



# PUBLIC EXPOSE

PT Waskita Karya (Persero) Tbk

21 Desember 2023



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**I**

**Profil PT Waskita Karya (Persero) Tbk.**

**II**

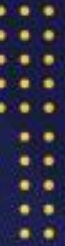
**Tinjauan Operasional dan Keuangan**

**III**

**Restrukturisasi Keuangan**

**IV**

**Transformasi Bisnis**



# Profil PT Waskita Karya (Persero) Tbk.





# Susunan Pengurus Perseroan

## DEWAN KOMISARIS



**Heru Winarko**  
*Komisaris Utama/  
Independen*



**T. Iskandar**  
*Komisaris*



**Dedi Syarif Usman**  
*Komisaris*



**Muradi**  
*Komisaris  
Independen*



**Muhamad Salim**  
*Komisaris Independen*



**Addin Jauharudin**  
*Komisaris Independen*

## DIREKSI



**Muhammad  
Hanugroho**  
*Direktur Utama*



**Wiwi Suprihatno**  
*Direktur Keuangan*



**Ratna Ningrum**  
*Direktur SDM,  
Pengembangan  
Sistem dan Legal*



**Rudi Purnomo**  
*Direktur  
Pengembangan  
Bisnis*



**I Ketut Pasek  
Senjaya Putra**  
*Direktur Operasi I &  
QSH*



**Dhetik Ariyanto**  
*Direktur Operasi II*

# Grup Waskita

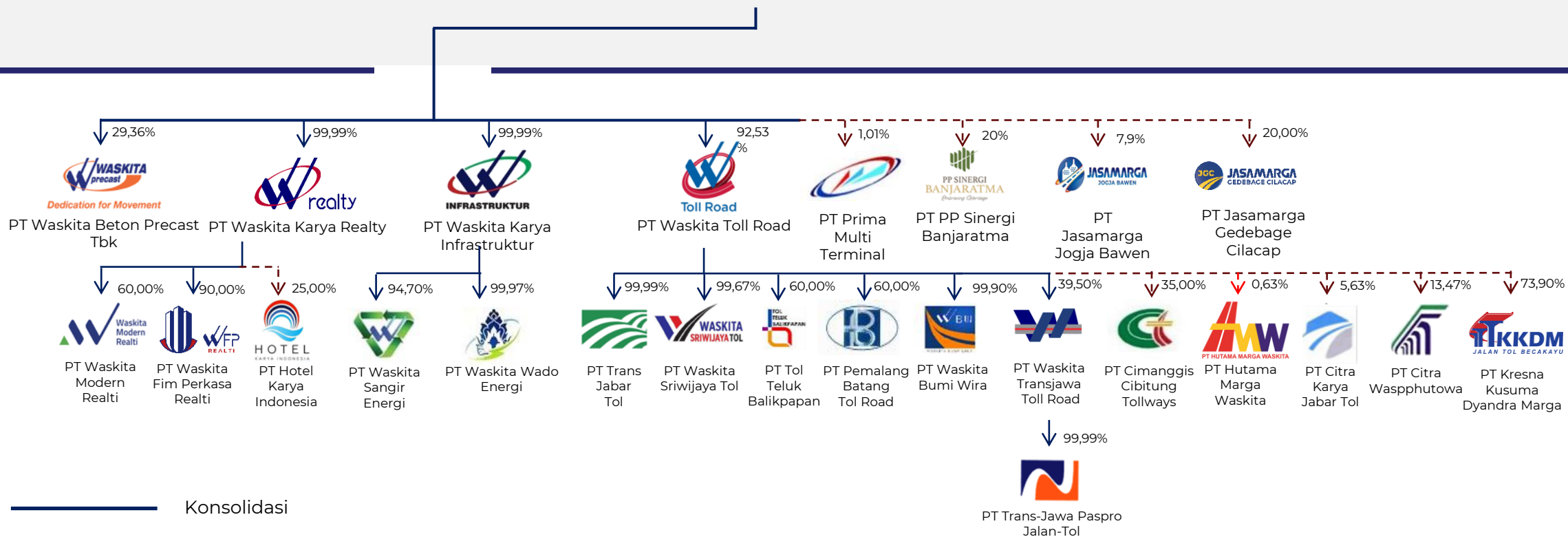
