

STEPPING TO THE NEXT LEVEL by IMPROVING PERFORMANCE

LAPORAN TAHUNAN **2021** ANNUAL REPORT



- 2 Tentang Laporan Tahunan PT Waskita Karya (Persero) Tbk
About Annual Report of PT Waskita Karya (Persero) Tbk
- 3 Sanggahan dan Batasan Tanggung Jawab Disclaimer
- 4 Tema Laporan Tahunan 2021
2021 Annual Report Theme

- 6 Kesenambungan Tema
Theme Continuation
- 10 Sekilas Tentang Waskita
Waskita at a Glance
- 12 Jejak Langkah
Milestone
- 14 Grand Strategy
Grand Strategy

- 15 Terus Maju Dengan Karya Bermutu
Keep Moving Forward With High-Quality Works
- 17 Pencapaian Waskita 2021
2021 Waskita Achievements

01

Ikhtisar Kinerja Performance Highlights

- 20 Ikhtisar Data Keuangan Penting
Key Financial Highlights
- 24 Grafik Kinerja Keuangan
Financial Performance Chart
- 26 Ikhtisar Operasional
Operational Highlights
- 27 Ikhtisar Lingkungan, Sosial dan Tata Kelola
Environmental, Social, and Governance Highlights
- 28 Ikhtisar Saham
Share Highlights
- 29 Informasi Penghentian Sementara
Perdagangan Saham (*Suspension*) dan/atau
Penghapusan Pencatatan Saham (*Delisting*)
Information on Suspension and/or Delisting
of Shares
- 30 Informasi Tentang Aksi Korporasi
Information on Suspension and/or Delisting
of Shares
- 32 Informasi Obligasi, Sukuk Dan/Atau Obligasi
Konversi
Information on Bonds, Sharia Bonds, and/or
Convertible Bonds
- 34 Peristiwa Penting 2021
2021 Events Highlights

02

Laporan Manajemen Management Reports

- 50 Laporan Dewan Komisaris
Board of Commissioners Report
- 74 Laporan Direksi
Board of Directors Report

03

Profil Perusahaan Company Profile

- 108 Informasi Umum dan Identitas Perusahaan
General Information and Company Identity
- 110 Riwayat Singkat Perusahaan
Brief History of the Company
- 115 Filosofi Logo Perusahaan
Philosophy of Company Logo
- 116 Bidang Usaha, Produk dan Jasa, Serta
Wilayah Jaringan Usaha
Line of Business, Products and Services, and
Business Network
- 128 Peta/Jaringan Wilayah Usaha
Map/Network of Business Areas
- 130 Struktur Organisasi
Organizational Structure
- 134 Visi, Misi, dan Budaya Perusahaan
Vision, Mission, and Corporate Culture
- 138 Board of Commissioners Profile
Board of Commissioners Profile

- 147 Board of Directors Profile
Board of Directors Profile
- 157 Profil Pejabat Eksekutif
Executive Official Profile
- 165 Profil Pejabat Business Unit
Business Unit Official Profile
- 170 Demografi Pegawai dan Pengembangan
Kompetensi
Employee Demography and Competency
Development
- 174 Komposisi Pemegang Saham
Shareholders Composition
- 177 Daftar Entitas Anak Serta Informasi Tentang
Entitas Asosiasi, Joint Venture (JV) Dan
Special Purpose Vehicle (SPV)
List of Subsidiaries And Information on
Associates, Joint Venture (JV) And Special
Purpose Vehicle (SPV)
- 182 Entitas Anak Tidak Langsung
Indirect Subsidiaries
- 184 Struktur Grup Perusahaan
Group Structure of the Company
- 186 Kronologis Penerbitan dan/atau
Pencatatan Obligasi
Chronology of Bond Listing and/or Issuance
- 187 Kronologis Penerbitan dan Pencatatan
Saham
Share-Listing Chronology
- 187 Kronologis Penerbitan dan/atau Pencatatan
Efek Lainnya
Name and Address of Supporting
Institutions and/or Professionals
- 188 Nama dan Alamat Lembaga dan/atau Profesi
Penunjang
Name and Address of Supporting
Institutions and/or Professionals
- 194 Penghargaan dan Sertifikasi
Awards and Certifications
- 198 Nama dan Alamat Entitas Anak, Entitas
Asosiasi, Strategic Business Unit, Kantor
Branch Overseas dan Kantor Wilayah
Name and Address of Subsidiaries,
Associates, Strategic Business Units, Branch
Overseas Offices and Regional Offices
- 202 Informasi Pada Situs Web Perusahaan
Information on the Company Website
- 205 Pendidikan dan/atau Pelatihan Board
of Commissioner, Board of Director,
Committee, Corporate Secretary, dan
Internal Audit
Education and/or Training of Board of
Commissioners, Board of Directors,
Committees, Corporate Secretary, and
Internal Audit Unit

04

Fungsi Penunjang Bisnis Business Support Functions

- 212 Tata Kelola Sumber Daya Manusia
Human Capital Governance
- 232 Teknologi Informasi
Information Technology

05

Analisis dan Pembahasan Manajemen Management and Discussion Analysis

- 248 Tinjauan Umum
General Overview
- 254 Strategi Perusahaan
Corporate Strategy
- 255 Tinjauan Bisnis
Business Overview
- 258 Kinerja Operasional
Operational Performance
- 264 Tinjauan Operasi Per Segmen Usaha
Operational Review Per Business Segment
- 272 Tinjauan Kinerja Anak Perusahaan
Overview of Subsidiary Performance
- 277 Tinjauan Keuangan
Financial Overview
- 278 Laporan Posisi Keuangan Konsolidasian
Consolidated Statements of Financial
Position
- 296 Laporan Laba (Rugi) Konsolidasian
Consolidated Statements of Profit and Loss
- 303 Laporan Arus Kas Konsolidasian
Consolidated Statements of Cash Flows
- 306 Kemampuan Membayar Utang Dan Tingkat
Kolektibilitas Piutang Serta Kemampuan
Menghasilkan Laba
Solvency, Collectability Rate, and
Profitability
- 309 Struktur Modal Dan Kebijakan Manajemen
Atas Struktur Modal
Capital Structure and Management Policy
on Capital Structure
- 310 Ikatan Material Untuk Investasi Barang
Modal
Material Commitment for Capital Goods
Investment
- 310 Realisasi Investasi Barang Modal
Realization of Capital Goods Investment
- 310 Informasi Dan Fakta Material Yang Terjadi
Setelah Tanggal Laporan Akuntan
Material Information and Facts Subsequent
to Reporting Date
- 313 Informasi Peningkatan atau Penurunan yang
Material dari Penjualan atau Pendapatan
Information on Material Increase or
Decrease from Sales or Revenue
- 313 Dampak Perubahan Harga Terhadap
Pendapatan
Impact of Price Changes on Revenues
- 313 Kontribusi Kepada Negara
Contribution to the Country
- 314 Pencapaian Realisasi Terhadap Target Tahun
2021 dan Proyeksi Tahun 2022
Realization Against Targets in 2021 and
Projections for 2022
- 318 Prospek Usaha
Business Outlook
- 322 Aspek Pemasaran
Marketing Aspect
- 324 Kebijakan dan Pembagian Dividen
Dividend Policy And Payment
- 324 Informasi Tentang Program Kepemilikan
Saham Oleh Manajemen dan Pegawai
(MESOP)
Information on Management and Employee
Stock Option (MESOP)
- 327 Realisasi Penggunaan Dana Hasil Penawaran
Umum
Realization of the Use of Proceeds From
Public Offering

Daftar Isi Table of Contents

329	Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan Dan Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang/Modal Material Information on Investment, Expansion, Divestment, Merger/ Consolidation, Acquisition, and/or Debt/ Capital Restructuring	459	Organ Pendukung Board of Commissioners Board of Commissioners Supporting Organs	570	Tanggung Jawab Sosial Perusahaan Terkait Hak Asasi Manusia Corporate Social Responsibility on Human Rights
330	Informasi Transaksi Afiliasi, Transaksi Dengan Pihak Berelasi, Serta Transaksi Yang Mengandung Benturan Kepentingan Information on Affiliated Transactions, Transactions with Related Parties, and Transactions Containing Conflict of Interest	459	Secretary of Board of Commissioners Secretary of Board of Commissioners	572	Tanggung Jawab Sosial Perusahaan Terkait Operasi yang Adil Corporate Social Responsibility on Fair Operations
334	Perubahan Peraturan Perundang-Undangan Yang Berpengaruh Signifikan Terhadap Perusahaan Regulatory Changes with Significant Impact on the Company	462	Audit Committee Audit Committee	576	Tanggung Jawab Sosial Perusahaan Terkait Lingkungan Hidup Corporate Social Responsibility on Environment
335	Perubahan Kebijakan Akuntansi dan Dampaknya Terhadap Perusahaan Changes In Accounting Policies And the Impact on the Company	471	Risk Management Committee Risk Management Committee	581	Tanggung Jawab Sosial Perusahaan Terkait Ketenagakerjaan, Keselamatan, dan Kesehatan Kerja (K3) Corporate Social Responsibility on Employment, Occupational Safety and Health (OSH)
337	Informasi Kelangsungan Usaha Information on Business Continuity	479	Nomination and Remuneration Committee Nomination and Remuneration Committee	590	Tanggung Jawab Sosial Perusahaan Terkait Pengembangan Sosial Kemasyarakatan Corporate Social Responsibility on Social and Community Development
340	Rencana Pengembangan Jangka Panjang Long-Term Development Plan	486	Organ Pendukung Board of Director Board of Directors Supporting Organ	597	Tanggung Jawab Sosial Perusahaan Terkait Pelanggan Corporate Social Responsibility on Customers
		486	Corporate Secretary Corporate Secretary	602	Tanggung Jawab Sosial Perusahaan kepada Pemasok Corporate Social Responsibility to Suppliers
		496	Internal Audit Internal Audit		
		505	Auditor Eksternal External Auditor		
		507	Sistem Pengendalian Internal Internal Control System		
		510	Manajemen Risiko Risk Management		
		521	Perkara Hukum Legal Cases		
		527	Kode Etik Code of Conduct		
		536	Sistem Pelaporan Pelanggaran Whistleblowing System		
		542	Kebijakan Anti Korupsi dan Anti Gratifikasi Anti-Corruption and Anti-Gratification Policy		
		544	Informasi Pemberian Dana Untuk Kegiatan Politik Information on Donation for Political Activities		
		544	Kebijakan Insider Trading Insider Trading Policy		
		545	Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) State Officials Wealth Report (LHKPN)		
		547	Kebijakan Pengadaan Barang dan Jasa Procurement Policy		
		551	Transparansi Kondisi Keuangan dan Non Keuangan Perseroan Transparency on the Company's Financial and Non-Financial Conditions		
		551	Buyback Saham dan Obligasi Bonds and Shares Buyback		
		552	Transparansi Praktik Bad Governance Transparency on Bad Governance Practices		
		553	Penerapan Atas Pedoman Tata Kelola Perusahaan Terbuka Implementation of the Corporate Governance Guidelines for Public Companies		
		557	Hasil Penilaian GCG Tahun 2021 2021 GCG Assessment Result		

06	Tata Kelola Perusahaan yang Baik Good Corporate Governance
344	Pencapaian Penerapan Tata Kelola Perusahaan Achievements on the GCG Implementation
345	Komitmen Penerapan Tata Kelola Perusahaan Commitment on Implementing GCG
346	Penerapan Prinsip Tata Kelola Perusahaan Implementation of GCG Principles
348	Dasar Hukum Penerapan Tata Kelola Perusahaan Legal Basis of GCG Implementation
352	Tujuan dan Manfaat Penerapan Tata Kelola Perusahaan Objectives and Benefits of GCG Implementation
353	Mekanisme Tata Kelola Perusahaan GCG Mechanism
355	Roadmap Tata Kelola Perusahaan GCG Roadmap
355	Pemegang Saham dan Rapat Umum Pemegang Saham Shareholders and the General Meeting of Shareholders
384	Board of Commissioners Board of Commissioners
427	Board of Directors Board of Directors
449	Remunerasi Board of Commissioners dan Board of Directors Board of Commissioners and Board of Directors Remuneration
455	Keberagaman Komposisi Board of Commissioners dan Board of Directors Diversity in the Composition of Board of Commissioners and Board of Directors
458	Hubungan Kerja Antara Board of Commissioners dan Board of Directors Work Relations Between The Board of Commissioners and the Board of Directors

07	Tanggung Jawab Sosial Perusahaan Corporate Social Responsibility
560	Tata Kelola Tanggung Jawab Sosial Perusahaan Corporate Social Responsibility Governance

Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK) Annual Report Contents Reference To The Financial Services Authority Regulation
Surat Pernyataan Anggota Board of Commissioners dan Board of Directors Tentang Tanggung Jawab atas Laporan Tahunan 2021 The Board of Commissioners' and The Board of Directors' Statement of Responsibility for the 2021 Annual Report
Laporan Keuangan Financial Report

Tentang Laporan Tahunan PT Waskita Karya (Persero) Tbk

About Annual Report of PT Waskita Karya (Persero) Tbk

Selamat datang pada Laporan Tahunan 2021 PT Waskita Karya (Persero) Tbk dengan tema **“Meningkatkan Adaptabilitas melalui Transformasi”**. Tema tersebut dipilih berdasarkan analisis dan kajian yang mendalam berdasarkan fakta dan perkembangan bisnis Perseroan sepanjang tahun 2019 serta masa depan keberlanjutan bisnis Perseroan.

