustainable and responsible palm oil. This achievement means that all of ANJ's producing plantations are now RSPO and ISPO certified.



MANAGEMENT REPORT



Our renewable energy business, AANE, has recorded a net profit for a second consecutive year.

REPORT FROM THE BOARD OF COMMISSIONERS

Dear Shareholders,

Despite the obvious challenges of the ongoing pandemic, I am pleased to report that 2021 was a highly successful year for the Company. That is not to say that it was all plain sailing. Lingering global uncertainty and associated restrictions could have resulted in a bigger impact on our operations, but once again, the dedication and innovation of our people shone through and we were able to produce record-breaking results.

The past few years were very challenging; however, we have navigated through low prices, supply chain disruptions, unfavourable weather conditions and the COVID-19 pandemic. Thanks to the work ethic of our employees and the hands-on approach of our senior management team, ANJ used these challenging times as learning experiences and adapted accordingly. The ANJ management team focussed upon cost-efficiency and improving the vital elements of our operations such as infrastructure, research and development and climate change mitigation measures. This has put the Company in a position where, when the stars aligned, as they did in 2021, our outcomes were maximized.

CPO prices reached a record high this year due to an imbalance in supply and demand distribution. Indonesia's primary competitor in the palm oil industry, Malaysia, faced labour shortages, while other edible oil-producing countries, particularly in South America, experienced extreme weather conditions. Although we did not meet all the estate-specific CPO targets due to plantation status, ANJ's net income was USD 40 million for the year 2021, a first for the Company. Considering the global economic climate, in combination with the maturation of our young plantations in West Papua and the eventual lifting of movement restrictions due to the pandemic, we project a very promising future for our Company as an environmentally and socially sustainable producer of palm oil, sago, vegetables and renewable energy.

I would like to acknowledge the pride we all feel at the growing reputation of our Company globally. Our people have worked consistently to uphold our values of good governance, environmental protection, health and safety, community empowerment and sustainable practices. In 2021, our ESG ratings markedly increased, as

The work put in behind the scenes over the past few years has paid off. We hope to ride this high into the new year and refocus our attention on becoming a leader in sustainable production.

Adrianto Machribie

President Commissioner
(Independent)



evidenced by our much-improved Sustainability Policy Transparency Toolkit (SPOTT) and CDP scores, as well as a very good result in our first Sustainalytics review. In December 2021, our two producing subsidiaries in West Papua, PPM and PMP, became RSPO and ISPO certified, thereby achieving universal RSPO and ISPO certifications of our producing estates. In addition, ANJA was awarded Gold rating in PROPER, the highest environmental and social award from the Government of Indonesia, following SMM which has achieved Gold rating status for two consecutive years. Scoring highly in global sustainability ratings demonstrates ANJ's commitment to adhering to international best practices. It also shows that our people are willing to go above and beyond to implement innovations that help to achieve sustainability targets and for this, I am very proud.

Our Assessment of the Board of Directors' Performance

ANJ's achievements this year would not have been possible without the meticulous planning and coordinated management by the Board of Directors. Through their relentless efforts, the Company has been successful in managing the risk of the pandemic and navigating the new normal in trade and export markets, all while upholding our sustainability policy commitments with the utmost regard.

In this second year of the pandemic, ANJ's management addressed the risk of infection and implemented rapid and strict health protocols to mitigate the impact of the COVID-19 pandemic on our operations and people. Early in the year, our management initiated a collaboration with the national and local governments to coordinate a vaccine program aimed to achieve universal vaccination among all ANJ employees, contractors and their families. By the end of 2021, the vaccination rate among employees was 93%. This is an exceptional achievement, particularly as many of ANJ's subsidiaries are in remote areas. Implementation of COVID-19 standard operating procedures remained as vigilant as in 2020, which meant that ANJ employees suffered a relatively low rate of infection and for the most part, we could continue business as usual.

While the impacts of the pandemic were not as heavily felt within our palm oil business, trade and international markets for some of our products, such as sago and vegetables, continue to present sub-optimal performance. Edamame was worst hit by low market performance. With the closure of cafes and restaurants,

there has been a considerable decline in demand for edamame. ANJ is, however, continuing to pursue the export market and hopes to achieve better results with the frozen line, which is now up and running following initial problems with the timing and import of machinery in 2020.

Favourable conditions in the palm oil sector allowed management to redirect its focus towards new capital projects targeting improved efficiency in the long run. Among these projects is the continuation of land compensation at GSB in South Sumatra. This initiative aims to bridge land blocks for new planting and production. On a similar theme, ANJ has continued the replanting program in ANJA, which will likely reap great benefits in the next decade, demonstrated by the increase in production in 2021 from the replanting program in 2015. In West Papua and North Sumatra, the estate road and river embankment construction, respectively, was intensified to reach completion prior to the arrival of La Niña conditions. Finally, the research and development team has been hard at work to optimize composting, fertigation and the use of biomass feedstock, which will ultimately save the Company significant cost and time, whilst reducing our GHG emissions.

As is to be expected for a company with operations spanning a great archipelago like Indonesia, management has had to deal with several issues relating to local community concerns and the safety of our people. Following an unrelated politically motivated attack near one of our estates, ANJ ramped up security measures, receiving support from the surrounding communities. In 2021, there were no community incidents related to any of our operations and no significant land ownership issues. We value the opinions and concerns of local citizens and have made it a priority to adapt to local norms and build relationships with communities. A successful means of doing this is through cooperatives, which provide a mutual benefit to the Company and community.

This year saw the continued growth and maturity of our Responsible Development Programs. Of note are the savings and transportation cooperatives, Warung Mama at our subsidiaries in West Papua and the Citizen Scientist led Pendaki Project across the Group. Education and healthcare provision to communities, however, has proven difficult this year in our more remote areas, especially West Papua. Our management is currently in discussion with the government to address this issue as we recognize that ultimately, it must be resolved at a national level and cannot be the sole responsibility of a Company and its subsidiaries.

Advising the Board of Directors

Collaboration is essential to all that we do at ANJ, including the discussions and decisions made by the Board of Directors. Therefore, at each of the fortnightly meetings of the BOD, at least one, but typically three, members of the Board of Commissioners participate as observers and sometimes advisors. We believe that this establishes both a formal and informal relationship between the two boards, which acts as a very effective bridge. This way, decisions are inclusive and are approached from several, sometimes conflicting, viewpoints.

Corporate Governance

A strong corporate governance ethos is at the core of how we do business. We continue to receive recognition for our strong values from business circles, the government and the wider community. This year, our ASEAN Corporate Governance Scorecard (ACGS) assessment by the Indonesian Institute for Corporate Directorship (IICD), achieved 87.57. Our ESG performance was rewarded once again in 2021, with two of our subsidiaries, SMM and ANJA receiving the Gold PROPER award from the Ministry of Environment and Forestry. SMM has now received this award in two consecutive years. While our dedication to good corporate governance does not rest upon receiving awards, we view these achievements as a testament to our hard work and an indicator of where we came from and where we aim to go.

The pandemic presented us with the unique opportunity to reflect critically on our operating model and make changes for even greater efficiency. Among the improvements is our plan to restructure and decentralize our organization. As a company that spans the Indonesian archipelago, we believe that it is critical to establish several centres of command, each with its own resident director. With this new model, our operations can be tailored to the local environment and more heavily involve the communities that we support. These resident directors, of which there are currently two, will engage more intimately with the local government and communities, which allows for rapid, on-site decision making; ultimately reducing time lag.

As we plan to increase the number of resident directors and local management units, ANJ has intensified the Management Trainee program after a hiatus last year. Much of the program was successfully conducted online, due to the pandemic, with a limited number of sessions taking place in person.

The Board's Opinion of and Involvement in, the Whistleblowing System

In 2021, the whistleblowing system has seen far greater participation than in previous years as individuals feel more confident in sharing their concerns and complaints. As the system gains traction, not only are more people willing to use it, but we are also observing a boosted morale and a stronger sense of caring for the Company and its people.

We are happy to note that the whistleblowing system is being used respectfully, with all claims being valid, rather than individuals raising issues with an ulterior motive. Our people have also commented that when action needs to be taken, it is done promptly and appropriately, demonstrating careful consideration of the situation at hand. The primary complaints that were filed in 2021 were related to fraud, ethics and compliance and procedural. These complaints were addressed, giving confidence to the whistle-blower and appropriate consequences to the perpetrators.