Public **24,65%**



Government **75,35%**

**WASKITA**

PT Waskita Karya (Persero) Tbk





# Tinjauan Operasional dan Keuangan



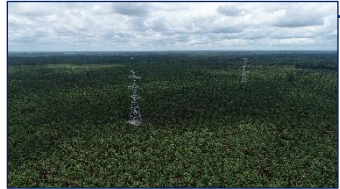
# Portofolio Proyek Berjalan

Berkontribusi pada Proyek Strategis Nasional dan Pembangunan Infrastruktur Lainnya



## Lokasi Proyek Berjalan

Per November 2023



\*Transmisi 500 kv



\*Jembatan Musi, Sumatera Selatan



\*Jakarta - Cikampek Selatan

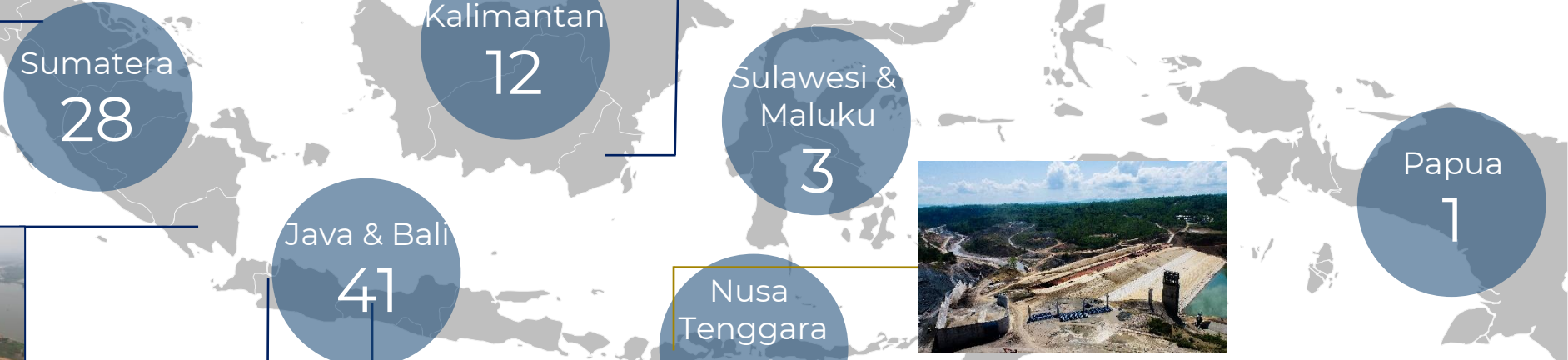


\*Bendungan Jlantah

Gedung Kemenko 4



\*Bendungan Temef, NTT



Total Proyek Berjalan  
**90**

Total Nilai Kontrak

**Rp 52,7 triliun**



Konektivitas  
**60%**



Sumber Daya Air  
**17%**



Gedung  
**13%**



EPC, Anak Usaha  
**10%**



# Kontribusi Pembangunan di Ibu Kota Nusantara (IKN)

Ditunjang dengan menjalin *partnership* sebagai media *transfer of knowledge* dan teknologi



IKN merupakan pasar potensial untuk Waskita karena IKN dibangun dengan 5 tahap konstruksi hingga tahun 2045 dengan total nilai investasi sebesar **Rp 466,04 triliun** (*Perpres 63 Tahun 2022*)