Laporan Tahunan 2021 PT Waskita Karya (Persero) Tbk menjadi sumber dokumentasi komprehensif yang berisikan informasi kinerja Perseroan dalam setahun. Informasi tersebut memuat dokumentasi lengkap yang menggambarkan profil Perseroan; kinerja operasional, pemasaran, dan keuangan; informasi tentang tugas, peran, serta fungsi struktural organisasi perusahaan yang menerapkan konsep *best practices* dan prinsip-prinsip *corporate governance*.

Laporan Tahunan 2021 PT Waskita Karya (Persero) Tbk disusun berdasarkan Peraturan Otoritas Jasa Keuangan Nomor 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik dan Surat Edaran Otoritas Jasa Keuangan Nomor 30/SEOJK.04/2016 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.

Tujuan utama penyusunan Laporan Tahunan ini adalah untuk meningkatkan keterbukaan informasi Perseroan kepada otoritas terkait serta menjadi buku tahunan yang turut membangun rasa bangga dan solidaritas di antara karyawan.

Selain itu, Laporan Tahunan ini juga bertujuan untuk membangun pemahaman dan kepercayaan tentang Perseroan dengan menyediakan informasi yang tepat, seimbang, dan relevan. Para pemegang saham serta seluruh pemangku kepentingan lainnya dapat memperoleh informasi yang memadai terkait kebijakan yang telah dan akan dilakukan serta kesuksesan pencapaian Perseroan sepanjang tahun 2021.

Laporan Tahunan Waskita Karya 2021 disajikan dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris dengan menggunakan jenis dan ukuran huruf yang mudah dibaca dan dicetak dengan kualitas yang baik. Laporan Tahunan ini dapat dilihat dan diunduh di *website* resmi Perseroan yaitu www.waskita.co.id.

Welcome to the 2021 annual report of pt Waskita Karya (Persero) Tbk with the theme **“Enhancing Adaptability Through Transformation”**. The theme was selected based on in-depth studies and analysis on facts and the Company’s business development throughout 2019 as well as the Company’s business continuity.

The 2021 Annual Report of PT Waskita Karya (Persero) Tbk serves as source of comprehensive documentation containing information on the Company’s performance in a year. Such information includes complete documentation of company profile; financial, marketing, and operational performances; information on duties, roles, and structural functions of the Company’s organization that implements best practices concept and corporate governance principles.

2021 Annual Report of PT Waskita Karya (Persero) Tbk is issued in accordance with regulation of Financial Services Authority no. 29/POJK.04/2016 on Annual reports of Issuers or Public Companies, and Circular Letter of Financial Services Authority no. 30/SEOJK.04/2016 on the Form and Contents of Annual reports of Issuers or Public Companies.

The main objective of preparation of Annual report is to improve the disclosure of the Company’s information to related authorities and to be an annual book that develop proud and solidarity among employees.

In addition, this Annual report is also aimed at developing understanding and trust on the Company by providing accurate, balanced, and relevant information. Shareholders and stakeholders may obtain adequate information related to policies that have been and will be implemented as well as the Company’s achievements in 2021.

2021 Annual report of Waskita Karya is presented in two languages, namely Indonesian language and English using a typeface and font size that are easy to read and printed with good quality. This Annual report can be viewed and downloaded on the Company’s official website, www.waskita.co.id.

SANGGAHAN DAN BATASAN TANGGUNG JAWAB

Disclaimer

Laporan Tahunan ini memuat pernyataan kondisi keuangan, hasil operasi proyeksi, rencana strategi, kebijakan, serta tujuan Perseroan, yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan. Pernyataan-pernyataan prospektif dalam laporan tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang Perseroan serta lingkungan bisnis di mana Perseroan menjalankan kegiatan usaha.

Lebih lanjut, Laporan Tahunan 2021 PT Waskita Karya (Persero) Tbk disusun untuk memenuhi ketentuan pelaporan hasil kinerja Perseroan pada periode 1 Januari 2021 sampai dengan 31 Desember 2021 kepada regulator. Laporan Tahunan ini disusun berdasarkan Surat Edaran Otoritas Jasa Keuangan No.16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.

Perseroan tidak menjamin bahwa dokumen-dokumen yang telah dipastikan keabsahannya akan membawa hasil-hasil tertentu sesuai harapan. Laporan tahunan ini memuat kata "Perseroan" yang didefinisikan sebagai PT Waskita Karya (Persero) Tbk yang menjalankan bisnis dalam bidang jasa konstruksi, pengembang di bidang jalan tol, beton pracetak, properti/realty, dan energi. Adakalanya kata "Waskita" dan "Kami" juga digunakan atas dasar kemudahan untuk menyebut PT Waskita Karya (Persero) Tbk secara umum.

This annual report contains a statement of the financial condition, results of operations, projections, plans, strategies, policies and objectives of the Company, which are classified as forward-looking statements in the implementation of prevailing laws and regulations, except for historical matters. These statements have the prospect of risk, uncertainty and may result in actual developments being materially different from those reported. The prospective statements in this annual report are made on the basis of various assumptions regarding the current and future conditions of the Company as well as the business environment in which it operates.

Furthermore, 2021 Annual Report of PT Waskita Karya (Persero) Tbk was prepared to meet the requirements for reporting the Company's performance results for the period of January 1, 2021 to December 31, 2021 to regulators. The preparation of this Annual Report refers to the Financial Services Authority Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Report of Issuers or Public Companies.

The Company does not guarantee that the documents confirming its validity will bring certain results as expected. This annual report contains the word "Company" which is defined as PT Waskita Karya (Persero) Tbk as a company engaged in the construction services sector, a developer in the toll road sector, precast concrete, property/realty, and energy. Sometimes the words "Waskita" and "we" are also used for the convenience of referring to PT Waskita Karya (Persero) Tbk in general.

TEMA LAPORAN TAHUNAN 2021

2021 Annual Report Theme



2021

Stepping to the Next Level by Improving Performance

Sebagai perusahaan konstruksi yang telah berdiri sejak 1961, Waskita telah banyak mendapat kepercayaan dari masyarakat serta turut berkontribusi dalam pembangunan di Indonesia. Namun tidak dapat dimungkiri bahwa sejak tahun 2020, pandemi Covid-19 sontak membuat hampir seluruh industri bisnis di Indonesia bahkan dunia masuk ke dalam arus bisnis yang dipenuhi oleh berbagai ketidakpastian. Kondisi ini juga turut mempengaruhi Waskita dalam menjalankan kegiatan usahanya.

Oleh karenanya, Waskita melaksanakan strategi bisnis yakni melalui transformasi bisnis dan kemampuan likuiditas yang jauh lebih baik sehingga mampu memperbaiki kinerja keuangan Waskita di tahun 2021 hingga di tahun-tahun berikutnya. Transformasi ini juga menjadi komitmen Waskita dalam melangkah ke jenjang berikutnya dengan salah satunya membidik beberapa proyek potensial dalam negeri hingga proyek luar negeri melalui kerja sama G20 Indonesia dengan berbagai negara seperti Sudan Selatan.

Dengan berfokus pada transformasi bisnis, Waskita yakin mampu mencapai target bisnis yang telah dibidik dengan mengutamakan prinsip-prinsip *Good Corporate Governance* (GCG) dan manajemen risiko, serta senantiasa melibatkan pihak-pihak eksternal sebagai *business & finance controller* dalam proses pemilihan kontrak baru yang akan dijalankan sebagai bentuk penerapan prinsip manajemen risiko.

As a construction company that has been established since 1961, Waskita has won a lot of trust from the community and has contributed to development in Indonesia. However, it is undeniable that since 2020, the Covid-19 pandemic has suddenly made almost the entire business industry in Indonesia and even the world into a business flow filled with various uncertainties. Such condition also affects Waskita in carrying out its business activities.

Therefore, Waskita implements a business strategy, namely through business transformation and a much better liquidity capability so as to be able to improve Waskita's financial performance in 2021 and in the following years. This transformation is also Waskita's commitment to moving to the next level by targeting several potential domestic projects to foreign projects through Indonesia's G20 cooperation with various countries such as South Sudan.

By focusing on business transformation, Waskita is confident that it will be able to achieve the business targets by prioritizing the principles of *Good Corporate Governance* (GCG) and risk management, as well as always involving external parties as *business & finance controllers* in the process of selecting new contracts to be executed, as a form of implementation of risk management principles.

KESINAMBUNGAN TEMA

Theme Continuation



2020

Inspirasi Membangun Negeri

Inspirations to Build the Nation

Seiring dengan program Pemulihan Ekonomi Nasional (PEN) yang digulirkan Pemerintah dalam rangka menjaga stabilitas perekonomian negara di tengah kondisi pandemi Covid-19, PT Waskita Karya (Persero) Tbk terus berupaya untuk berkontribusi aktif dalam membangun negeri dengan senantiasa berpartisipasi dalam berbagai kegiatan konstruksi. Sebagai perusahaan milik Pemerintah, Waskita yang merupakan katalisator pembangunan di tanah air, tentunya memiliki peran strategis dalam mendukung program Pemerintah untuk memulihkan perekonomian nasional melalui pembangunan infrastruktur yang diarahkan untuk penyediaan layanan dasar, peningkatan konektivitas, serta dukungan pemulihan ekonomi.

Ketersediaan infrastruktur yang tepat sasaran dan berkualitas menjadi salah satu solusi untuk mempertahankan daya beli masyarakat serta menopang stabilitas ekonomi nasional di tengah pandemi. Waskita terus berupaya untuk meningkatkan perannya dalam berkontribusi nyata di bidang pembangunan infrastruktur dan dapat dirasakan manfaatnya oleh masyarakat. Hal ini merupakan komitmen Waskita agar keberadaannya di tengah masyarakat benar-benar bisa memberikan manfaat luas bagi masyarakat untuk kehidupan yang lebih baik.

Komitmen Waskita dalam mendukung program Pemerintah untuk menciptakan kehidupan yang lebih baik bagi masyarakat, juga diiringi dengan perbaikan dan pengembangan agar dapat senantiasa berkontribusi bagi negeri. Melalui motto “Maju Dengan Karya Bermutu”, Waskita terus melangkah berpartisipasi dalam membangun negeri dengan karya-karya yang memiliki nilai manfaat lebih bagi bangsa dan masyarakat pada umumnya. Untuk itu, Waskita senantiasa memperkuat aspek *Quality, Health, Safety* dan *Environment* dalam menjalankan operasionalnya dengan standar yang bermutu tinggi dan mengedepankan prinsip-prinsip profesionalisme, transparansi, serta penuh tanggung jawab dalam berkontribusi membangun negeri.

Along with the National Economic Recovery (PEN) program launched by the Government in order to maintain the stability of national economy in the midst of the Covid-19 pandemic, PT Waskita Karya (Persero) Tbk strives to contribute actively in developing the country by constantly participating in a number of construction activities. As a state-owned enterprise, Waskita, which is a catalyst for national development, certainly has a strategic role in supporting the Government's program to restore the national economy through infrastructure development aimed at providing basic services, increasing connectivity, and supporting economic recovery.

The availability of right-on-target and high-quality infrastructure is one of the solutions to maintain people's purchasing power and support national economic stability in the midst of a pandemic. Waskita makes every effort to increase its role in making real contributions in infrastructure development, with benefits that can be felt by the people. This is a manifestation of Waskita's commitment to make its existence can truly provide wide-ranging benefits for the people for a better life.

