

segment consists of 16 sugar factories, one alcohol and spirit factory, one plastic bags factory, 4 hospitals, and 2 health clinics.

Table 1 depicts the operational summary of PTPN XI from 2009 to 2013. The table shows that there was a decrease about 21% of total sugar cane milled in 2011 even though there was an increase in the area of milled sugar cane about 6% as compared to 2010. This trend was also consistent with the decrease of total sugar production about 5%. Later, Table 2 shows that there was a decrease in revenue in 2011 as compared to 2010.

Table 1. Operational Summary of PTPN XI

	Unit	2009	2010	2011	2012	2013
Area of sugar cane milled	Ha	69.476	66.374	70.486	80.171	82.724
Total sugar cane milled	Ton	5.246.757	5.570.020	4.388.716	5.299.901	5.868.924
Total sugar production:	Ton	359.755	318.869	302.925	410.475	401.481
– Sugar Belongs to PTPN XI	Ton	203.097	173.898	163.097	215.391	191.402
– Sugar Belongs to farmers	Ton	156.658	144.971	139.828	195.084	210.079
Total molasses production	Ton	238.831	246.258	203.762	286.996	268.586
Average productivity	Ton/ha	75,52	83,90	62,30	66,10	70,90
Milling capacity	TCD	34.884	33.841	36.513	36.007	36.681
Sucrose content in sugar cane	%	6,84	5,70	6,90	7,72	6,83

Source: Annual Report PTPN XI, 2013

Table 2 shows the financial summary of PTPN XI from 2009 until 2013. As shown in Table 2, the company suffered a loss in 2011 of Rp136.023.000.000. This is due to the decrease in revenue for about 36% as compared to 2010. However, in 2012, the company gain profit since there was an increase in revenue for about 35% in 2012.

Table 2. Financial Summary PTPN XI (in Rp000.000)

	2009	2010	2011	2012	2013
Revenue	1.814.095	2.423.451	1.557.990	2.100.561	2.097.807
Cost of goods sold	1.361.806	2.184.600	1.504.284	1.580.837	1.866.566
Gross income	452.289	238.851	53.706	519.724	231.240
Income before tax	131.225	71.286	(150.732)	152.898	193.722
Comprehensive income (loss)	83.927	40.200	(136.023)	134.075	22.334

Source: Annual Report PTPN XI, 2013

4.2 Corporate Social Responsibility (CSR) of PTPN XI

One of the key success factors of PTPN XI is the partnership program with sugar cane farmers that makes the farmers as true partners. Another key success factor of PTPN XI is its support to social environment, i.e. to increase stakeholders' welfare and also to improve the effectiveness of partnership program and community development. The CSR program of PTPN XI is contained in the Partnership Program and Community Development, or it is well known as PKBL (Program Kemitraandan Bina Lingkungan). The company considers PKBL as an investment in social capital. (Annual Report PTPN XI, 2013).