## 1 Jalan Akses Lingkar Sepaku Seksi 4



**Rp198 miliar**  
Joint Operation Integrated

## 2 Jalan Tol IKN Segmen 5A



**Rp2,2 triliun**  
Joint Operation Integrated

## 3 Gedung Sekretariat Negara



**Rp1,3 triliun**  
Waskita Karya

## 4 Gedung Kemenko 3



**Rp789 miliar**  
Joint Operation Integrated

## 5 Gedung Kemenko 4



**Rp735 miliar**  
Waskita Karya

## 6 IPAL 1,2,3 KIPP IKN



**Rp638 miliar**  
Joint Operation Integrated

## 7 Jl. Feeder (District), IKN



**Rp1,3 triliun**  
Joint Operation Integrated

## 8 Rumah Susun ASN 3



**Rp1,1 triliun**  
Waskita Karya



**10 Proyek Dimenangkan**



**Rp 10,2 Triliun**  
Porsi Waskita (~Rp6,7 T)

## 9 Jalan Nasional IKN Seksi 6C-1



**Rp1,6 triliun**  
Joint Operation Integrated

## 10 MUT-01



**Rp158 miliar**  
Waskita Karya

# Nilai Kontrak Baru (NKB) Waskita didominasi oleh Sektor Pemerintah



Nilai Kontrak Baru 11M23  
**Rp 14,4 triliun**



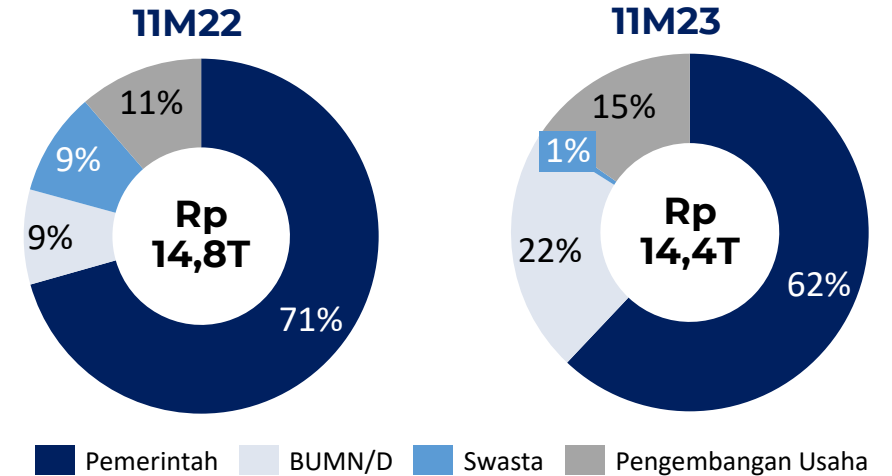
Winning Rate 11M23  
**24,1%**

## 5 Besar Nilai Kontrak 11M23

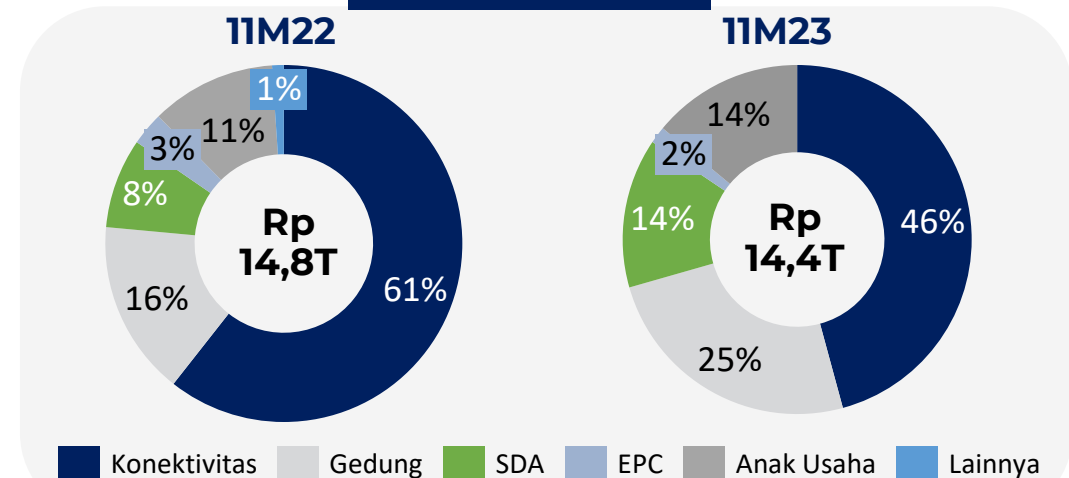
Nama Proyek	Nilai Kontrak
Jasa Konstruksi Proyek LRT Jakarta Fase 1B	Rp 2,1 triliun
President Nicolau Lobato International Airport, Timor Timur	Rp 1,1 triliun
Pembangunan Rumah Susun ASN 3	Rp 1,0 triliun
Probolinggo - Banyuwangi Paket 3	Rp 997 miliar
Bendungan Cibeet Paket 3, Jawa Barat	Rp 768 miliar