Waskita's commitment to supporting the Government programs to create a better life for the people is also accompanied by improvements and developments, hence able to continue to give contribution to the country. Through the tagline “Moving Forward with High-Quality Work”, Waskita continues to take steps to participate in building the nation with works that can bring more added values for the nation and the society in general. For this reason, Waskita always strengthens the aspects of Quality, Health, Safety and Environment in carrying out its operations with high quality standards and prioritizes the principles of professionalism, transparency, and full responsibility in contributing to building the nation.



2019

To Be Industry Leader through Strong Commitment to Corporate Culture and Integrated System

Sejalan dengan program pemerintah meningkatkan kualitas Sumber Daya Manusia (SDM) seraya melanjutkan pembangunan infrastruktur strategis di seluruh wilayah Negara Kesatuan Republik Indonesia (NKRI), PT Waskita Karya (Persero) Tbk menguatkan langkah taktis untuk menjadi leader dalam industri jasa konstruksi di Indonesia. Berbagai upaya dilakukan Waskita di antaranya dengan internalisasi budaya perusahaan IPTeX (*Integrity, Professionalism, Team Work, dan Excellence*) ke dalam diri setiap insan Waskita di mana pun berada. Internalisasi budaya perusahaan secara intensif dalam berbagai kesempatan dilakukan agar setiap insan Waskita memahami, menghayati, dan kemudian mengimplementasikan nilai-nilai budaya Waskita dalam setiap aktivitas profesinya sebagai insan Waskita.

Upaya lain yang ditempuh Waskita untuk meraih cita-cita besar sebagai leader adalah dengan mengintegrasikan sistem di semua lini operasi sehingga menjadi satu kesatuan yang solid yang secara bersama, terstruktur, dan sistematis bekerja menuju satu tujuan yang sama yakni produk yang berkualitas: Biaya Hemat, Mutu Cermat, dan Waktu Tepat (BMW).

Dengan visi "Menjadi perusahaan Indonesia terpercaya dan berkelanjutan di bidang konstruksi terintegrasi dan investasi", Waskita siap mendukung dan berperan dalam mewujudkan program Pemerintah melanjutkan dan mengembangkan pembangunan infrastruktur di seluruh wilayah NKRI.

Sepanjang tahun 2019 berbagai proyek strategis nasional berhasil dirampungkan dengan baik oleh Waskita. Proyek-proyek strategis tersebut dikerjakan Waskita melalui beragam skema, baik berupa penugasan langsung dari Pemerintah maupun melalui skema investasi. Kedua skema tersebut, dengan berbagai kelebihan dan kekurangannya, disambut dan digarap Waskita dengan tetap mengedepankan prinsip-prinsip profesionalisme, transparansi, dan penuh tanggung jawab sebagaimana diamanatkan dalam konsep tata kelola perusahaan *Good Corporate Governance* (GCG). Kemudian untuk mencapai kinerja operasional di lapangan yang excellence, manajemen Waskita secara ketat mewajibkan insan Waskita untuk bekerja dengan memperhatikan aspek Quality, Health, Safety, dan Environment (QHSE).

Dengan langkah taktis, implementasi prinsip GCG, dan aspek QHSE secara konsisten dan berkelanjutan Waskita yakin dapat menjadi Badan Usaha Milik Negara (BUMN) yang profesional dan unggul serta dapat berkontribusi secara maksimal dalam ikut mewujudkan masyarakat Indonesia yang adil dan Makmur.

In line with the Government's program to improve Human Resources (HR) while continuing to develop strategic infrastructure throughout the Republic of Indonesia (NKRI), PT Waskita Karya (Persero) Tbk strengthened tactical steps to be a leader in the construction services industry in Indonesia. Various efforts were made by Waskita, including through the internalization of IPTeX (*Integrity, Professionalism, Team Work, and Excellence*) corporate culture into every Waskita people. Intensive internalization of the corporate culture on various occasions is carried out so that every Waskita person understands, lives, and then implements Waskita's cultural values in every professional activity as Waskita people.

Another effort taken by Waskita to achieve great aspirations as a leader is to integrate systems in all lines of operations to achieve a solid unity, which structurally and systematically works towards the same goal, namely quality products with principles of Cost Savings, Thorough Quality, and Exact Time (BMW).

Armed with the vision of "Being a trusted and sustainable Indonesian company in the field of integrated construction and investment", Waskita is ready to support and play a role in realizing the Government's program to continue and develop infrastructure development throughout the Republic of Indonesia.

Throughout 2019, various national strategic projects were successfully completed by Waskita. These strategic projects were carried out through a variety of schemes, both in the form of direct assignments from the Government or through investment schemes. Both of these schemes, with their various advantages and disadvantages, were welcomed and worked well by Waskita while continuing to promote the principles of professionalism, transparency, and full responsibility as mandated in the concept of good corporate governance (GCG) principles. To realize operational excellence performance in the field, Waskita management strictly requires the Company's people to work while always paying attention to Quality, Health, Safety, and Environment (QHSE) aspects.

With the tactical steps, the implementation of GCG principles, and the consistent and sustainable implementation of QHSE aspects, Waskita is confident of being able to become a professional and excellent state-owned enterprise that may contribute optimally in helping to create a just and prosperous Indonesian society.

KESINAMBUNGAN TEMA

Theme Continuation



2018

Dedication to Build the Nation

Pemerintah berkomitmen untuk terus mendorong percepatan pembangunan infrastruktur hingga ke pelosok negeri. Pembangunan infrastruktur yang merata tentunya tidak hanya berperan mendorong peningkatan pertumbuhan ekonomi masyarakat namun juga merupakan upaya Pemerintah untuk menghadirkan konsep pembangunan yang berorientasi pada semangat keadilan sosial bagi seluruh rakyat Indonesia. Ketersediaan infrastruktur yang berkualitas merupakan solusi bagi permasalahan konektivitas serta berperan strategis dalam meningkatkan daya saing sehingga pertumbuhan ekonomi Indonesia bisa lebih kompetitif yang bermuara pada pemerataan kesejahteraan masyarakat.

PT Waskita Karya (Persero) Tbk, sebagai katalisator pembangunan di tanah air, tentunya memiliki peran strategis dalam mendukung percepatan pembangunan infrastruktur yang digalakkan oleh Pemerintah. Lebih dari setengah abad, Waskita, yang berstatus Badan Usaha Milik Negara telah berkontribusi nyata di bidang pembangunan infrastruktur dengan menghadirkan sejumlah proyek strategis skala nasional dan manfaatnya telah dirasakan luas oleh rakyat Indonesia.

Apa yang dilakukan oleh Waskita dalam mendukung pembangunan di Indonesia ini merupakan komitmen Perseroan agar keberadaannya di tengah masyarakat benar-benar bisa memberikan manfaat luas bagi kehidupan. Komitmen tersebut juga diiringi dengan pengelolaan perusahaan yang dilakukan secara profesional, transparan, dan mandiri. Waskita senantiasa mengedepankan prinsip keamanan dalam bekerja dengan selalu memperhatikan aspek Quality, Health, Safety dan Environment sebagai prioritas Perseroan dalam berkontribusi pada percepatan pembangunan infrastruktur nasional dengan memiliki standar operasional yang bermutu tinggi dan didasari oleh prinsip-prinsip Good Corporate Governance (GCG) yang merupakan kunci utama dalam mewujudkan kinerja nyata dalam membangun negeri.

The government is committed to continuously accelerating infrastructure development to all corners of the country. Equitable Infrastructure Development certainly does not only play a role in promoting increased economic growth in the community but also an effort by the government to present a development concept oriented to the spirit of social justice for all the people of Indonesia. The availability of quality infrastructure is a solution to problems of connectivity and plays a strategic role in increasing competitiveness so that Indonesia's economic growth can be more competitive which leads to equitable distribution of people's welfare.

PT Waskita Karya (Persero) Tbk, as a catalyst for development in the country, certainly has a strategic role in supporting the acceleration of infrastructure development promoted by the Government. More than half a century, Waskita Karya, which has the status of a State-Owned Enterprise, has contributed significantly in the field of infrastructure development by presenting a number of national-scale strategic projects and the benefits have been widely felt by the people of Indonesia.

What was done by Waskita in supporting development in Indonesia is a commitment of the Company so that its presence in the community can truly provide huge benefits for life. The commitment is also accompanied by company management that is carried out professionally, transparently, and independently. Waskita always prioritizes security principles in work by always taking into account the Quality, Health, Safety and Environment aspects as the Company's priorities in contributing to the acceleration of national infrastructure development by having high quality operational standards and based on the principles of Good Corporate Governance (GCG) which is the main key in realizing actual performance in building the country.



2017

Economic Growth Acceleration through Infrastructure Development

Dalam rangka mewujudkan sila kelima dari Pancasila, “Keadilan Sosial bagi Seluruh Rakyat Indonesia”, Pemerintah terus mengupayakan untuk mendorong pertumbuhan ekonomi nasional, salah satunya dilakukan melalui percepatan pembangunan infrastruktur. Percepatan pembangunan infrastruktur dimaksud menjadi keniscayaan. Infrastruktur sangat berperan penting dalam meningkatkan pertumbuhan ekonomi, di mana pertumbuhan ekonomi yang lebih tinggi dijumpai pada wilayah dengan tingkat ketersediaan infrastruktur yang mencukupi.

Memacu akselerasi pembangunan infrastruktur bukanlah tanpa alasan. Infrastruktur berpengaruh penting bagi peningkatan kualitas hidup dan kesejahteraan manusia, antara lain dalam peningkatan nilai konsumsi, peningkatan produktivitas tenaga kerja dan akses kepada lapangan kerja, serta peningkatan kemakmuran nyata dan terwujudnya stabilisasi makro ekonomi, yaitu keberlanjutan fiskal, berkembangnya pasar kredit, dan pengaruhnya terhadap pasar tenaga kerja.

Pembangunan infrastruktur yang dilakukan secara masif dan menyebar di berbagai wilayah merupakan bentuk dari ‘Regional Growth Strategy’, utamanya dalam mengatasi masalah pembangunan, yaitu kemiskinan dan kesenjangan, sekaligus bentuk investasi dalam meningkatkan produktivitas dan daya saing.

Sebagai perusahaan Badan Usaha Milik Negara, PT Waskita Karya (Persero) Tbk berada di baris terdepan untuk mendukung upaya Pemerintah tersebut dengan memberikan hasil karya terbaiknya. Hal tersebut menjadi potensi yang sangat baik bagi Perseroan untuk meraih pertumbuhan usaha yang berkelanjutan.

In order to realize the fifth principle of Pancasila, “Social Justice for All Indonesian People”, the government continuously makes attempts to spur the growth of national economy, one of which through infrastructure development acceleration. Infrastructure development acceleration is a must. Infrastructure plays an important role in promoting economic growth, where higher economic growth is found in areas with adequate infrastructure availability.

Infrastructure development acceleration is reasonable. Infrastructure is important for improving the people’s quality of life and welfare, among others in the uplift of consumption value, labor productivity, and access to employment, as well as the uplift of real prosperity and realization of macroeconomic stabilization (fiscal sustainability), credit market development, and its effect on the labor market.

Infrastructure development that is massive and spreads in various regions is a form of ‘Regional Growth Strategy’, especially in addressing development issues such as poverty and inequality, and also the form of investments in increasing productivity and competitiveness.

As a State-Owned Enterprise, PT Waskita Karya (Persero) Tbk is at the forefront to support the Government’s attempts by delivering its best work. In fact, this is also an excellent potential for the Company to achieve sustainable business growth.

SEKILAS TENTANG WASKITA

Waskita At A Glance

01

PEMEGANG SAHAM

Shareholders



02

SEGMENT USAHA

Business Segments



03

PRODUK DAN JASA UTAMA

Main Products And Services



04

DATA JARINGAN USAHA

Business Network



Pemerintah Republik Indonesia

Indonesia Government of the Republic of Indonesia

82,48%

Masyarakat
Public

17,52%



Jasa konstruksi Pengembang di bidang jalan tol, beton pracetak, property/ realty, dan infrastruktur lainnya.

Construction services, toll road developer, precast concrete, property/realty, and other Infrastructure.



1. INVESTASI / Investment

- Jalan Tol/ Toll Road
- Realty
- Infrastruktur Non-Jalan Tol/Non-Toll Road Infrastructure

2. KONSTRUKSI / Construction

3. INDUSTRI / Industry

- Beton Pra-Cetak / Pre-Cast Concrete
- Pabrikasi Baja / Steel Manufacturing



Business Unit, Branch dan Area Representative

Business Units, Branches, and Area Representatives

20



JEJAK LANGKAH

Milestone

Nasionalisasi "Volker Aannemings Maatschappij N.V" menjadi Perseroan Negara.