Analysis of Prospects

In the second year of the pandemic, ANJ focussed its efforts on maintaining a successful and sustainable business amidst significant uncertainties in the condition of the global economy. Considering current trends in the market, we predict that there will always be a demand for palm oil. Unlike other vegetable oils, palm oil is extremely versatile, lending itself to high demand in an array of markets. Among these is the proliferation of biofuel mandates around the world, which offers a strong basis for the future of palm oil. This shift towards biofuels will likely be propelled by the agreements reached at the recent COP26 conference in Glasgow. This year we have refined our ESG strategy to meet our ESG ambition and targets, which includes strengthening our commitments to reduce GHG emissions and our carbon footprint, by announcing a target of net-zero carbon emissions by 2030. We believe that our hard work to reduce our GHG emissions in various ways, such as composting, fertigation and transforming palm oil mill effluent into feedstock for the biogas power plant will prove to be a smart investment in the years to come, as global industries shift towards a more climate-neutral approach.

As the market grows for palm oil, we believe that Indonesia will play an integral role in supplying the demand. Currently, there are only two major producing

countries, Malaysia and Indonesia and the production conditions, including the cost of labour, are most favourable in Indonesia. ANJ is putting significant investment into research and development to improve productivity, efficiency and sustainability to boost our reputation as a climate-conscious palm oil company. Developing efficient and sustainable practices is critical as expansion into both brown and greenfield is increasingly limited, meaning that, to meet the heightened demand, our industry must learn to produce more with limited resources.

Our growth as a company will see increased penetration into the global market. For this reason, our management is acutely aware of the global economic status and current trends. Our analysis of the major developed countries such as United States of America and China, which have put in efforts to recover their economy and achieve a higher growth in 2022 bodes well for the Indonesian economy and the countries to which we hope to export our products.

The time presented to us in 2020 to rethink our goals and improve our operations has already paid off in 2021. We hope that these efforts continue to reap benefits in the new year and in years to come, allowing us to grow into an important palm oil company at a global level, whilst minimizing our impact by prioritizing a climate-neutral approach.

Changes in the Composition of the Board of Commissioners

In 2021, we warmly welcomed our own Istini Tatiek Siddharta to the Board of Commissioners, thus becoming our first female commissioner. After a successful run of nearly six years as the President Director, Istini decided to bring her expertise to the board, filling a seat that was empty for several years. During her tenure as the President Director, Istini was resolute in prioritizing the key values and missions of ANJ despite the unfavourable conditions she was faced with. Moving into this new position, she leaves her legacy in the form of a deeply instilled work ethic that is focussed, streamlined and efficient, that will transition well in years to come. We welcome Istini to the board and anticipate great input in the future.

Following the struggles faced in 2020, it would have been easy for ANJ and its people to enter 2021 somewhat despondent. Despite the ongoing pandemic, guided by

our shared values, together we overcame adversity and made great headway in achieving our goals. The work put in behind the scenes over the past few years has paid off. We hope to ride this high into the new year and refocus our attention on becoming a leader in sustainable production. As always, such achievements are not made in isolation. Our Company is built by the people who call it theirs. The Group is nothing if not the sum of its parts. We would, therefore, like to thank everyone, from management to our employees and contractors, who have continued to work hard through difficult times, as well as our shareholders and stakeholders for their ongoing support.

On behalf of the Board of Commissioners,

ADRIANTO MACHRIBIE

President Commissioner (Independent)

THE BOARD OF COMMISSIONERS



FROM LEFT TO RIGHT:

SJAKON GEORGE TAHIJA
Commissioner

J. KRISTIADI
Independent Commissioner

ANASTASIUS WAHYUHADI
Commissioner

ADRIANTO MACHRIBIE
President Commissioner (Independent)

ISTAMA TATANG SIDDHARTA
Commissioner

GEORGE SANTOSA TAHIJA
Commissioner

ISTINI TATIEK SIDDHARTA
Commissioner

DARWIN CYRIL NOERHADI
Independent Commissioner

REPORT FROM THE BOARD OF DIRECTORS

Dear Shareholders,

Although deep in unprecedented times, 2021 has brought with it well-earned success for ANJ and its people. Despite continuing to grapple with the COVID-19 pandemic and associated limitations to our industry, our peoples' resilience has shone through. As we regain our footing in the global market, altered by the pandemic, we will prioritize sustainability and climate change resilience, which have both been clearly integrated into our business strategy.

The Palm Oil Industry in 2021

Throughout 2021, the palm oil industry has observed good operational performance with high CPO production and favourable price trends. The CPO price grew steadily over the course of the year, instilling a sense of security for future growth. By the second quarter, CPO marked its highest price in ten years. In the third quarter, this record was broken once again, allowing ANJ to conduct early repayment of long-term loans. These price surges were driven by several global factors, primarily the supply of edible oils and labour availability. As a result of the continued La Niña in South America, soybean oil production was heavily impacted by drought conditions. Rapeseed also sustained similar weather-related impacts. This imbalance in the supply of

edible oils persisted throughout the year, ultimately supporting the upwards trend in CPO price. While favouring our industry, the dramatic effects of weather on crop production in other parts of the world this year further justified ANJ's approach to climate change mitigation, demonstrating that extreme weather poses a significant threat to oil production and proactive climate change risk management is critical to sustain production.

In addition to extreme weather, the continued outbreak of the novel Swine Flu in China and other regions in Southeast Asia, as well as the surge of the COVID-19 pandemic globally, we saw increased demand for palm oil. The favourable conditions with which Indonesia was presented, solidified the country's position as the primary global producer of palm oil, especially when labour shortages limited Malaysia's production. Among these favourable conditions was the reduction of the export levy by the Indonesian government in the second quarter and the continued implementation of the B-30 biofuel mandate during the economic recovery.

As trade resumes and countries begin to rebuild their economies, following the losses made at the beginning of the pandemic, the demand for palm oil is likely to increase, with the price of Brent crude oil reaching USD 79.20 per barrel by year end.

In 2021 we announced ambitious targets of Net-Zero Carbon by 2030 and a reduction in our GHG intensity by 30% from the baseline year of 2015 by 2030.

Lucas Kurniawan
President Director



We must, however, remain cautious when it comes to the potential price fluctuations caused by the pandemic, climate change and conflict and ensure that vigilance is taken in implementing cost control methods and managing our operations.

Strategies

To develop our strategies, the Board of Directors implements a stepwise procedure to ensure the successful integration of strategies into the Company's policy. This process starts with discussions among the directors to review the current strategy and determine whether it should be continued as is or refined. In these discussions, the risk of all factors which may influence the industry and the Company, together with the Company's competitive advantages and areas that we could do better, are reviewed. During the process, the Commissioners provide informal input wherein perspectives on industry risk and strategies which they wish to pursue are proposed. All directors have a specific set of roles and responsibilities concerning the strategy. Each year, one director leads strategy development. Typically, the director in charge is that whose expertise aligns with the strategic priorities of the upcoming year. Once decided upon, the strategy goes to the forum attended by general managers and heads of function. All members who attend the forum must prepare a proposal for their work plan, in advance.

Considering the promising outlook for the industry, our Company has completed the first phase of a strategic review by management consultants for 2022. In this, we have prioritized five main strategies that we believe can deliver ANJ's long term values and missions. The targets are as follows:

1. Expedite replanting in SMM and ANJA.
2. Expand composting to all estates.
3. Expedite infrastructure for plantations in West Papua estates.
4. Exploring carbon funded conservation.
5. Turnaround of the sago business.

In addition to these strategies, we also have agreed upon six ESG targets and ambitions, which are to be integrated into the ANJ strategic priorities.

Performance Versus Targets

In 2021, performance far exceeded both targets and the corresponding sales volume from 2020. ANJ booked a 62.6% increase in consolidated revenue to USD 266.8 million, compared to USD 164.1 million in 2020 and 56.1% higher than our target of USD 171.5 million. We owe this success to the revival of the palm oil industry following its relative collapse in 2020, as well as the

projects we have invested in previous years, from which we are now reaping results. These factors saw average CPO selling prices increase to USD 801 per tonne for mature estates by year-end, in comparison to USD 581 per tonne in 2020. Finally, our newly mature estates and the product of our 2014 replanting scheme, significantly increased our sales volumes.