Nilai Kontrak disajikan hanya porsi Waskita (diluar PPN 11%)

## Segmentasi Owner



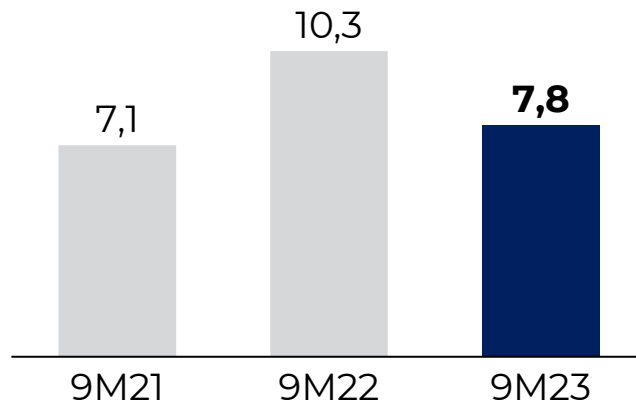
## Jenis Proyek



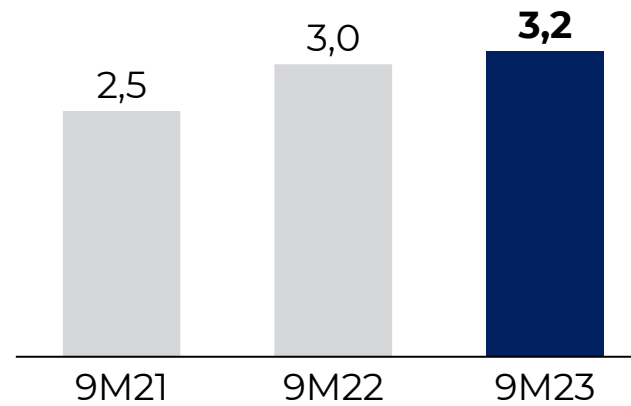


# Kinerja Perusahaan

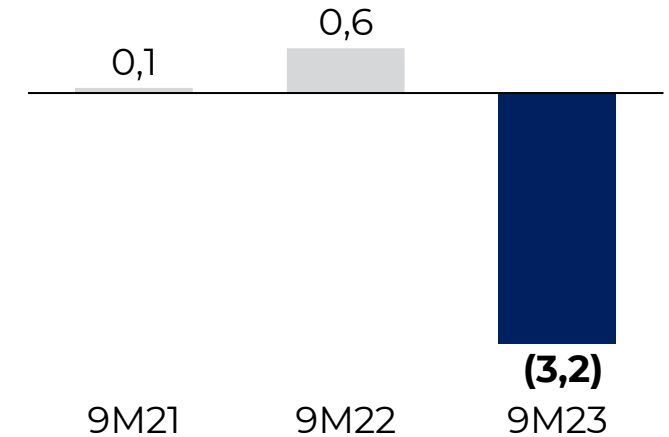
## Pendapatan



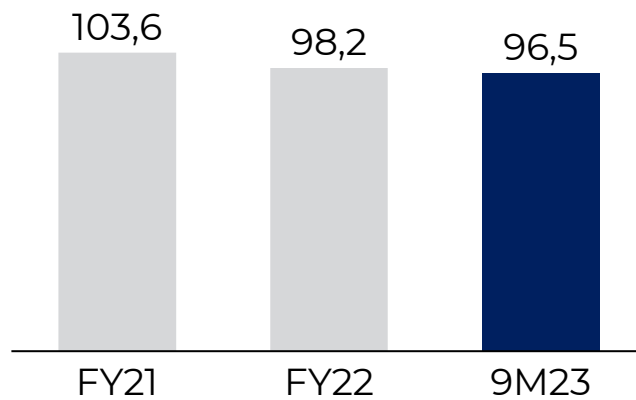
## Beban Keuangan



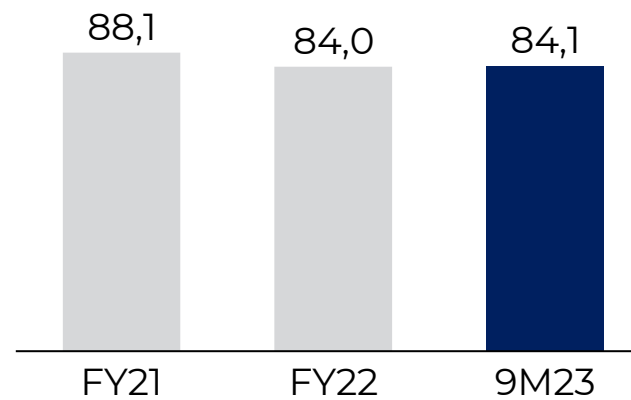
## Laba/Rugi Bersih



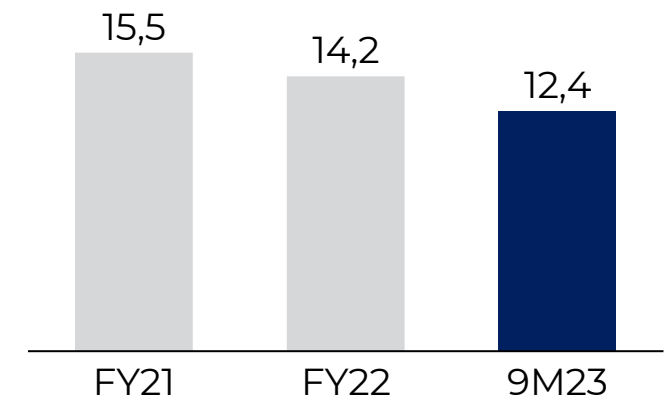
## Total Aset



## Total Liabilitas



## Total Ekuitas





# Restrukturisasi Keuangan



# 8 Streams Penyehatan Keuangan Waskita



## **Master Restructuring Agreement (MRA)**

Melakukan penyempurnaan atas MRA yang disetujui pada tahun 2021, dengan mengajukan penyesuaian pada tenor dan suku bunga



## **Penjaminan Pemerintah**

Mendapatkan modal kerja untuk penyelesaian proyek melalui fasilitas KMK Penjaminan dan penerbitan Obligasi Penjaminan



## **PMN & Rights Issue**

Memperkuat struktur permodalan Perseroan dalam rangka menyelesaikan konstruksi proyek-proyek Jalan tol melalui mekanisme *Rights Issue*



## **Restrukturisasi Utang Anak Usaha**

Menyesuaikan kemampuan membayar kewajiban dengan arus kas perusahaan. Memberikan waktu bagi anak perusahaan untuk melewati kondisi pasar yang kurang baik.