Nationalization of "Volker Aannemings Maatschappij N.V" to become State-Owned Enterprise.

1961



2014

- Menerbitkan Obligasi PUB I tahap I di bulan November 2014 dengan peringkat A
- Mendirikan anak perusahaan Waskita Toll Road, Waskita Beton Precast, Waskita Karya Realty, Prima Multi Terminal dan Jasamarga Kualanamu Tol.
- Issued Bond Continuous Public Offering (PUB) I phase I with A rating in November 2014.
- Established subsidiaries, namely Waskita Toll Road, Waskita Beton Precast, Waskita Karya Realty, Prima Multi Terminal, and Jasamarga Kualanamu Tol

Mengubah status menjadi Perseroan Terbatas.

Changed the status into Limited Liability Company.

1974



2015

- Memperoleh Penyertaan Modal Negara (PMN) sebesar Rp3,5 triliun serta Dana Publik sebesar Rp1,8 triliun sehingga total dari Dana Penawaran Umum Terbatas melalui (*rights issue*) sebesar Rp5,3 triliun.
- Mengembangkan investasi jalan tol dengan kepemilikan mayoritas maupun minoritas pada 12 ruas jalan tol dengan panjang hampir 524 Km baik di Jawa atau Sumatera.
- Obtained State Capital Participation (PMN) amounted to Rp3.5 trillion and Public Fund amounted to Rp1.8 trillion, thus the total amount from Limited Public Offering through rights issue is Rp5.3 trillion.
- Developing investment in toll road with ownership of both majority and minority in 12 toll road sections with the length of approximately 524 Km in Java or Sumatera.

Mengerjakan proyek skala besar seperti Bandar Udara Soekarno Hatta dan Reaktor Multiguna Siwabessy.

Undertook mega projects such as Soekarno Hatta Airport and Siwabessy Multipurpose Reactor.

1980-AN



2016

- PT Waskita Beton Precast Tbk yang merupakan anak perusahaan Perseroan melakukan pencatatan saham perdana (IPO) di Bursa Efek Indonesia pada tanggal 20 September 2016.
- Penerbitan Obligasi PUB II tahap I di bulan Juni 2016 dan tahap II di bulan September 2016 dengan rating A-.
- Pendirian anak perusahaan PT Waskita Karya Energi.
- Melanjutkan pengembangan investasi tol (total 15 ruas s.d 2016) dengan total panjang 750 km di Jawa dan Sumatera.
- PT Waskita Beton Precast Tbk, a subsidiary of the Company, performed initial public offering (IPO) at Indonesia Stock Exchange on September 20, 2016.
- PUB II Bond issuance phase I on June 2016 and phase II on September 2016 with A- rating.
- The establishment of subsidiary PT Waskita Karya Energi.
- Continued the development of toll investment (a total of 15 lines up to 2016) with a total length of 750 km in Java and Sumatera.

Menyelesaikan berbagai gedung bertingkat seperti BNI City, Gedung BI, Mandiri Plaza Tower

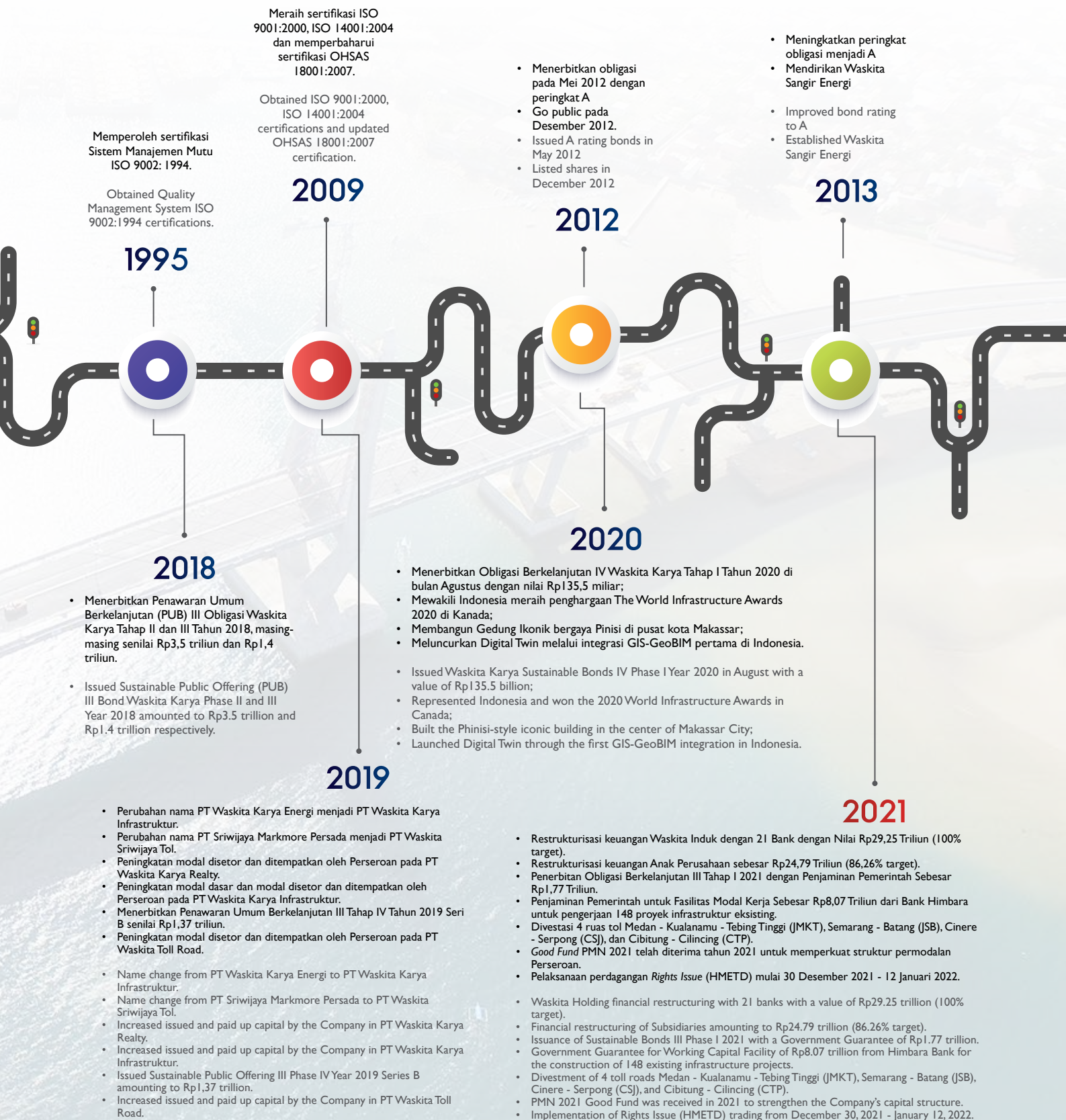
Completed high-rise building such as BNI City, BI Building, Mandiri Plaza Tower.

1990-AN



2017

- Menerbitkan Obligasi Waskita II Tahap III di bulan Februari dengan nilai Rp 1,6 triliun dan Obligasi Waskita III Tahap I di bulan September senilai Rp 3 triliun.
- Memiliki hak konsesi 18 ruas jalan tol dengan total panjang 997 km yang tersebar di pulau Jawa dan Sumatera.
- Waskita Toll Road (WTR) melakukan peningkatan modal perusahaan melalui:
 - a. *Right Issue* tahap I dengan nilai Rp3,5 triliun di bulan Februari 2017.
 - b. *Right Issue* tahap II dengan nilai Rp1,65 triliun pada 10 Mei 2017.
 - c. *Right Issue* tahap III dengan nilai Rp2,68 triliun pada bulan Desember 2017.
- Nilai MTN WTR pada bulan Maret 2017 sebesar Rp455 miliar.
- Issued Waskita Bonds in February amounting to Rp1.6 trillion and in September Rp3 trillion.
- Owned concession rights of 18 toll road sections along 997 km spread across the islands of Java and Sumatera.
- Waskita Toll Road (WTR) increased its capital through:
 - a. *Right Issue* Phase I with a value of Rp3.5 trillion in February 2017.
 - b. *Right Issue* Phase II with a value of Rp1.65 trillion on May 10, 2017
 - c. *Rights Issue* Phase III with a value of Rp2.68 trillion in December 2017.
- The value of MTN in March 2017 amounted to Rp455 billion



GRAND STRATEGY

Grand Strategy

Sebagai badan usaha yang memiliki kemampuan mandiri untuk berkembang, Waskita terus berupaya mewujudkan visinya untuk menjadi salah satu perusahaan terkemuka di industri konstruksi. Waskita juga memiliki misi untuk meningkatkan nilai Perseroan yang berkelanjutan dengan mengembangkan sistem dan teknologi yang terintegrasi, membangun fundamental keuangan yang kuat, menerapkan *Enterprise Risk Management* yang prima, membentuk sumber daya manusia yang kompeten dan berkinerja unggul dan mencapai portofolio yang seimbang melalui investasi di bidang usaha baru.

Guna mencapai Visi dan Misi tersebut, Perseroan telah Menyusun *Grand Strategy* dengan tema pertumbuhan berkelanjutan (*sustainable growth*) yang dibagi menjadi 5 (lima) strategi, yakni sebagai berikut:

Diversifikasi Pendapatan

Menyeimbangkan portofolio investasi serta melakukan penetrasi pasar eksternal dan mengelola pendapatan berkelanjutan/*recurring income*.

Efisiensi Biaya

Efisiensi biaya dilakukan pada segala segmen Waskita dengan tetap menjaga margin laba usaha melalui perbaikan pada manajemen piutang serta peningkatan kualitas dan K3LM.

Pengelolaan Pendanaan

Pengelolaan pendanaan dilaksanakan dengan perencanaan dan pelaksanaan yang terstruktur, akurat, dan terkendali dengan tetap memenuhi *financial covenant* yang diprasyaratkan perbankan, menjaga *cost at fund* dan menjaga arus kas operasional yang positif.

Peningkatan Kapabilitas Internal

Peningkatan kapabilitas internal perusahaan untuk mendukung pertumbuhannya, antara lain:

1. Manajemen *cash flow*;
2. Manajemen portofolio;
3. Manajemen risiko;
4. Standardisasi produksi;
5. Optimasi dan integrasi sistem SAP;
6. Pengembangan SDM.

Pengelolaan Risiko

Pengelolaan risiko yang terstruktur dan efektif dan efektif melalui *Enterprise Risk Management Framework* ("ERM") sebagai dasar dalam pengambilan keputusan Direksi agar dapat meningkatkan efektivitas dan efisiensi dalam mencapai tujuan Perusahaan.

As a business entity with the capability to develop and progress on its own, Waskita strives to realize its vision to become one of the leading companies in the construction industry. Waskita also has a mission to increase the sustainable value of the Company by developing integrated systems and technology, building strong financial fundamentals, implementing excellent *Enterprise Risk Management*, forming competent and superior performing human capital and achieving a balanced portfolio through investment in the new business sector.

In order to achieve its Vision and Mission, the Company has developed a grand strategy with the theme "Sustainable Growth", which is divided into 5 (five) strategies:

Income Diversification

Balancing the investment portfolio as well as penetrating external markets and managing recurring income.

Cost Efficiency

Cost efficiency is carried out in all Waskita's segments while maintaining operating profit margin through improvements in receivables management as well as quality and K3LM improvements.

Funding Management

Funding management is carried out with structured, accurate, and controlled planning and implementation while still meeting the financial covenants required by banks, maintaining cost of funds and maintaining positive operational cash flow.

Internal Capability Improvement

Increasing the Company's internal capabilities to support its growth, including:

1. Cash flow management;
2. Portfolio management;
3. Risk management;
4. Production standardization;
5. SAP system optimization and integration;
6. HC Development.

Risk Management

Measurable and effective risk management through the *Enterprise Risk Management Framework* ("ERM") as the basis for making decisions by Board of Directors in order to increase effectiveness and efficiency in achieving company goals.

TERUS MAJU DENGAN KARYA BERMUTU

Keep Moving Forward With High-Quality Works

Waskita senantiasa meningkatkan perannya sebagai katalisator pembangunan di tanah air melalui karya-karya yang bermutu dan memiliki manfaat luas bagi masyarakat. Lebih dari setengah abad, Waskita telah berkontribusi nyata dalam membangun negeri melalui sejumlah proyek skala besar dan monumental di seluruh Indonesia yang manfaatnya telah dirasakan oleh masyarakat. Eksistensi Waskita dalam industri konstruksi, tidak hanya di Indonesia, namun sejak 2006, Waskita telah mengembangkan segmen pasarnya ke luar negeri.