As the sales volumes increased throughout the year, we were able to maintain favourable cash costs per tonne. In West Papua, the cash costs per tonne were more variable due to the double handling cost of FFB due to damaged or incomplete roads combined with heavy rainfall in the region. By year-end, the Group booked a net profit of USD 39.7 million, compared to USD 2.2 million in 2020, mainly due to much higher both average CPO and PK selling price and sales volume in 2021. Our consolidated EBITDA increased from USD 34.3 million in 2020, to USD 87.2 million in 2021, above our target of USD 33.0 million.

With the Re-entry Protocol successfully completed in 2020, our trade in sustainable palm oil is functioning well with the addition of three major buyers in 2021. The RSPO and ISPO certifications of PPM and PMP in 2021 will increase our volume of certified palm oil in 2022 when we hope to start selling directly to buyers in North Sulawesi.

Challenges in 2021

- The pandemic continued to take a toll on our operations with several smaller operating sites, namely GMIT and ANJAP, experiencing closures due to outbreaks; and export markets, particularly those for commercial edamame and sago starch, were weakened due to restrictions in the hospitality industry.
- Following initial interest from the domestic market for sago, demand decreased in 2021, leading the Company to rethink the market strategy.
- In West Papua a protracted land access agreement process with local communities at ANJAP led to delays, whilst the ongoing laterization of roads at PMP and PPM continued to face challenges as heavy rainfall damaged roads and delayed progress.
- Heavy rainfall in December 2021 also caused flood in ANJAS which prevented the harvesting activities for a few days and damaged some infrastructure in ANJAS.

Segment Performance

Palm Oil

Our palm oil business showed significant growth in 2021, contributing 99% to ANJ's total revenue at year-end. Favourable CPO and PK price, the emergence of newly mature areas, the result of the replanting in SMM and new planting in the West Papua estates in 2015-2016,

plus the benefits of the composting program supported the financial performance. The total CPO production at year-end was 262,683 tonnes: 7.4% higher than that of 2020, but approximately 3.9% lower than budget.

In 2021, the total FFB production reached 838,191 tonnes, up 6.7% from 2020. While the overall FFB production increased from previous years, ANJA experienced a decrease in FFB production of 15.1% due to the impact of the replanting program.

Plasma and smallholder cooperatives fared well this year, with one Plasma at KAL recording profit and two of the three in KAL receiving RSPO certification. At SMM, five out of eight smallholder cooperatives have received RSPO certification and we hope to see this continue with our cooperatives in North Sumatra. In December, our two producing subsidiaries in West Papua, PPM and PMP plus the Plasma, became RSPO and ISPO certified, thereby achieving universal RSPO and ISPO certifications of our producing estates.

Our forward-thinking replanting strategy has reaped benefits for production in 2021. Throughout the year, replanting efforts were focused on ANJA for 723 ha, whilst replanting was temporarily halted in SMM, although 94 ha of new planting was added to SMM. At GSB we are moving forward with land compensation with a plan to consolidate 3,000 ha for the HGU process. In 2021, the cumulative land compensation for GSB reached 3,969 ha. No new planting took place in West Papua, which currently has approximately 9,000 ha of planted area, including Plasma. Otherwise, no new land clearing is planned for 2021-2022 until the Company has obtained the NPP in ANJ.

The completion of the Tatakera bridge in December 2021 has facilitated the movement of the CPO shipment point to the Giamarema. The location of the new shipment point is highly strategic and enables the Company to ship larger volumes of product – up to 2,000 tonnes per barge. In 2022, the plan is to ship directly to Sulawesi, rather than Batam and sell to major buyers, which will reduce both lag time and shipment costs.

Sago

Our sago business, ANJAP, has proven to be less successful in 2021 than initially anticipated. This is due to both a decline in demand and a lengthy land access process with the traditional owners, as well as the delayed delivery of the sedimentation tanks due to a new COVID-19 wave in Indonesia in May 2021. Despite the recognition and promotion of sago as a sustainable food source by the Indonesian government in 2020, the domestic demand has significantly weakened over the past year, which has forced ANJ to reduce sales prices to compete with other products on the market.

The Japanese market has also observed a decline in demand and stringent import specifications have made it exceedingly difficult to source our product. ANJ has, therefore, decided to attempt exporting to Singapore, Malaysia and China, where specifications are less stringent. To enter these markets, our product must be adjusted to satisfy the specific consumer needs of these countries, specifically the cohesiveness of the starch gel.

On a positive note, we have been able to maintain a consistent extraction rate of 13%. Nearly double than that of 2020, due to a breakthrough in our processing technology. Our new technology, including the installation of sedimentation tanks which eliminate the bottleneck at the front-end processing, have not only increased the volume of production but will also continue to reduce the cost of production per kilogram to break even. As our business expands, we have also begun separating our product into categories based on quality, which we hope will grant us wider market access.

Vegetables

2021 has seen a marked improvement in our vegetable operations, in comparison to 2020. Although exports are currently well below target, due to a pandemic-induced reduction in demand, most notably in Japan, our management has put measures in place which allow for rapid proliferation when markets reopen.

In August 2021, we completed the installation and commissioning of all machinery and declared the commercial operation for GMIT, thereby exponentially increasing the export potential. To address the challenges presented by low international demand for edamame, GMIT, in collaboration with Asia Foods, have shifted attention towards producing okra for export. The demand for okra is remarkably high in Japan, in comparison to edamame, as okra is commonly considered a household item and has therefore not been impacted by the restrictions to the hospitality industry. In shifting focus, ANJ decided to reduce the planting area of edamame and improve internal processes, which has improved the yield from 6.4 ton/ha to 7.7 ton/ha in a single year.

Considering our new Group-wide pledge to achieve net-zero carbon by 2030, GMIT is now prioritizing sustainable practices including the implementation of carbon footprint reduction measures such as utilizing solar energy, reducing energy consumption and composting. Acknowledging that the younger generation is at the forefront of promoting and maintaining sustainable practices, the Company is promoting the involvement of young farmers in sustainable farming. Not only does this provide opportunities and improve productivity, but it ensures that best practices are engrained in those who will be the future of farming, in the hope that they are upheld in the long run.

Renewable Energy

Our renewable energy business, AANE, has recorded a net profit for a second consecutive year, thanks to increased efficiency and a significant reduction in shutdowns. The current price agreement with PLN will be continued in 2022 with no changes. Increasing the tariff or selling to other external bodies is not currently feasible without marked difficulty which may risk the integrity of the project.

People

As was true in 2020, a key focus of 2021 was protecting our employees from COVID-19 infection. With concurrent waves and emerging variants, COVID-19 remained a significant threat to the health and safety of our people throughout the year. This year, in addition to maintaining existing health protocols, ANJ rolled out a highly successful vaccine program, in collaboration with the Indonesian government. The program prioritized employees, followed by contractors and eventually the families of both groups. By year-end, the double vaccination rates within the Company reached 93%. We hope to continue our vaccination program into the new year so that universal vaccination can be achieved.

Despite movement restrictions, we continued to adapt our systems and managed to conduct professional development for our employees through online training programs. 2021 saw a great increase in the number of participants taking part in online training, in comparison to 2020. By year-end, 5,396 individuals had completed training. We managed to restart the Management Trainee program this year, with a total of 37 fresh graduates taking part, the largest cohort to date. The Individual Development Program (IDP) was also popular and was conducted effectively online. However, feedback from our online ANJ Values training sessions determined that these were more effective if done in person, this feedback will be integrated into our plans for 2022 when we hope to carry out more sessions in person.

While much of the health and safety focus was placed upon mitigating the risk of COVID-19, we maintained an unwavering focus on the day-to-day safety of individuals working at our operations. Although there were no fatal work accidents in 2021, 18 severe accidents were recorded. Considering the circumstances of these accidents, ANJ has decided to further prioritize educating our people on work health strategies and improving the health and safety culture at estates.

Driving Productivity and Accountability Through Digital Solutions

ANJ aims to integrate the most current technology into all our operations to ensure that we remain competitive with other actors in the industry. In 2021, several digital transformations were made that updated and streamlined our performance. Of note is our mobile traceability platform which can incorporate the exact GPS coordinates for each step of our processes, from harvest to export, allowing for transparent and thorough data collection. We have also initiated aerial remote sensing using drones to map and monitor our production more efficiently. Our electronic mobile solutions continue to be a very effective, transparent and thorough methods of data collection, especially for our mobile traceability programs for palm oil (eTIS) and at GMIT (SIGAP).