## **Strategic Partnership Jalan Tol**

Mengurangi hutang konsolidasi WSKT yang berasal dari investasi dan konstruksi jalan tol serta mendapatkan tambahan *cash flow* dari *proceed* yang diterima



## **Transformasi Bisnis**

Mengembalikan WSKT kepada kompetensi inti, yaitu sebagai kontraktor dan meningkatkan efisiensi di level proyek dan korporat



## **Penyelesaian Jalan Tol Khusus**

Menyelesaikan konstruksi tol di Sumatra untuk mempercepat proses *asset recycling* atau *fundraising*



## **GCG & Manajemen Risiko**

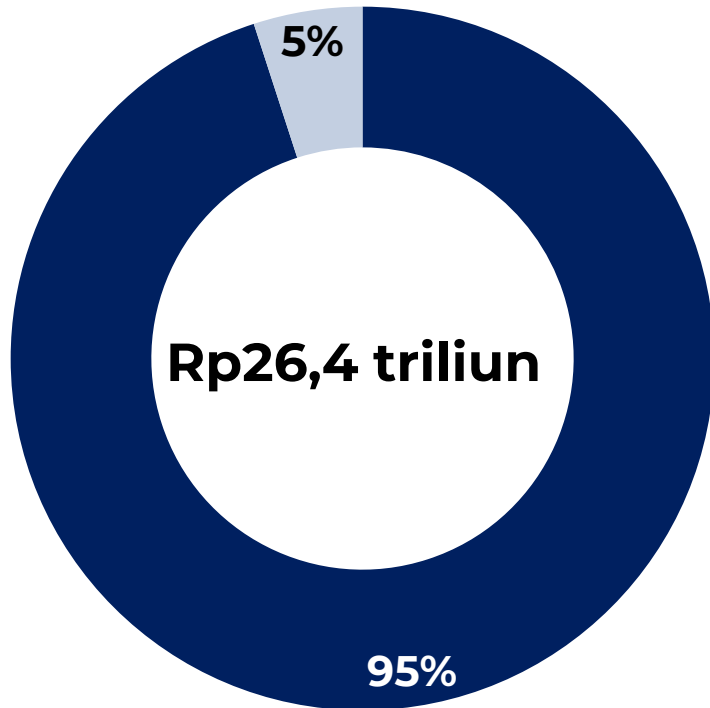
Perbaiki tata Kelola serta penetapan sistem komite guna mengelola risiko perusahaan