Waskita continues to increase its role as a catalyst for national development through high-quality works that have wide-ranging benefits for the people. For more than half a century, Waskita has contributed significantly in building the nation through a number of large-scale and monumental projects throughout Indonesia whose benefits have been widely felt by the community. In the construction industry, Waskita does not only exist in Indonesia, but since 2006, Waskita has expanded its market segment to overseas.



PENCAPAIAN WAS



Kontrak
Baru
New Contracts

Rp20,49 triliun
trillion

Kontrak Baru sebesar Rp20,49 triliun.

Perseroan mencatatkan nilai kontrak baru sebesar Rp20,49 triliun di tahun 2021.

New Contracts amounting to Rp20.49 trillion.

The Company recorded a new contract value of Rp20.49 trillion in 2021.



Daya Saing
Company
Competitiveness

21,19 %

Daya Saing Perseroan 21,19%

Daya saing Perseroan dalam satuan nilai proyek di tahun 2021 adalah sebesar 21,19% .

Company Competitiveness 21.19%

The Company's competitiveness in terms of project value units in 2021 was 21.19%.



Skor Self-Assessment
GCG
GCG Self-Assessment
Score

89,75 %

Skor Self-Assessment GCG 89,75

Self-Assessment GCG tahun 2021 mencapai skor sebesar 89,75 dengan predikat "Sangat Baik", mengalami peningkatan dari tahun sebelumnya yang mencapai 88,88 dengan predikat "Sangat Baik".

GCG Self-Assessment Score: 89.75

Score of GCG self-assessment in 2021 was 89.75 with "Excellent" predicate, improved compared to the previous year at 88.88 with "Excellent" predicate.



**Jumlah Lelang
Dimenangkan**
Number of Tender
Won

25 Lelang
Tenders

Jumlah Lelang Dimenangkan 25 Lelang

Perseroan berhasil memenangkan 25 lelang proyek di tahun 2021.

Number of Tender Won 25 Tenders

The Company managed to win 25 project tenders in 2021.



**Nilai Lelang
Dimenangkan**
Nilai Lelang
Dimenangkan

Rp15,30 triliun
trillion

Persentase Lelang Dimenangkan 42,17%

Perseroan berhasil membukukan nilai lelang yang dimenangkan sebesar Rp15,30 triliun.

Percentage of Tender Won 42.17%

The Company managed to book Rp15.30 trillion for tenders won.



**Tingkat Keterikatan
Pelanggan**
Customer Engagement
Level

88,66 %

Tingkat Keterikatan Pelanggan 88,66%

Tingkat Keterikatan Pelanggan, pada tahun 2021 memperoleh skor rata-rata Corporate sebesar 88,66% yang mencerminkan bahwa pelanggan merasa "Puas" atas produk dan layanan yang diberikan oleh Perseroan.

Customer Engagement Level 88.66%

Customer Engagement Level in 2021 achieved Corporate average score at 88.66%, reflecting that customers feel "Satisfied" for products and services by the Company.

01

KILAS KINERJA 2021

2021 PERFORMANCE HIGHLIGHTS



A photograph of a modern building with a large glass facade. The building has a prominent sign in the foreground that reads "NGGUNG PRANOTO" in large, dark red, 3D letters. Below this, the word "SAMARINDA" is written in smaller, green, 3D letters. The building's facade is composed of large glass panels supported by a white structural frame. The sky is blue with some clouds. In the foreground, there is a concrete curb with black and white striped markings.

NGGUNG PRANOTO

SAMARINDA



IKHTISAR DATA KEUANGAN PENTING

Key Financial Highlights

Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian

(dalam miliar Rupiah, kecuali dinyatakan lain)

Consolidated Profit or Loss and Other Comprehensive Income

(in billion rupiah unless otherwise stated)

Uraian / Description	2021	2020*	2019*	2018*	2017	YoY (2021-2020)
Pendapatan Usaha / Revenues	12.224,13	16.190,46	31.387,39	48.788,95	45.212,90	(24,50%)
- Jasa Konstruksi / Construction Services	10.160,40	14.234,72	28.648,37	47.396,99	42.347,39	(28,62%)
- Bunga Konstruksi / Interest from Construction Services	504,22	262,23	-	-	-	92,28%
- Penjualan Precast / Precast Sales	380,95	764,31	1.938,94	960,98	2.223,46	(50,16%)
- Pendapatan Jalan Tol / Toll Road Revenue	775,01	390,60	488,80	71,56	313,80	98,42%
- Pendapatan Property / Property Revenue	239,52	450,75	215,55	247,37	204,67	(46,86%)
- Penjualan Infrastruktur Lainnya / Other Infrastructure Revenue	94,27	60,81	51,97	71,33	76,92	55,02%
- Pendapatan Hotel / Hotel Revenue	60,91	26,66	42,42	38,64	36,36	128,47%
- Sewa Gedung dan Peralatan / Buildings and Equipment Rental	8,85	0,38	1,34	2,08	10,30	2.228,95%
Beban Pokok Pendapatan / Cost of Revenues	(10.325,64)	(15.136,02)	(28.095,02)	(40.711,00)	(35.749,37)	31,78%
Laba (Rugi) Bruto / Gross Profit (Loss)	1.898,49	1.054,43	3.292,37	8.077,95	9.463,53	80,05%
Laba (Rugi) Sebelum Beban Keuangan, Bagian Laba (Rugi) Bersih Entitas Asosiasi dan Ventura Bersama / Profit (Loss) Before Financial Charges, Equity in Net Income (Loss) of Associates and Joint Ventures	4.075,57	(3.498,73)	1.628,65	6.526,79	6.526,60	216,49%
Laba (Rugi) Tahun Berjalan / Profit (Loss) for the Year	(1.838,73)	(9.287,79)	(2.768,51)	3.068,46	4.201,57	80,20%
Penghasilan (Beban) Komprehensif Lain Tahun Berjalan / Other Comprehensive Income (Expenses) for the Year	120,58	26,05	(66,14)	305,54	(24,79)	362,88%
Total Laba (Rugi) Komprehensif pada Tahun Berjalan / Total Comprehensive Income (Loss) for the Year	(1.718,15)	(9.261,74)	(2.834,63)	3.373,99	4.176,78	81,45%
Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada: / Profit (Loss) Attributable to:						
- Pemilik Entitas Induk / Owners of the Parent Entity	(1.096,21)	(7.359,68)	(2.121,48)	2.665,56	3.881,71	85,11%
- Kepentingan Non-Pengendali / Non- Controlling Interest	(742,52)	(1.928,11)	(647,01)	402,90	99,81	61,49%
Jumlah Laba (Rugi) Komprehensif yang Dapat Diatribusikan Kepada: / Total Comprehensive Income (Loss) Attributable to:						
- Pemilik Entitas Induk / Owners of the Parent Entity	(975,63)	(7.333,63)	(2.187,62)	2.971,10	3.856,92	86,70%
- Kepentingan Non-Pengendali / Non- Controlling Interest	(742,52)	(1.928,11)	(647,01)	402,90	319,86	61,49%
Laba (Rugi) per Saham Dasar (dalam Rupiah penuh) / Earnings (Loss) per Share (in full Rupiah)	(41,66)	(542,19)	69,11	291,95	284,14	92,32%

*) Disajikan Kembali

*) Restated



Posisi Keuangan Konsolidasian

Consolidated Statements of Financial Position

(dalam miliar Rupiah, kecuali dinyatakan lain)

(in billion rupiah unless otherwise stated)

Uraian / Description	2021	2020*	2019*	2018*	2017	YoY (2021-2020)
ASET / ASSETS						
Aset Lancar / Current Assets						
Kas dan Setara Kas / Cash and Cash Equivalents	13.165,76	1.213,44	9.258,31	10.845,68	6.088,96	984,99%
Investasi Jangka Pendek / Short-term Investments	47,28	239,01	8,45	8,45	8,45	(80,22%)
Piutang Usaha – Bersih / Accounts Receivables – Net	2.907,08	3.559,69	3.555,89	3.768,19	1.871,07	(18,33%)
Piutang Retensi – Bersih / Retention Receivables – Net	1.647,92	1.226,54	1.783,13	1.333,87	1.050,93	34,36%
Piutang Lain-Lain Lancar-Bersih / Other Current Receivables – Net	1.075,27	6.870,64	8.399,16	8.767,95	10.200,14	(84,35%)
Piutang Ventura Bersama / Joint Ventures Receivables	225,29	128,30	3.302,63	659,66	1.011,05	75,60%
Persediaan / Inventories	4.355,13	3.823,73	4.470,85	4.697,91	3.235,50	13,90%
Tagihan Bruto Kepada Pengguna Jasa / Gross Amount Due from Customers	9.305,66	9.137,26	14.171,18	31.506,73	25.020,66	1,84%
Aset Keuangan atas Proyek Konsesi – Bagian Lancar / Financial Assets from Concession Project – Current Portion	6,20	4,05	13,13	13,13	9,18	53,09%
Pajak Dibayar di Muka / Prepaid Taxes	1.671,73	1.033,90	2.639,19	2.744,22	2.174,28	61,69%
Uang Muka dan Biaya Dibayar di Muka / Advances and Prepayments	1.181,77	1.518,72	1.435,96	1.408,02	1.756,79	(22,19%)
Total Aset Lancar / Total Current Assets	42.588,61	28.755,28	49.037,84	65.715,99	52.427,02	48,11%
Aset Tidak Lancar / Non-Current Assets						
Investasi pada Entitas Asosiasi dan Ventura Bersama / Investment in Associates and Joint Ventures	4.000,74	6.866,92	5.384,49	6.651,47	3.449,34	(41,74%)
Piutang Usaha Tidak Lancar – Bersih / Non-Current Account Receivables	-	-	-	-	-	-
Piutang Lain-Lain Tidak Lancar / Others Non-Current Receivables	67,24	69,70	109,15	76,86	40,36	(3,53%)
Tagihan Bruto kepada Pengguna Jasa Tidak Lancar / Non-Current Gross Amount Due from Customers	-	-	-	-	-	-
Properti Investasi / Investment Properties	317,54	310,15	310,15	126,28	66,55	2,38%
Investasi Jangka Panjang / Long-term Investments	868,52	780,24	446,76	347,82	287,62	11,31%
Aset Tetap – Bersih / Fixed Assets – Net	5.413,15	7.819,65	8.663,22	6.893,68	4.742,29	(30,78%)
Aset Hak Guna / Right to Use Assets	68,83	127,62	-	-	-	(46,07%)
Goodwill	1.393,32	1.995,91	1.995,91	1.995,91	2.235,78	(30,19%)
Aset Tak Berwujud – Hak Pengusahaan Jalan Tol / Intangible Assets Toll Road Concession Rights	48.143,91	53.871,28	55.378,83	40.233,23	33.932,68	(10,63%)
Aset Keuangan atas Proyek Konsesi / Financial Assets from Concession Project	338,40	344,60	339,02	381,62	345,60	(1,80%)
Aset Pajak Tangguhan / Deferred Tax Assets	37,41	520,77	1,54	1,56	43,92	(92,82%)
Aset Lain-lain / Other Assets	363,96	343,35	922,34	485,45	324,59	6,00%
Total Aset Tidak Lancar / Total Non-Current Assets	61.013,00	73.050,20	73.551,42	57.193,90	45.468,74	(16,48%)
Total Aset / Total Assets	103.601,61	105.588,96	122.589,26	122.909,89	97.895,76	(1,88%)
LIABILITAS / LIABILITIES						
Liabilitas Jangka Pendek / Current Liabilities						
Utang Usaha / Accounts Payable	7.602,63	13.101,81	12.381,18	14.993,20	14.098,18	(41,97%)
Utang Bank Jangka Pendek / Short-term Bank Loans	4.210,23	24.870,59	22.162,36	27.959,25	24.291,48	(83,07%)
Utang Lembaga Keuangan Non-Bank Bagian Jangka Pendek / Loan to Financial Institution Non-Bank	-	-	-	392,62	1.588,72	-