Corporate Governance

ANJ acknowledges the negative stigma that surrounds the palm oil industry. We believe that through our transparent approach, demonstrated willingness to reduce impacts, openness to innovation and sustainable business practices, we will help to effect a change in public perception and promote our essential industry as one that can align both with the demand of a growing world and the unique needs of our changing climate.

In 2021, we are proud to be recognized by several global bodies for our ESG performance. Our SPOTT rating increased by 14.7 points from 2020 and our CDP score for palm oil also saw an improvement from a B- in 2020 to A- in 2021; better than the industry average. I would like to add to this that only three palm oil companies worldwide have received an A-. The CDP assessment went beyond palm oil, seeing both soy (GMIT) and the Group wide water management receiving a B. This year, we also engaged with Sustainalytics for the first time to rate our ESG performance. We received a very good initial score of 26.1 (Medium Risk) and have been rated as the No.1 company in Indonesia and No.3 among all companies in the agricultural sector, globally. The accolades do not end there, as December 2021 saw SMM and ANJA receive the Gold PROPER award from the Ministry of Environment and Forestry – a most sought-after recognition for sustainable environmental practices and social innovation in Indonesia. We are proud that both SMM and ANJA are the only palm plantation companies to be awarded this prestigious recognition, with SMM having been awarded in two consecutive years. Furthermore, KAL and ANJAS received Blue PROPER and Blue PROPERDA respectively.

While we appreciate the recognition that these awards bring, our Company does not rest on its laurels. Rather, we use these awards as an indicator of our progress and areas in which we can improve. To ensure that our good governance practices are maintained, we continue to implement our audit process and the whistleblowing system, both of which have grown significantly in the past year. This year we initiated collaboration between the internal audit team and the ANJ value champions to address certain issues, particularly those raised through the whistleblowing system. Our value champion system is not part of the formal organization structure and is a unique characteristic of ANJ, where our values are paramount to our success. In 2021, our value champions were particularly important as COVID restrictions made regular site visits difficult. Seeing the Group-wide enthusiasm for upholding ANJ Values, we have intensified our efforts to provide training to all our employees. In 2021, we made the program more focused and enrolled more individuals to ensure that all estates have at least two trained value champions, preferably representing both genders and from different levels in the Company, for example, managerial and staff levels. In 2021, value champion training was conducted for Jakarta and Medan offices, as well as at GMIT and ANJA, with plans to expand to other locations in the new year.

Sustainability

As markets reopened and production levels stabilized, ANJ was able to prioritize our sustainability initiatives, making our ESG journey the focus of 2021. With the help of strategic management consultants, we worked hard on the process of determining materiality and setting our ESG ambitions. The foresight behind this shift in focus is that by clearly identifying environmental, social and climate change risks, the Company can develop a more targeted business strategy. The aim is ultimately to prioritize our ESG targets, develop our ESG strategy and effectively integrate it with our business strategy.

In 2021 we announced ambitious targets of Net-Zero Carbon by 2030 and a reduction in our GHG intensity by 30% from the baseline year of 2015 by 2030. We are acutely aware of the materiality of mitigating climate change risk. Our extensive composting and fertigation initiatives are clearly reaping benefits for productivity and cost-reduction. Predictions from our research and development team have determined that the improved soil condition and yields that result from the composting and fertigation could support a 50% reduction in inorganic fertilizer use in coming years, which would ultimately see a significant reduction in operational costs, as well as a reduction in GHG emissions. Our stance is that both countries and industries alike must recognize the increasing threat of climate change as

a risk to the production of essential commodities. In addressing the issues sooner rather than later, ANJ is directly strengthening our sustainability as a business and prolonging our lifespan as a producer of palm oil and other products.

Protecting forests and biodiversity continues to be material for ANJ and an aspect we are highly committed to, as evidenced in our Sustainability Policy. Wildfires remain a threat at several of our estates, particularly KAL. Commencing in 2020, we have invested heavily in fire prevention and management infrastructure and capacity training. By January 2022, the Phase 1 of the forest fire infrastructure was completed and Phase 2 had commenced. This allowed the Group to perform well and score highly on the CDP for forest fire risk and water security.

A new initiative with the potential to finance conservation efforts is our Carbon Project in West Papua, which has now completed the feasibility study, the ground survey and the Free Prior Inform Consent (FPIC) process with the communities. We aim to complete this phase by mid-2022, keeping in mind that the project is subject to changes from new carbon trading regulations issued by the Indonesian government.

To be a role model for other companies in our industry, we must be as transparent about our operations as possible. The traceability program is integral to our operations and is now implemented in all relevant estates, resulting in more than 98% of our FFB from third party sources traceable to plantation, which is a remarkable achievement. This process was completed in July 2021, well ahead of the September 2021 target. Our traceability system refuses new sources of FFB from forest areas and socializes our no deforestation policies to our supply chain. We ensure that all third-party labour practices are monitored and regulated as per our Sustainability Policy. In 2021 we established a new function aimed at enhancing smallholder knowledge and skills by engaging and educating farmers on social and environmental best practices, which includes a total ban on forced or child labour.

Many of our ESG and sustainability initiatives and commitments are underpinned by our Responsible Development projects. In 2021, we saw continued success with our savings and transport cooperatives in West Papua, as well as with Warung Mama. At SMM, a new initiative, the floating rice cultivation project, enables the local community to use seasonal flooding to their advantage. The scheme saw an increase in paddy field productivity which suggests that farmers might avoid decreased yields during extreme weather events which will only become more common in the future.

Pendaki or Care for Biodiversity, the citizen science-based Responsible Development program initiated in 2019 continues to be an overwhelming success. To date, over 40,000 observations have been collected by the workforce, an incredible achievement. In 2021, an external expert review of Pendaki concluded that it is a cutting-edge program that has not been successfully implemented by any other palm oil company. Through the program, ANJ has demonstrated its commitment to making biodiversity observations and data collecting a fundamental part of the day-to-day company operations.

Unfortunately, the education program in West Papua experienced some issues over the past year. A good quality education program requires financial resources and the Company has a limited capacity to support the initiative to establish and finance kindergartens and elementary schools in many more villages than the current two villages. We believe that improving the quality of education requires a collaborative effort with various stakeholders, including the local government. Our teams are currently in the process of getting the local government's support for this collaboration. If these discussions are successful, ANJ hopes to work together with all parties to develop a sustainable education program in the surrounding villages.

Analysis of Prospects

Prospects for the coming year are bright. The high CPO price that has only grown as the year progressed, is expected to continue its upward trend until at least the second quarter of 2022. Beyond that, prices are highly dependent on the planting progress of soya in South America, which will be influenced by the weather conditions in the coming months. ANJ must also keep abreast of the developments regarding the domestic supply demand imbalance of cooking oil which had led to the implementation of Domestic Market Obligation (DMO) and Domestic Price Obligation (DPO), which were subsequently revoked by the Indonesian government. Although the implementation of DMO and DPO have been revoked, the Indonesian government has put additional CPO price reference brackets for the export levy and the maximum export levy has been increased from USD 175 per tonne to USD 375 per tonne. Our current estimates indicate that although the increase in export levy will limit our opportunity to record an average selling price in line with CPO price movement on the international from the improved productivity and cost management. This status quo could change, however, depending on the dynamics of government regulations, prevailing weather conditions and the global supply and demand of vegetable oils.

General productivity across our Group has been good throughout 2021, allowing us to focus upon targets that do not directly enhance our production. However, the success of our operations is also dictated by the weather conditions which we face. Therefore, ANJ must continue to focus upon our key initiatives, such as composting, to ensure that the impacts of extreme weather and climate change do not cause a drastic decline in production or production quality. To this point, it should also be stressed that capital expenditure and operational costs must be considered cautiously to prevent losses if low-production circumstances arise.

While we have observed a gradual improvement in the pandemic situation throughout 2021, the emergence of the Omicron variant in the final months of the year has brought with it new uncertainties with regards to trade and travel restrictions and infection risk. ANJ must continue to monitor the pandemic, enforce strict health measures within the Company and assess the most cost-effective export markets to pursue. Equally, we must remain attuned to the developments in the Omnibus Law of Indonesia, particularly the tax regulation harmonization in 2022, as there could be significant impacts on our operations and exports.

Aside from external determinants of success, ANJ recognizes that our Company is built upon its people. Particularly during the pandemic, our people have demonstrated their dedication to ANJ and its values. In the coming years, our management would like to champion this trait and invest more heavily in the talent development program. The program has already proven to be successful, particularly at the managerial level. Providing individuals who feel passionately about the Company and its mission with the opportunity to develop their skills and rise through the ranks is an optimal means of forming a cohesive cohort of individuals who understand and value ANJ to the fullest.