# Persetujuan Restrukturisasi

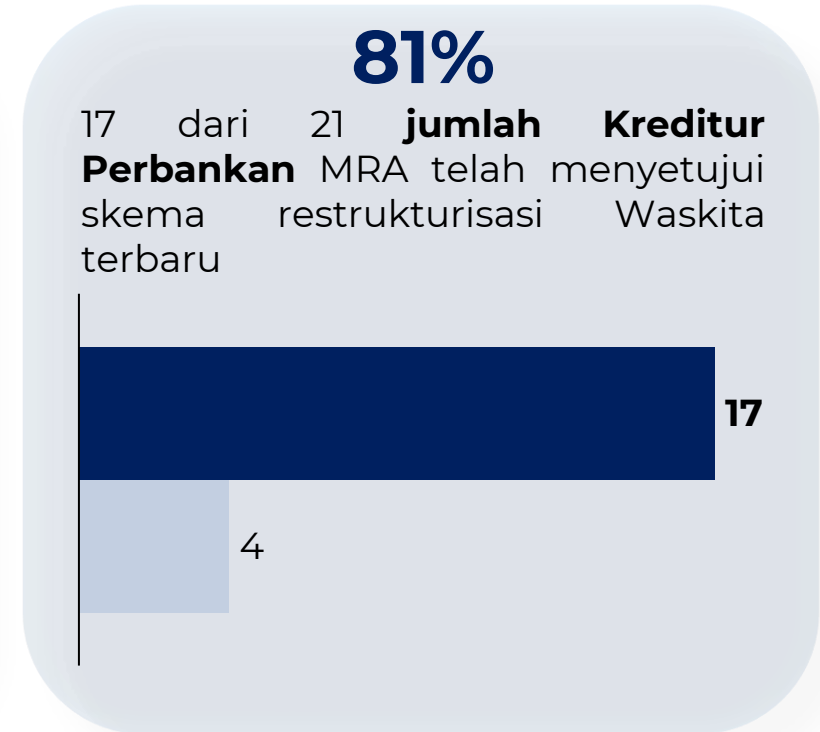
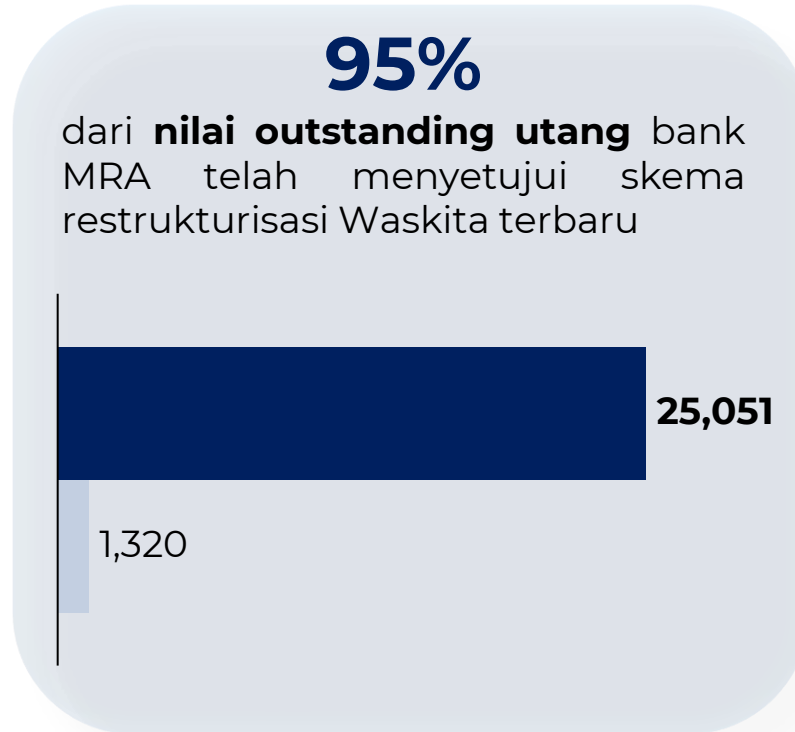
Mayoritas kreditur Perbankan telah memberikan persetujuan atas usulan restrukturisasi Waskita dalam rangka penyempurnaan *Master Restructuring Agreement (MRA)*



## Progress Persetujuan Kreditur Perbankan



■ Setuju  
■ Proses



Selain persetujuan Kreditur Perbankan, Perseroan sedang dalam proses persetujuan restrukturisasi kepada Pemegang Obligasi Non-Penjaminan Pemerintah melalui mekanisme Rapat Umum Pemegang Obligasi (RUPO)



# Dukungan Pemerintah kepada Waskita

01



**PMN dan  
Dukungan  
Konstruksi**

02



**Proyek IKN**

10 Proyek IKN telah berkontrak dengan nilai kontrak porsi Waskita Rp6,7T

03



**Kontrak Baru**

Dari Jan-Nov 2023, telah didapat kontrak baru senilai Rp6,5 Triliun dengan owner PUPR

04



**Penyesuaian  
Tarif Tol**

05



**Integrasi Ruas  
Tol**

IV

# Transformasi Bisnis

King Abdullah Financial District - Riyadh

# Upaya Perbaikan Kinerja Perusahaan

Melalui program Transformasi Bisnis



**Komite  
Manajemen Risiko  
Konstruksi**

Memastikan setiap proyek yang akan diambil merupakan proyek sehat dengan risiko finansial yang rendah seperti adanya ketentuan *monthly payment*, uang muka dan adanya kepastian pembayaran dari *owner*



**Financial  
Controller**

Pengendalian sistem keuangan dan mewujudkan kesatuan likuiditas dalam bentuk sentralisasi pembayaran



**Lean  
Construction**

Efisiensi minimum **1%** dari Sisa Nilai Kontrak proyek melalui metode *material management* yang lebih efektif dan efisien



**Lean  
Office**

Implementasi *right sizing* jumlah pegawai tetap sebesar **18%** dan efisiensi nilai Beban Umum Administrasi (BUA) sebesar **8%** s.d. Triwulan III 2023



# Terima Kasih

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