Uraian / Description	2021	2020*	2019*	2018*	2017	YoY (2021-2020)
Utang Bruto Subkontraktor Jangka Pendek / Short-term Gross Amount Due to Subcontractors	1.441,44	1.407,63	2.688,90	6.476,52	10.027,54	2,40%
Biaya yang Masih Harus Dibayar / Accrued Expenses	2.919,37	1.563,82	720,63	706,78	513,24	86,68%
Utang Pajak Jangka Pendek / Short-term Taxes Payables	2.537,83	1.106,64	1.381,84	2.007,55	227,79	129,33%
Uang Muka Kontrak Jangka Pendek / Advances on Short-term Contract	594,66	699,90	364,29	287,68	233,52	(15,04%)
Utang Bank Jangka Panjang yang Jatuh Tempo dalam Setahun / Current Maturities of Long-term Bank Loans	315,28	1.220,25	833,00	416,50	5,39	(74,16%)
Utang Pembelian Aset Tetap Bagian Lancar / Debt Purchases of Fixed Assets – Current Portion	-	-	0,01	0,20	0,24	-
Surat Utang Jangka Menengah Jangka Pendek / Short-term Medium Term Notes	-	300,00	733,00	812,20	720,06	(100,00%)
Utang Obligasi Jangka Pendek – Bersih / Short-term Bonds Payable – Net	7.020,96	2.835,44	3.264,99	1.999,29	-	147,61%
Liabilitas Jangka Pendek Lainnya / Other Short-term Liabilities	653,23	1.228,52	493,30	825,24	603,03	(46,83%)
Liabilitas Sewa Jangka Panjang yang Jatuh Tempo dalam Setahun / Current Maturities Long Term Lease Liabilities	4,66	30,38	-	-	-	(84,66%)
Total Liabilitas Jangka Pendek / Total Current Liabilities	27.300,29	48.564,87	45.023,50	56.877,02	52.309,20	(43,79%)
Liabilitas Jangka Panjang / Non-Current Liabilities						
Utang Bank Jangka Panjang / Long-term Bank Loans	49.171,95	23.086,34	29.325,15	20.725,25	8.665,51	112,99%
Utang Ventura Bersama Jangka Panjang / Long-term Joint Venture Payable	1.033,54	970,23	773,43	671,61	694,72	6,53%
Utang Lembaga Keuangan Non-Bank Jangka Panjang / Long-term Loan to Financial Institution Non-Bank	2.360,44	2.901,64	1.846,59	161,79	304,35	(18,65%)
Utang Bruto Jangka Panjang / Long-term Gross Amount	621,58	771,73	1.361,07	2.225,14	-	(19,46%)
Uang Muka Kontrak Jangka Panjang / Advances on Long-term Contract	406,60	407,60	165,91	262,90	547,59	(0,25%)
Liabilitas Pajak Tangguhan / Deferred Tax Liabilities	5,67	7,29	28,64	54,36	43,05	(22,22%)
Utang Pajak Jangka Panjang / Long-term Taxes Payable	851,40	725,30	193,16	805,41	1.067,59	17,39%
Liabilitas Sewa Jangka Panjang / Long-term Lease Liabilities	60,86	60,76	-	-	-	0,16%
Utang Lain-Lain Jangka Panjang / Other Long-term Payables	1.525,81	2.025,48	1.876,41	1.549,14	2.339,19	(24,67%)
Surat Utang Jangka Menengah Jangka Panjang / Long-term Medium Term Notes	250,00	-	300,00	300,00	-	100,00%
Utang Obligasi Jangka Panjang – Bersih / Long-term Bond Payable – Net	4.476,59	9.728,16	12.422,42	11.849,36	9.045,26	(53,98%)
Utang Pembelian Aset Tetap Bagian Jangka Panjang / Debt Purchases of Fixed Assets – Long-term Portion	-	-	-	0,01	0,24	-
Liabilitas Imbalan Kerja / Employee Benefit Liabilities	65,44	89,05	154,51	72,77	124,24	(26,51%)
Total Liabilitas Jangka Panjang / Total Non-Current Liabilities	60.839,89	40.773,57	48.447,30	38.704,74	22.831,74	49,21%
Total Liabilitas / Total Liabilities	88.140,18	89.011,41	93.470,79	95.581,76	75.140,94	(0,98%)
EKUITAS / EQUITY						
Modal Saham / Share Capital	2.631,59	1.357,40	1.357,39	1.357,39	1.357,39	93,87%
Tambahan Modal Disetor / Additional Paid-in Capital	12.495,84	5.849,53	5.552,03	5.552,03	5.467,02	113,62%
Saldo Laba / Retained Earnings						
Telah Ditentukan Penggunaannya / Appropriated	1.732,19	1.732,10	1.672,39	1.583,50	920,94	0,01%
Belum Ditentukan Penggunaannya / Unappropriated	(7.693,33)	(6.525,52)	8.561,02	7.451,36	5.760,14	(17,90%)



Uraian / Description	2021	2020*	2019*	2018*	2017	YoY (2021-2020)
Komponen Ekuitas Lainnya / Other Component of Equity	903,49	782,90	739,58	761,76	500,95	15,40%
Jumlah Ekuitas yang Dapat Diatribusikan kepada: / Total Equity Attributable to:						
Pemilik Entitas Induk / Owners of Parent	10.069,77	3.196,41	17.882,41	16.706,03	14.006,44	215,03%
Kepentingan Non-Pengendali / Non-Controlling Interest	5.391,66	8.232,70	11.236,06	10.622,10	8.748,39	(34,51%)
Jumlah Ekuitas / Total Equity	15.461,43	11.429,11	29.118,47	27.328,13	22.754,82	35,28%
Jumlah Liabilitas dan Ekuitas / Total Liabilities and Equity	103.601,61	100.767,65	122.589,26	122.909,89	97.895,76	2,81%

*) Disajikan Kembali

*) Restated

Laporan Arus Kas Konsolidasian

(dalam miliar Rupiah, kecuali dinyatakan lain)

Consolidated Statements of Cash Flows

(in billion rupiah unless otherwise stated)

Uraian / Description	2021	2020	2019	2018	2017	YoY (2021-2020)
Kas Bersih Diperoleh dari Aktivitas Operasi / Cash flows from Operating Activities	192,78	411,06	9.014,25	4.011,54	(5.959,56)	(53,10%)
Kas Bersih Digunakan untuk Aktivitas Investasi / Cash Flows from Investing Activities	(1.542,25)	(1.056,08)	(14.924,74)	(18.768,15)	(19.238,72)	(46,04%)
Kas Bersih Diperoleh dari Aktivitas Pendanaan / Cash Flows from Financing Activities	13.334,21	(7.407,07)	4.334,94	19.691,08	20.630,92	280,02%
Kenaikan (Penurunan) Bersih Kas dan Setara Kas / Net Increase (Decrease) in Cash and Cash Equivalents	11.984,75	(8.052,09)	(1.575,55)	4.934,47	(4.567,36)	248,84%
Keuntungan (Kerugian) Selisih Kurs yang Belum Direalisasikan / Profit (Loss) in Cash and Foreign Exchange Rate	(8,64)	17,24	(11,82)	11,11	0,33	(150,12%)
Pengaruh Pelepasan Entitas Anak pada Kas dan Setara Kas / Effect on Disposal of Subsidiaries on Cash and Cash Equivalents	(23,79)	(10,03)	-	(188,87)	-	(137,19%)
Kas dan Setara Kas pada Awal Tahun / Cash and Cash Equivalents at the Beginning of the Year	1.213,44	9.258,31	10.845,68	6.088,96	10.656,00	(86,89%)
Kas dan Setara Kas pada Akhir Tahun / Cash and Cash Equivalents at the End of Year	13.165,76	1.213,44	9.258,31	10.845,68	6.088,96	984,99%

Rasio-Rasio Keuangan

(dalam %)

Financial Ratios

(in %)

Uraian / Description	2021	2020*	2019*	2018*	2017	YoY (2021-2020)
Rasio Pengembalian Aset (ROA) / Return on Assets	(1,77)	(9,22)	0,84	3,71	4,29	80,80%
Rasio Imbal Kepada Pemegang Saham (ROE) / Return on Equity	(11,89)	(81,26)	9,21	15,99	18,46	85,37%
Rasio Laba terhadap Pendapatan (NPM) / Net Profit Margin	(15,03)	(57,37)	3,28	9,47	9,29	73,80%
Rasio Lancar / Current Ratio	0,48	0,32	1,09	1,18	1,00	50,00%
Rasio Liabilitas terhadap Total Aset / Debt to Assets Ratio	0,85	0,88	0,76	0,77	0,77	(3,41%)
Rasio Liabilitas terhadap Ekuitas / Debt to Equity Ratio	5,70	7,82	3,21	3,31	3,30	(27,11%)

*) Disajikan Kembali

*) Restated

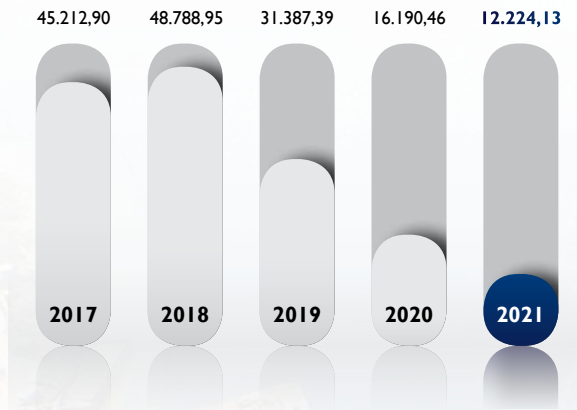


GRAFIK KINERJA KEUANGAN

Financial Performance Chart

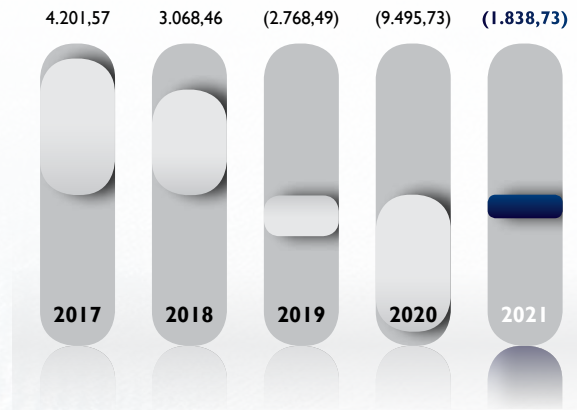
Pendapatan Usaha / Revenues

Dalam miliar Rupiah / In billion Rupiah



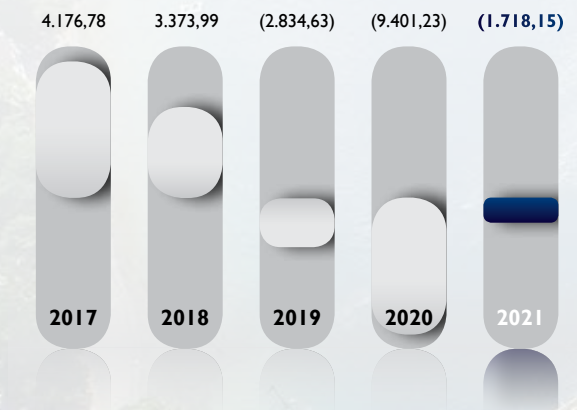
Laba (Rugi) Tahun Berjalan / Profit (Loss) for the Year

Dalam miliar Rupiah / In billion Rupiah



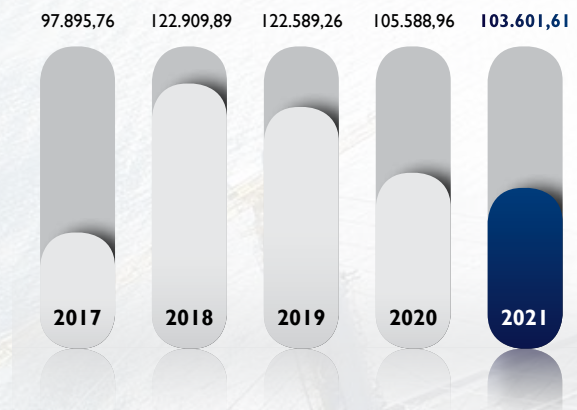
Laba (Rugi) Komprehensif Tahun Berjalan / Comprehensive Income (Loss) for the Year