Capital Expenditure

Although the CPO prices of 2021 far exceeded those of previous years, ANJ will not be complacent and will continue to prioritize cost control. The current pandemic situation remains volatile and, as a result, future market conditions and trade potential is difficult to predict. We, therefore, cautiously considered capital expenditure and operational costs through the implementation of the following strategic projects in 2021:

- Replanting at ANJA and SMM and new planting at SMM.
- Resumption of the GSB land compensation project to consolidate 3,000 ha for HGU.
- Intensification of the composting and fertigation schemes.

- Continuation of road laterization and infrastructure construction at PPM and PMP.
- Continuation of construction of flood prevention measures at ANJAS.
- Completion of Phase 1 fire prevention infrastructure at KAL.

For 2022 our planned capital investments include:

- Replanting in SMM and ANJA.
- Continue GSB land compensation to consolidate 3,000 ha for HGU.
- Continue planting in GSB.
- Build a composting plant in KAL.
- Continuation of Phase 2 and commencement of Phase 3 fire prevention infrastructure at KAL.
- Completion of flood prevention measures at ANJAS.
- Continuation of road laterization at PPM and PMP.

Changes in the Composition of the Board of Directors

This year, Istini Tatiek Siddharta stood down from her position as the President Director of ANJ and took a seat on the Board of Commissioners. She becomes the first female Commissioner, which lends to ANJ's continued efforts to achieve greater gender equality across the Company. Istini was an excellent president director and led ANJ on a path to success, pursuing our values through difficult times and trying circumstances. Her contributions to the Board are indicative of her work ethic and we anticipate great input from this innovative and goal-driven individual in years to come.

ANJ has also welcomed two new directors. Aloysius D'Cruz as Agronomy Technical and R&D Director and Nopri Pitoy as Finance Director, both of whom have been with the Company for many years and have contributed significantly in their respective roles. Aloysius was previously a director at ANJA, where he played a critical role in improving agronomy practice, including high-quality composting; productivity; and research and development. He will play an instrumental role in consolidating the development of the Group and bringing the innovation of the agronomy sector to new levels. Nopri's previous position saw her manage the procurement and financial affairs of the West Region Palm Oil. Her strong background in the finance and supply chain is expected to reap great benefits in her new position. With the appointment of these two individuals, our directorial board has a combined experience of over 100 years, which is important in driving our values and development.

In closing, I would like to take this opportunity to thank all those involved in our operations for their hard work and dedication to the core values and missions of ANJ. In 2021, the world continues to be a difficult place, with the end of the pandemic a distant goal. However, through adapting to a new normal and applying the lessons learned over the past two years, our people have helped ANJ to achieve some outstanding results this year. Through the unwavering devotion to their work, our Company is entering the new year at an all-time high. As we move into 2022 with promising prospects, we look forward to the journey that lies ahead in our mission to become the blueprint for sustainable industries worldwide.

On behalf of the Board of Directors

LUCAS KURNIAWAN

President Director

THE BOARD OF DIRECTORS



FROM LEFT TO RIGHT:

GEETHA GOVINDAN
Vice President Director

ALOYSIUS D'CRUZ
Director

LUCAS KURNIAWAN
President Director

NAGA WASKITA
Director

NOPRI PITOIY
Director

STATEMENT OF RESPONSIBILITY

**By the Members of the Board of Directors and the Board of Commissioners
for the 2021 Annual Report of PT Austindo Nusantara Jaya Tbk.**

Jakarta, May 6, 2022

We, the undersigned, declare that the information contained in the 2021 Annual Report of PT Austindo Nusantara Jaya Tbk. is complete and we are responsible for the accuracy of the report's content.

Thus, this statement is duly made by the Board of Directors and Board of Commissioners.

BOARD OF DIRECTORS



Lucas Kurniawan
President Director



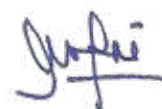
Geetha Govindan
Vice President Director



Naga Waskita
Director



Aloysius D'Cruz
Director



Nopri Pitoy
Director

BOARD OF COMMISSIONERS



Adrianto Machribie
President Commissioner (Independent)



George Santosa Tahija
Commissioner



Sjakon George Tahija
Commissioner



Anastasius Wahyuhadi
Commissioner



Istama Tatang Siddharta
Commissioner



J. Kristiadi
Independent Commissioner



Darwin Cyril Noerhadi
Independent Commissioner



Istini Tatiek Siddharta
Commissioner



COMPANY PROFILE



All of our palm producing plantations are RSPO and ISPO certified.

ANJ's BUSINESS IDENTITY

COMPANY NAME PT Austindo Nusantara Jaya Tbk.



OFFICE ADDRESS

BTPN Tower, 40th Floor
Jl. Dr Ide Anak Agung Gde Agung
Kav. 5.5-5.6
Jakarta 12950
☎ (62-21) 2965 1777
📠 (62-21) 2965 1788

BUSINESS ACTIVITY

Trading, services and operations related to palm oil plantation and processing, as well as trading of palm oil products, sago harvesting and processing, vegetable production and processing (edamame) and renewable energy business.

DATE OF ESTABLISHMENT

APRIL 16, 1993

DOMICILE

JAKARTA



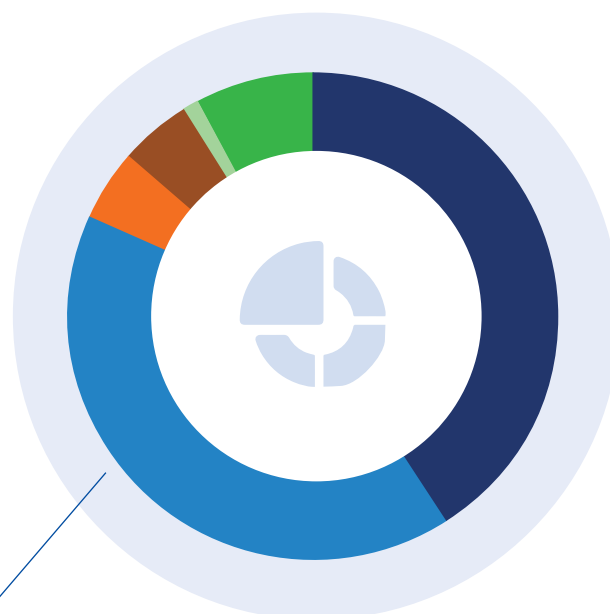
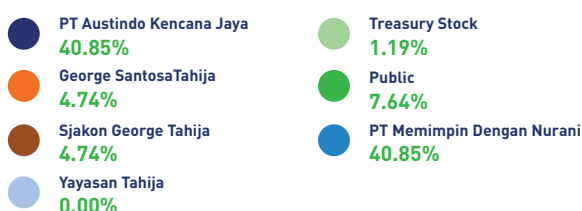
ANJ

PT Austindo Nusantara Jaya Tbk.

PRODUCTS AND SERVICES

CRUDE PALM OIL (CPO), PALM KERNEL (PK) AND PALM KERNEL OIL (PKO), SAGO, VEGETABLE (EDAMAME) AND RENEWABLE ENERGY FROM PALM OIL WASTE.

SHARE OWNERSHIP



LEGAL BASIS OF ESTABLISHMENT

- Deed No. 72, dated April 16, 1993, Notary Sutjipto;
- Deed No. 54, dated July 16, 1998, Notary Esther Mercia Sulaiman;
- Deed No. 161, dated January 17, 2013, Notary Irawan Soerodjo
- Deed No. 270, dated June 22, 2015, Notary Irawan Soerodjo
- Deed No. 61, dated May 14, 2018, Notary Irawan Soerodjo
- Deed No. 143, dated May 15, 2019, Notary Christina Dwi Utami
- Deed No. 144, dated May 15, 2019, Notary Christina Dwi Utami
- Deed No. 74, dated June 9, 2021, Notary Christina Dwi Utami
- Deed No. 23, dated November 2, 2021, Notary Christina Dwi Utami

COMPANY STATUS

Public company that sells shares

SHARE CODE

ANJT



www.anj-group.com



corsec@anj-group.com
investor.relations@anj-group.com



[anjgroup.id](https://www.instagram.com/anjgroup.id)
[Austindo Nusantara Jaya](https://www.facebook.com/AustindoNusantaraJaya)

COMPANY OVERVIEW



ANJ is a holding company, engaging both directly and indirectly through subsidiaries, in the production and sale of crude palm oil, palm kernel, palm kernel oil, other sustainable food crops and renewable energy. The Company is currently leveraging its acknowledged capabilities in agronomic best practice, innovation and efficiency to develop new agribusiness ventures in sago and vegetable harvesting and processing.

PT Austindo Nusantara Jaya Tbk. (“ANJ” or “the Company”) was established on April 16, 1993 as PT Austindo Teguh Jaya, with interests in agribusiness, financial services, healthcare and renewable energy. On July 16, 1998, the Company changed its name to PT Austindo Nusantara Jaya (ANJ) based on Deed No. 54, dated July 16, 1998, Notary Esther Mercia Sulaiman. In 2012, in line with our renewed vision to become a world-class agribusiness-based food company, ANJ began to focus on palm oil while growing new agribusinesses based on other food crops. The second part of our vision, which is to be a company that elevates the lives of people and nature, is reflected in our commitment to achieving a sustainable balance between our responsibilities to people, the planet and prosperity for all our stakeholders. In 2013, the Company held its initial public offering on the Indonesia Stock Exchange of 10% of our shares.

Palm Oil

Our business comprises the integrated cultivation and harvesting of fresh fruit bunches from our oil palm plantations, milling them into crude palm oil, palm kernel and palm kernel oil and selling the oils. ANJ owns six oil palm producing plantations:

North Sumatra I Plantation

A 9,988 hectares oil palm plantation in Binanga, North Sumatra, operated by our subsidiary PT Austindo Nusantara Jaya Agri (ANJA).

North Sumatra II Plantation

A 9,412 hectares oil palm plantation in Padang Sidempuan, North Sumatra, operated by our subsidiary PT Austindo Nusantara Jaya Agri Sia's (ANJAS).

Belitung Island Plantation

A 17,360 hectares oil palm plantation in Belitung Island in Bangka Belitung, operated by our subsidiary PT Sahabat Mewah dan Makmur (SMM).

West Kalimantan Plantation

A 13,879 hectares oil palm plantation in Ketapang, West Kalimantan, operated by our subsidiary PT Kayung Agro Lestari (KAL).

West Papua Plantation

A 54,704 hectare oil palm plantation in South Sorong and Maybrat, West Papua, operated by our subsidiaries PT Permata Putera Mandiri (PPM) and PT Putera Manunggal Perkasa (PMP).

These are all plantations with mature oil palms, served by an on-site processing mill. ANJ is a member of the Roundtable on Sustainable Palm Oil (RSPO) and Indonesian Sustainable Palm Oil (ISPO). All of our palm producing plantations are RSPO and ISPO certified.

We are also planting areas of our landbanks in South Sumatra and West Papua:

South Sumatra Landbank

This landbank covers 12,800 hectares in Empat Lawang, South Sumatra and is operated by our subsidiary PT Galempa Sejahtera Bersama (GSB). We commenced planting parts of the landbank in 2013.

West Papua Landbank

This landbank covers 36,506 hectares in Maybrat, West Papua, operated by ANJ. The planting for ANJ landbank was suspended as of 2018 due to pending approval of the New Planting Procedures from RSPO.

Our development plantations are managed in compliance with RSPO and ISPO standards and we will apply for RSPO and ISPO certification when they begin operating commercially.

As of December 31, 2021, the Company had a total landbank of more than 150,000 hectares. At that time, approximately one-third of this area or 54,630 hectares, was planted. By the end of 2021 a total of 4,588 hectares of the planted area was allocated to community smallholders under the Indonesian government's Plasma Program.

Mature oil palms cover 43,962 hectares or 80%, of the planted area, while 10,668 hectares or 20%, comprises

immature oil palms. The average age of our nucleus oil palms across all the Group's plantations, as of December 31, 2021, was 13 years.

Of the entire landbank, approximately 22,000 hectares are deemed plantable but are not yet planted (nucleus or plasma).

We have secured or are in the process of securing, the necessary rights and permits to develop this land as oil palm plantation.

The remainder of our landbank is either not plantable due to unsuitable topography or is used for fulfilling various voluntary environmental and social commitments, including biodiversity conservation, riverine buffers and the preservation of historical and/or culturally significant sites. The remaining portion of our landbank is designated for infrastructure, such as roads and housing and amenities for our employees.

As stated in our Sustainability Policy, ANJ has made a commitment to maintain areas of forest with High Conservation Value (HCV) and/or High Carbon Stock (HCS) and to refrain from developing peat or wetlands.

Sago

ANJ operates a sago harvesting and processing operation in South Sorong, West Papua, through our subsidiary, PT ANJ Agri Papua (ANJAP). ANJAP manages a 40,000 hectares concession, where it is pioneering the country's first commercial-scale harvesting of natural sago palm. ANJAP processes the logs at its sago mill to produce dry sago starch, which is sold to the food industry.

As a sustainable alternative to rice, sago plays a key role in our sustainable agribusiness strategy, which is aligned with the government's food security objectives as well as its economic and social development acceleration strategy in Papua.





Vegetables

ANJ has operated in the vegetable sector since 2015, when our subsidiary, PT Gading Mas Indonesia Teguh (GMIT), began cultivating edamame, a high-protein, antioxidant-rich legume belonging to the soybean family. We use a cooperation model, providing agronomic inputs, training and field support to local farmers in Jember, East Java to maintain and improve quality and yield. In 2020 we began field trials for okra, another high-value vegetable.

In 2017, ANJ entered into a joint venture with AJI HK Limited to facilitate GMIT's market expansion into the Asia Pacific region. In 2021, GMIT completed the replacement of essential machinery and has started export of its frozen edamame to Japan in March 2021.

Renewable Energy

PT Austindo Aufwind New Energy (AANE), a subsidiary of the Company, has been licensed as an independent power producer (IPP) since 2013 and began operating commercially at the beginning of 2014. AANE operates a 1.8 MW capacity biogas power plant at our Belitung Island Plantation, generating electricity from the methane produced as a by-product of our CPO mill.

The Company plans to build further biogas power plants at selected mills for internal use, to reduce its reliance on fossil fuels and improve our greenhouse gas emission reduction performance.



A BRIEF HISTORY OF THE ANJ GROUP

1993-2006

1993

ANJ was established.

2000

- PT Austindo Agro Nusantara and PT Austindo Nusantara Resources were merged into the Company.
- ANJ acquired PT Austindo Nusantara Jaya Agri (formerly PT Eka Pendawa Sakti) through Verdaine Investments Ltd., acting as manager/operator.

2001

PT Austindo Investama Jaya, PT Austindo Mining Corporindo and PT Austindo Nusantara Energi were merged into the Company.

2010-2016

2010

PT ANJ Agri Papua was awarded a permit (IUPHHBK) to use 40,000 hectares of land in West Papua for a sago plantation.

2012

- ANJ divested its healthcare and financial services interests to concentrate on agribusiness, food and renewable energy.
- ANJ acquired PT Galempa Sejahtera Bersama.

2013

- ANJ acquired PT Permata Putera Mandiri and PT Putera Manunggal Perkasa.
- ANJ's shares were listed for the first time on the Indonesia Stock Exchange (IDX).
- PT Austindo Aufwind New Energy began the commercial operation of its biogas plant.

2017-2021

2017

- ANJ divested its shareholding in PT Darajat Geothermal Indonesia and PT Star Energy Geothermal Suoh Sekincau to focus on agribusiness, food and renewable energy.
- The share ownership of (a) PT Aceh Timur Indonesia (ATI), PT Simpang Kiri Plantation Indonesia (SKPI), (b) PT Surya Makmur (SM) and PT Bilah Plantindo (BP) all of MP Evans Group was restructured.
- AJI HK Limited acquired a 20% stake in ANJ subsidiary, PT Gading Mas Indonesia Teguh.
- ANJ sold a 10.87% stake in PT Agro Muko to SIPEV NV, retaining 5% of the shares.

2018

- ANJ launched its new corporate logo.
- GMIT initiated the construction of a frozen line facility.
- PMP began the construction of its CPO mill.

2003

ANJ acquired PT Sahabat Mewah dan Makmur.

2004

ANJ acquired PT Austindo Nusantara Jaya Agri Siais (formerly PT Ondop Perkasa Makmur).

2005

ANJ acquired PT Kayung Agro Lestari.