Dalam miliar Rupiah / In billion Rupiah



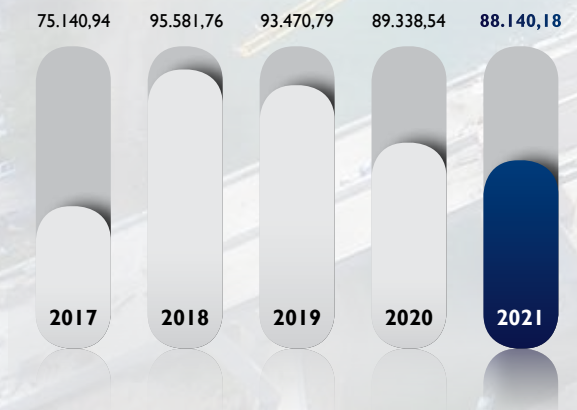
Jumlah Aset / Total Assets

Dalam miliar Rupiah / In billion Rupiah



Jumlah Liabilitas / Total Liabilities

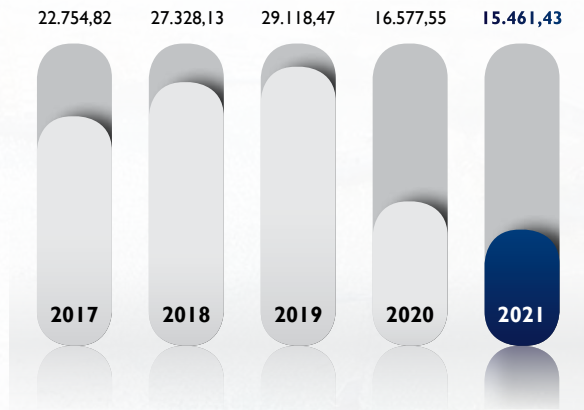
Dalam miliar Rupiah / In billion Rupiah





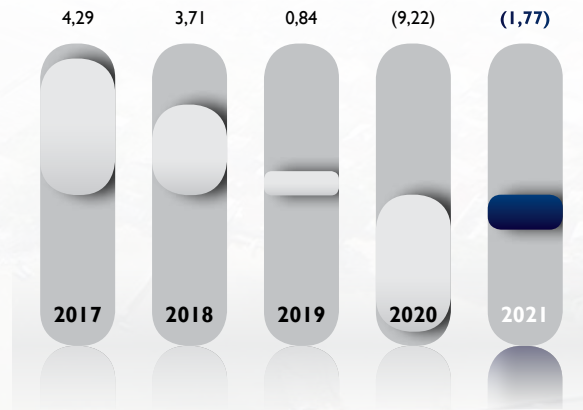
Jumlah Ekuitas / Total Equity

Dalam miliar Rupiah / In billion Rupiah



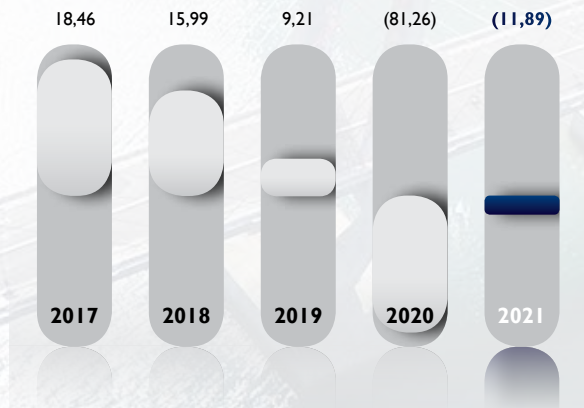
ROA / ROA

Dalam miliar Rupiah / In billion Rupiah



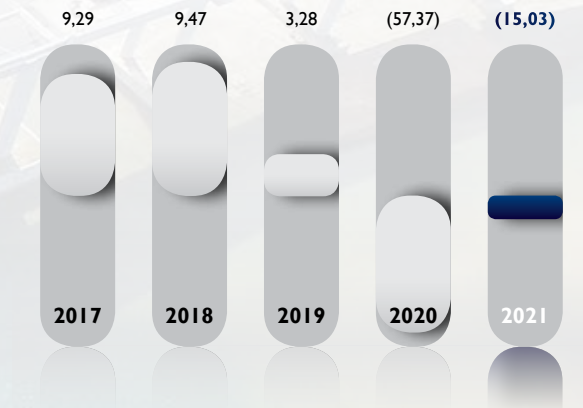
ROE / ROE

Dalam miliar Rupiah / In billion Rupiah



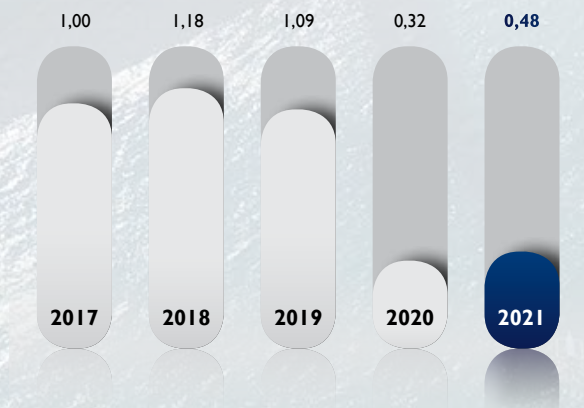
Rasio Laba terhadap Pendapatan / Net Profit Margin

Dalam miliar Rupiah / In billion Rupiah



Rasio Lancar / Current Ratio

Dalam miliar Rupiah / In billion Rupiah



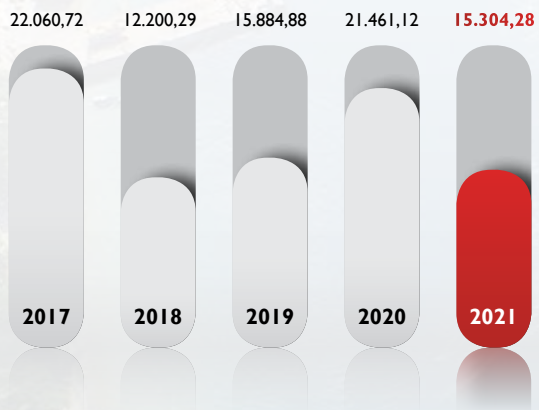
IKHTISAR OPERASIONAL

Operational Highlights

Uraian / Description	2021	2020	2019	2018	2017	YoY (2021-2020)
Jumlah Lelang Dimenangkan (dalam miliar Rupiah) / Total Won Tender (in billion rupiah)	15.304,28	21.461,12	15.884,88	12.200,29	22.060,72	(13,85%)
Persentase Lelang Dimenangkan (dalam %) / Percentage of Won Tender (in %)	42,17	54,59	52,53	28,08	49,97	(12,33%)
Jumlah Perolehan Kontrak Baru (dalam miliar Rupiah) / Total New Contracts (in billion rupiah)	20.493,56	27.003	26.081	27.216	55.834	(24,11%)

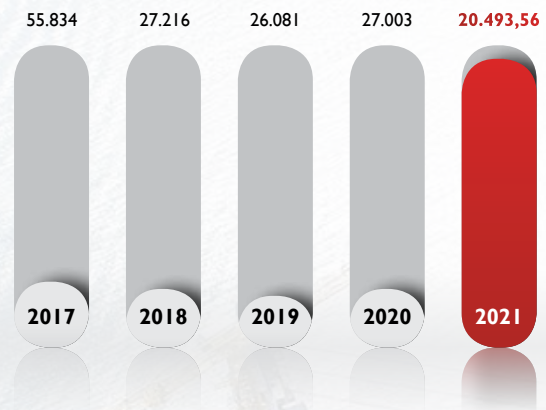
Jumlah Lelang Dimenangkan / Total Won Tender

Dalam miliar Rupiah / In billion Rupiah



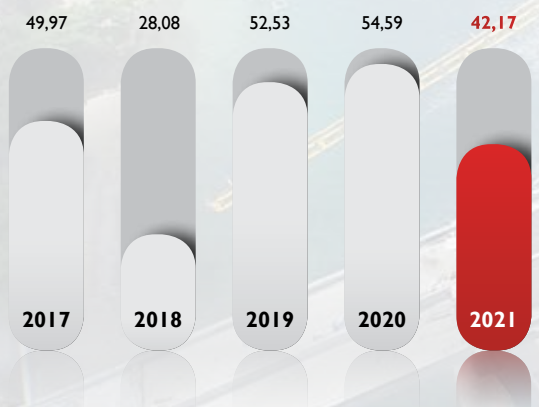
Jumlah Perolehan Kontrak Baru / Total New Contracts

Dalam miliar Rupiah / In billion Rupiah



Persentase Lelang Dimenangkan / Percentage of Won Tender

Dalam % / In %





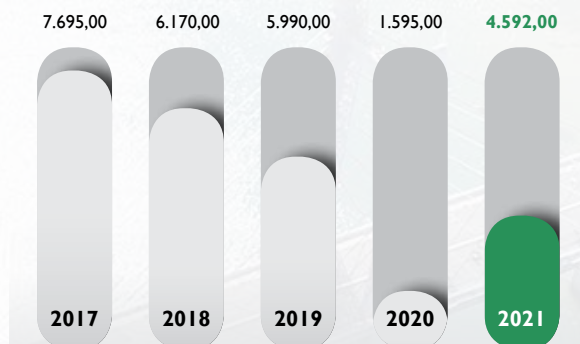
IKHTISAR LINGKUNGAN, SOSIAL DAN TATA KELOLA

Environmental, Social, and Governance Highlights

Uraian / Description	2021	2020	2019	2018	2017	YoY (2021-2020)
Pembiayaan dan anggaran PUMK (dalam juta Rupiah) / PUMK budget and funding (in million rupiah)	4.592,00	1.595,00	5.990,00	6.170,00	7.695,00	(19,82%)
Program TJSL Non PUMK (dalam juta Rupiah) / Non-PUMK TJSL (in million rupiah)	7.914,36	8.773,09	33.327,96	15.979,98	16.334,95	(2,17%)
Konsumsi Energi (dalam kWh) / Energy Consumption (in kWh)	1.299.840	1.417.374	1.413.376	1.908.072	1.735.792	(8,29%)
Konsumsi Air (dalam M3) / Water Consumption (in M3)	5.489	5.773	10.400	11.464	13.179	(4,92%)

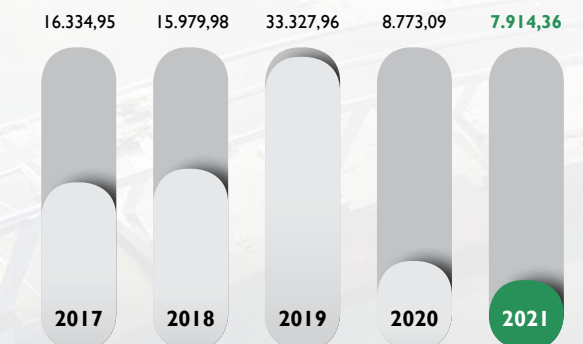
Pembiayaan dan Anggaran PUMK / PUMK Budget and Funding