2006

ANJ became full owner of PT Austindo Nusantara Jaya Agri.

2014

ANJ acquired PT Pusaka Agro Makmur.

2015

- PT Pusaka Agro Makmur was merged into the Company.
- PT ANJ Agri Papua completed the construction of its sago starch mill in West Papua.

2016

PT Kayung Agro Lestari's palm oil mill in West Kalimantan began operating.

2019

ANJ divested its shareholding in PT Puncak Jaya Power and entire investment in MP Evans Group.

2020

PT Putera Manunggal Perkasa's palm oil mill and kernel crushing plant in West Papua began operating.

2021

- PT Putera Manunggal Perkasa and PT Permata Putera Mandiri obtained RSPO and ISPO certification.
- PT Kayung Agro Lestari increased the mill capacity from 45 tons per hour to 90 tons per hour
- GMIT began exporting frozen edamame.

OUR VISION, MISSION AND CORPORATE VALUES



VISION

To become a world-class agribusiness based food company that elevates the lives people and nature.

MISSION

- **People and nature oriented:**
People and nature as the north star of the Company, guiding every aspect of all business activities.
- **Striving for world-class excellence:**
A continuous quest to comply with and exceed local and global standards, exercising good corporate governance.
- **Sustainable growth for prosperity:**
Achieving widespread economic prosperity without exhausting the finite resources at our disposal.
- **Integrity:**
Doing the right thing at all times, in all circumstances, regardless of the consequences or of anyone watching.

The corporate vision and mission above were reviewed and approved by the Board of Commissioners and the Board of Directors on February 12, 2018.

VALUES



INTEGRITY



RESPECT FOR PEOPLE AND THE ENVIRONMENT



CONTINUOUS IMPROVEMENT

OUR LOGO



ANJ's logo is a visual representation of our priorities. Each symbol represents a vital element for the Company:

PEOPLE



People are the central element of ANJ's identity. The circle represents the harmony in human lives. People cannot survive without nature's benefits, so they need to take a lead in maintaining a harmonious relationship between people and nature. This is depicted through the four natural elements that circle the core element of human life.

SUN



The sun is our primary source of energy and is one of the principal elements in elevating the life of each living organism on earth.

FAUNA



All animals on earth have their own unique, essential role in balancing nature. The footprint represents Indonesia's fauna and the everlasting spirit that is bequeathed from generation to generation.

FLORA



Flora or plants, are the foundation of the food chain and a balanced ecosystem. Flora play essential roles in producing oxygen and food and in maintaining the soil's fertility. Indonesia's rich geography allows a unique and diverse range of flora to flourish, making it the pride of the archipelago.

WATER



Water is a vital source of life and acts as one of the balancing elements. Whether a small drop of rain or a large sea, water has tremendous potential as a source of power.



The Company's Code of Ethics on Business Conduct (the "Code"), launched in 2013, elaborates our core corporate values into behaviors and guidance that are designed to ensure that ANJ's people uphold our reputation and maintain the trust of our stakeholders by being transparent, accountable, objective and treating all stakeholders equally and with respect.

Code of Conduct and Corporate Culture

The core values underpinning the Code are: Integrity, Respect for People and the Environment and Continuous Improvement. The articles of the Code provide guidance for employees on fulfilling their work responsibilities and interacting with others effectively, safely, lawfully and with integrity. The Code applies equally and without exception to all employees and all levels of management, including the members of the Board of Directors and the Board of Commissioners. Every employee of the ANJ Group is required to pledge to uphold the Code; our investors, stakeholders and business partners are also required to make such a commitment where relevant. The Code was formally adopted in January 2014 and has been disseminated to

all employees. Since October 2017, the Code has been an integral part of our Management Trainee program curriculum as well as the induction program provided for all new employees and is embedded into the learning and development curriculum at our ANJ Learning Center.

ANJ's Code of Ethics on Business Conduct Covers:

- Compliance with laws and regulations;
- Workplace safety, health and the environment;
- Work relations;
- Relationships with suppliers and customers;
- Relations with the government;
- Conflicts of interest;
- Use and maintenance of company property;
- Company information and financial disclosure;
- Relationships with investors and the media; and
- Insider trading.

The Code is regularly reviewed and periodically updated to ensure that it remains aligned with the growth of our business, our strategic objectives and developments in our external environment.



BUSINESS ACTIVITY

Based on the Articles of Association, the Company engages business in the area of:

Core Business Activities:

- a. Carry out business of other consultancy management activities.
- b. Carry out business of wholesale of fruit containing oil.
- c. Carry out business of wholesale in agricultural products and other living animals.
- d. Carry out business of wholesale based on fee or contract.
- e. Carry out business of palm oil plantation.
- f. Carry out business of crude palm oil industry (Crude Palm Oil/CPO).
- g. Carry out business of crude palm kernel oil industry (Crude Palm Kernel Oil/CPKO).
- h. Carry out business crude palm oil and crude palm kernel oil refinery industry.

Supporting Business Activities:

Carry out other businesses, related to and supporting the main business activities of the Company in accordance with the prevailing laws and regulations.

Articles of Association

ANJ's Articles of Association have been amended several times since the Company's establishment in 1993. The most recent amendment was in 2021 pursuant to Deed No. 74 of Christina Dwi Utami, SH, M.Si., Notary in Jakarta, dated June 9, 2021, related to amendment and restatement of the Articles of Association of the Company to comply with the applicable capital market rules and regulations and Deed No. 23 of Christina Dwi Utami, SH, M.Si., Notary in Jakarta, dated November 2, 2021, for amendment of the Article 16 of the Articles of Association of the Company related to the Duties and Authorities of the Board of Directors.

CORE BUSINESS SITE MAP




Total Planted Area:

50,042 Ha

Total Conservation Area:

60,985 Ha

LEGEND

PALM OIL SAGO VEGETABLES RENEWABLE ENERGY 

PT KAYUNG AGRO LESTARI (KAL)
Ketapang, West Kalimantan

Nucleus

Landbank	10,920 Ha
Planted Area	9,583 Ha
Matured Area	8,784 Ha
Mill Capacity	90 ton/hour
Conservation Area	3,845** Ha

Plasma

Landbank	2,958 Ha
Planted Area	2,668 Ha
Matured Area	2,287 Ha



PT PUTERA MANUNGGAL PERKASA (PMP)
PT PERMATA PUTERA MANDIRI (PPM)
PT AUSTINDO NUSANTARA JAYA TBK. (ANJ)
West Papua

Nucleus

Landbank	75,947 Ha
Planted Area	8,107 Ha
Matured Area	5,022 Ha
Mill Capacity	45 ton/hour
Conservation Area	44,506*** Ha

Plasma

Landbank	15,263 Ha
Planted Area	902 Ha
Matured Area	386 Ha



PT ANJ AGRI PAPUA (ANJAP)
South Sorong, West Papua

Concession Right	40,000 Ha
Mill Capacity	1,250 ton/month
Conservation Area	8,150 Ha

Notes :

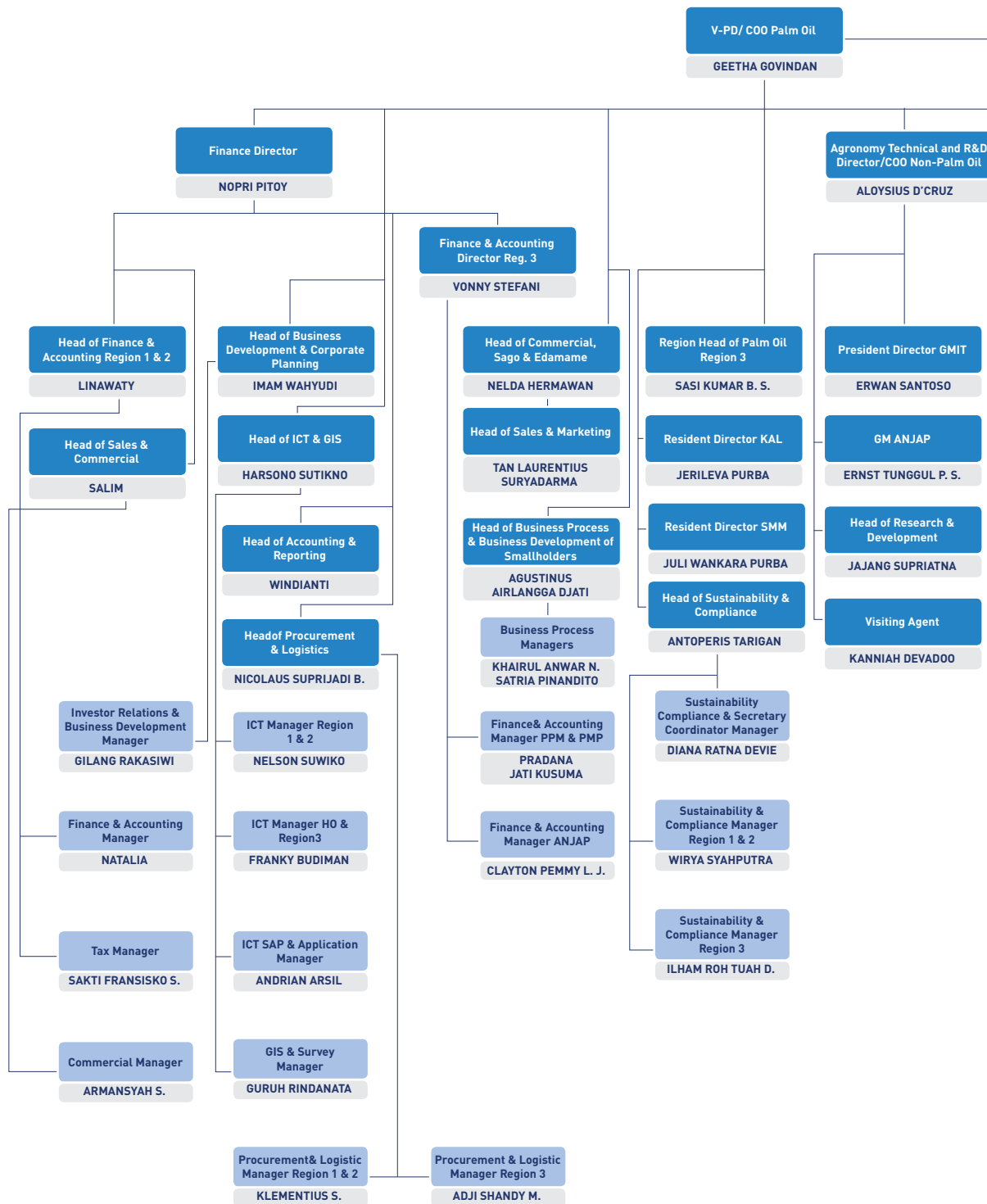
Data as of December 31, 2021

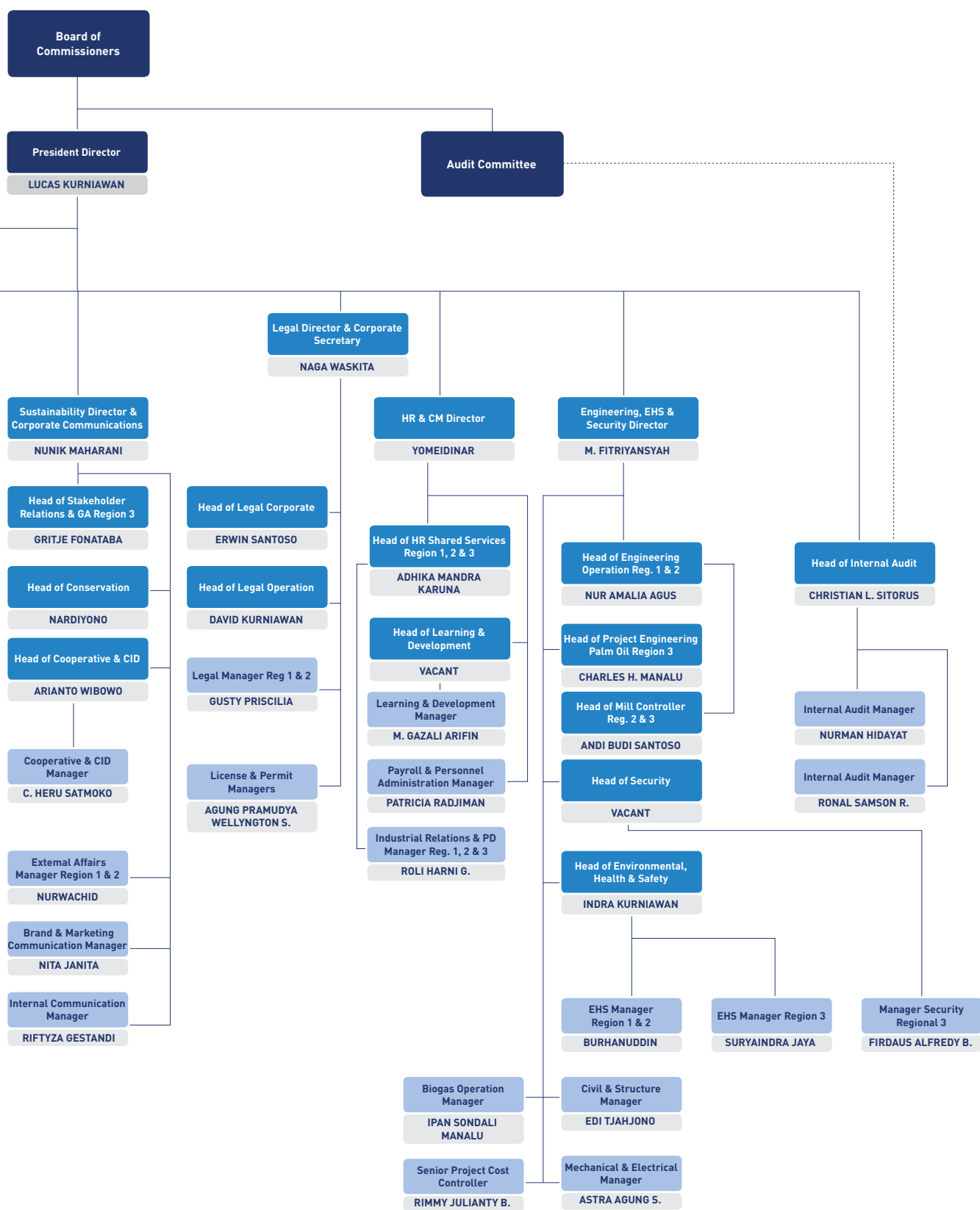
* Includes 288 ha of conservation area outside ANJAS's HGU

** Includes 2,330.88 hectares of conservation area under KAL's Plantation business Permit area but outside KAL's HGU

*** Conservation area for ANJ not yet determined

ORGANIZATIONAL STRUCTURE





PROFILE OF THE BOARD OF COMMISSIONERS



Indonesian citizen, aged 80. Born in Bandung, 1941.
Domiciled in Jakarta.

Adrianto Machribie

President Commissioner (Independent)

EXPERIENCE

Mr. Machribie has served as one of the Company's Commissioners since July 1996 and was appointed as President Commissioner in September 2003. He was the Administration Director for subsidiaries of Shell Indonesia (1980– 1985), Vice President General Affairs Shell Companies Indonesia (1986–1992), Executive Vice President & Director of PT Freeport Indonesia (1992–1995), President Director of PT Freeport Indonesia (1995–2006), Commissioner of PT Freeport Indonesia (2006–2011), Non-Executive Director Intrepid Mines Ltd. (2011–2015) and the President Director of PT Media Televisi Indonesia (Metro TV) (2011 – 2017). He is also actively engaged in several professional organizations.

EDUCATION

Mr. Machribie holds a law degree from the University of Indonesia (1967) and a Master's degree in Social Science from the Institute of Social Studies, The Hague, the Netherlands (1969).

AFFILIATIONS

Mr. Machribie has no affiliate relationships with any other Commissioners, Directors or shareholders of the Company.

INDEPENDENCE

Mr. Machribie has served more than 2 (two) terms as an Independent Commissioner, but he declares that he remains independent and will comply with all prevailing laws and regulations.

BASIS OF APPOINTMENT

- First Appointment: Deed No. 32 of Esther Mercia Sulaiman S.H, Notary in Jakarta, dated September 24, 2003.
- Last Appointment: Deed No. 47 of Christina Dwi Utami, S.H., M.Hum., M.Kn, Notary in Jakarta, dated June 10, 2020.

POSITION TENURE

September 2003–present.

CONCURRENT POSITIONS

- Commissioner of PT Freeport Indonesia (2018–present)
- Senior Advisor to the Office of the Chairman of parent company Freeport McMoRan Copper & Gold Inc. (2011–present).