Dalam juta Rupiah / In million Rupiah



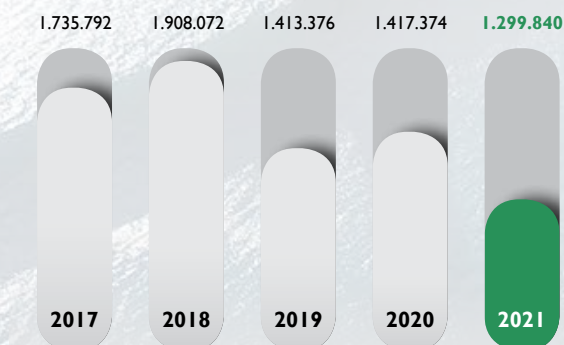
Program TJSL Non PUMK / Non-PUMK TJSL

Dalam juta Rupiah / In million Rupiah



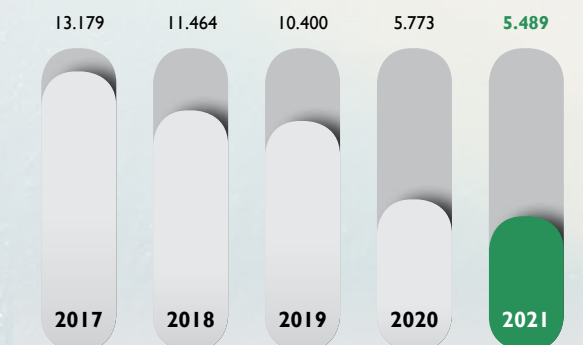
Konsumsi Energi / Energy Consumption

dalam kWh / in kWh



Konsumsi Air / Water Consumption

dalam M3 / in M3





IKHTISAR SAHAM

Share Highlights

Informasi Kinerja Saham

Kode Saham: WSKT

Bursa Perdagangan Saham: Bursa Efek Indonesia

Information on Stock Performance

Stock Code: WSKT

Stock Exchange: Indonesia Stock Exchange

Bulan / Month	Harga Pembukaan (Rp/Lembar Saham) / Opening Price (Rp/Share)	Harga Tertinggi (Rp/Lembar Saham) / Highest Price (Rp/Share)	Harga Terendah (Rp/Lembar Saham) / Lowest Price (Rp/Share)	Harga Penutupan (Rp/Lembar Saham) / Closing Price (Rp/Share)	Jumlah Saham yang Beredar (lembar saham) / Outstanding Shares (share)	Volume Perdagangan (lembar saham) / Trading Volume (share)	Kapitalisasi Pasar / Market Capitalization
2021							
Januari / January	1.306	1.849	1.222	1.258	13.573.951.000	7.998.874.000	19.207.140.665
Februari / February	1.258	1.475	1.173	1.266	13.573.951.000	3.326.582.700	19.342.880.175
Maret / March	1.280	1.373	991	1.026	13.573.951.000	1.847.938.200	15.677.913.405
April / April	1.031	1.049	831	986	13.573.951.000	1.342.511.600	15.067.085.610
Mei / May	991	995	827	920	13.573.951.000	535.493.800	14.049.039.285
Juni / June	924	1.013	711	782	13.573.951.000	580.608.700	11.945.076.880
Juli / July	782	911	738	778	13.573.951.000	642.851.700	11.877.207.125
Agustus / August	782	822	635	742	13.573.951.000	531.861.900	11.334.249.085
September / September	742	818	689	742	13.573.951.000	931.358.100	11.334.249.085
Oktober / October	742	946	733	818	13.573.951.000	1.729.937.500	12.488.034.920
November / November	818	849	689	702	13.573.951.000	884.316.400	10.723.421.290
Desember / December	702	750	625	635	26.315.886.475	676.496.600	16.710.587.912
2020							
Januari / January	1.485	1.560	1.210	1.230	13.573.951.000	727.040.300	16.695.959.730
Februari / February	1.210	1.240	890	975	13.573.951.000	732.460.800	13.234.602.225
Maret / March	990	1.070	422	484	13.573.951.000	1.167.762.300	6.569.792.284
April / April	484	725	460	605	13.573.951.000	1.606.841.800	8.212.240.355
Mei / May	595	645	570	610	13.573.951.000	606.176.600	8.280.110.110
Juni / June	605	825	605	710	13.573.951.000	1.449.362.300	9.637.505.210
Juli / July	710	755	620	625	13.573.951.000	1.374.133.100	8.483.719.375
Agustus / August	625	695	585	650	13.573.951.000	686.504.600	8.823.068.150
September / September	640	660	490	498	13.573.951.000	497.973.800	6.759.827.598
Oktober / October	505	815	500	740	13.573.951.000	1.593.885.100	10.044.723.740
November / November	725	1.150	710	1.040	13.573.951.000	3.703.655.600	14.116.909.040
Desember / December	1.065	1.600	1.015	1.440	13.573.951.000	4.210.227.600	19.546.489.440

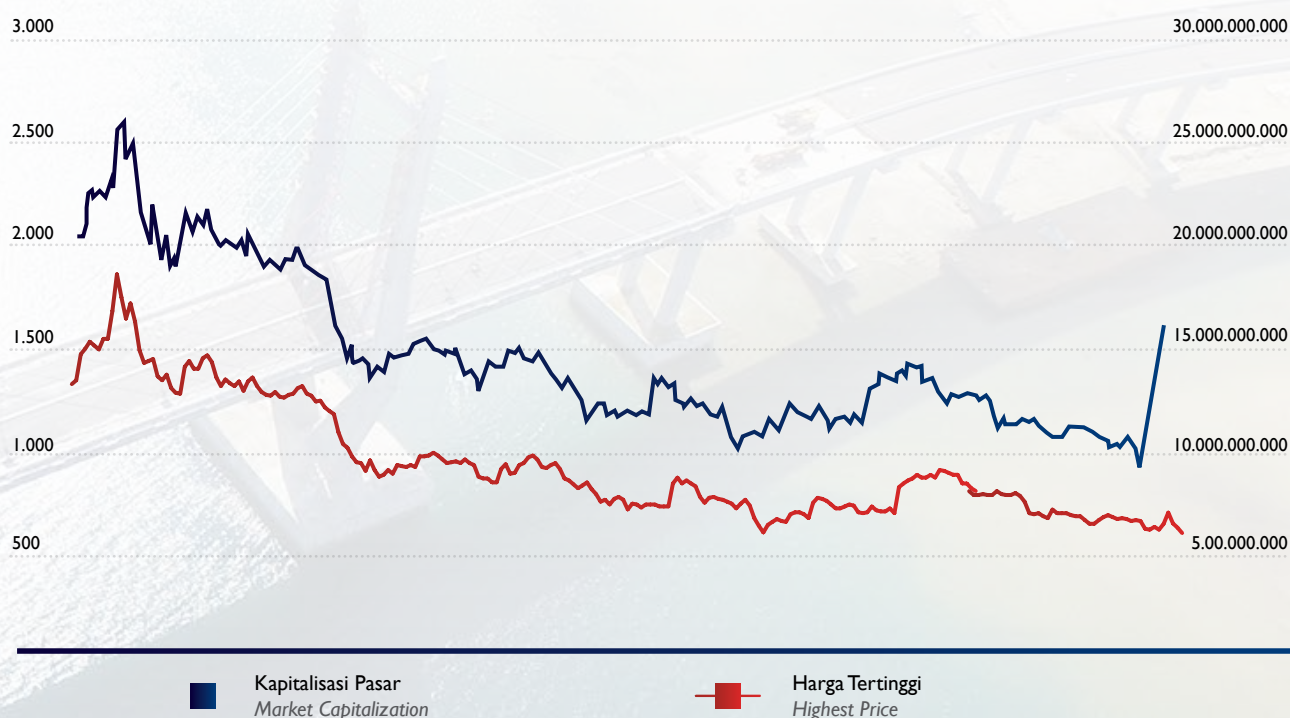


Tabel Harga dan Volume Perdagangan Saham per Kuartal (2021-2020) **Stock Price and Trading Volume per Quarter (2020-2021)**

Periode / Period	Harga Pembukaan (Rp/lembar saham) / Opening Price (Rp/share)	Harga Tertinggi (Rp/lembar saham) / Highest Price (Rp/share)	Harga Terendah (Rp/lembar saham) / Lowest Price (Rp/share)	Harga Penutupan (Rp/lembar saham) / Closing Price (Rp/share)	Volume Perdagangan (lembar saham) / Trading Volume (share)
2021					
Kuartal I / Quarter I	1.306	1.849	991	1.026	13.173.394.900
Kuartal II / Quarter II	1.031	1.049	711	782	2.458.614.100
Kuartal III / Quarter III	782	911	635	742	2.106.071.700
Kuartal IV / Quarter IV	742	946	625	635	3.290.750.500
2020					
Kuartal I / Quarter I	1.485	1.560	422	484	2.627.263.400
Kuartal II / Quarter II	484	825	460	710	3.662.380.700
Kuartal III / Quarter III	710	755	490	498	2.558.611.500
Kuartal IV / Quarter IV	505	1.600	500	1.440	9.507.768.300

Grafik Kinerja Saham 2021

Charts of 2021 Stock Performance



Informasi Penghentian Sementara Perdagangan Saham (*Suspension*) dan/atau Penghapusan Pencatatan Saham (*Delisting*)

Information on Suspension and/or Delisting of Shares

Hingga 31 Desember 2021, Perseroan tidak pernah menerima sanksi yang berpengaruh pada aktivitas perdagangan saham di Bursa Efek tempat mencatatkan dan memperdagangkan saham, baik berupa penghentian perdagangan saham sementara (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*).

As of December 31, 2021, the Company has never received any sanctions affecting share trading activities on the Stock Exchange where shares are listed and traded, either in the form of suspension and/or delisting.



Informasi Tentang Aksi Korporasi

Information on Suspension and/or Delisting of Shares

Pada 2021, Perusahaan melakukan Aksi Korporasi yakni Penambahan Modal Melalui Penawaran Umum Terbatas (PUT II) Dengan Hak Memesan Efek Terlebih Dahulu (HMETD) selama 30 Desember 2020 sampai dengan 12 Januari 2022.

Berdasarkan Pengumuman dari Bursa Efek Indonesia No. Peng-00422/BEI.POP/12-21 perihal Harga Teoritis Saham PT Waskita Karya (Persero) Tbk, terdapat penyesuaian harga dasar Perusahaan yaitu:

- Tanggal 24 Desember 2021 : Rp765 (sebelum)
- Tanggal 27 Desember 2021 : Rp680 (sesudah)

Rasio HMETD Perseroan adalah 1.000.000.000:1.421.504.343 untuk saham (setiap pemegang 1.000.000.000 saham lama Perseroan mempunyai 1.421.504.343 HMETD untuk membeli 1.421.504.343 saham baru dengan harga pelaksanaan Rp620 per saham).

In 2021, the Company took Corporate Action, namely Capital Increase through a Limited Public Offering (PUT II) with Pre-emptive Rights (HMETD) for December 30, 2020 to January 12, 2022.

Based on the Announcement from the Indonesia Stock Exchange No. Peng-00422/BEI.POP/12-21 regarding The Theoretical Price of PT Waskita Karya (Persero) Tbk Shares, there is an adjustment to the Company's base price, namely:

- December 24, 2021 : Rp765 (before)
- December 27, 2021 : Rp680 (after)

HMETD Ratio of the Company is 1,000,000,000:1,421,504,343 for shares (every holder of 1,000,000,000 old shares has 1,421,504,343 HMETD to purchase 1,421,504,343 new shares with execution price or Rp620 per share).

Pra Rights Issue / Pre Rights Issue	Rights Issue	Pasca Rights Issue / Post Right Issue
	Target 19.295.430 298 Saham Baru / New Shares Rp 1,96 Triliun Total Dana / Total Funds Harga / Price: Rp620 /Lembar / Shares	
Pemerintah RI / Indonesian Government 8.963.697.887 Saham atau 66,04%	Subscription Pemerintah RI / Indonesian Government 12.741.035.475 Saham Baru	Pemerintah RI / Indonesian Government 21.705.633.362 Saham atau 75,35%
Publik / Public 4.610.253.113 Saham / Shares atau 33,96%	Publik / Public 2.490.920.541 Saham Baru / New Shares	Publik / Public 7.101.173.654 Saham atau 24,65%
	Total 15.232.856.016 Saham Baru atau 78,95% target	
Total Saham / Total Shares 13.573.951.000 Saham / Shares	Total Dana / Total Funds Rp9,44 Triliun Right Issue	Total Saham / Total Shares 28.806.807.016 Saham / Shares
	Total Dana / Total Funds Rp7,90 Triliun PMN Rp1,54 Triliun Publik / Public	



Per 30 November 2021 Before Rights Issue

Before Rights Issue as of November 30, 2021

No	Kepemilikan Saham / Shareholding	Jumlah Pemegang Saham / Total Shareholders	Jumlah Saham / Total Shares	Persentase Kepemilikan / Ownership Percentage
Pemodal Nasional / National Investor				
1	Pemerintah Republik Indonesia / Government of the Republic of Indonesia	1	8.963.697.887	66,04
2	Perorangan Indonesia / Individual the Republic of Indonesia	99,993	2.351.691.394	17,33
3	Dana Pensiun / Pension Fund	83	903.070.375	6,65
4	Reksadana / Mutual Funds	112	454.015.335	3,34
5	Perseroan Terbatas / Limited Liability Company	145	266.239.988	1,96
6	Asuransi / Insurance	43	116.226.835	0,86
7	Yayasan / Foundation	9	23.016.052	0,17
8	Koperasi / Cooperative	11	10.228.200	0,08
9	Bank / Banks	2	4.013.500	0,03
Sub Total		100,399	13.092.199.566	96,45
Pemodal Asing / Foreign Investor				
1	Badan Usaha Asing / Foreign Corporation	143	475.637.614	3,50
2	Perorangan Asing / Foreign Individual	209	5.713.820	0,04
Sub Total		352	481.351.434	3,55
Jumlah / Total		100,751	13.573.551.000	100,00

Per 31 Januari 2022 After Rights Issue 2021

After Rights Issue 2021 as of January 31, 2022

No	Kepemilikan Saham / Shareholding	Jumlah Pemegang Saham / Total Shareholders	Jumlah Saham / Total Shares	Persentase Kepemilikan / Ownership Percentage
Pemodal Nasional / National Investor				
1	Pemerintah Republik Indonesia / Government of the Republic of Indonesia	1	21.705.633.362	75,35
2	Perorangan Indonesia / Individual the Republic of Indonesia	104,258	3.793.720.156	13,17
3	Dana Pensiun / Pension Fund	83	914.329.146	3,17
4	Reksadana / Mutual Funds	110	642.864.221	2,23
5	Perseroan Terbatas / Limited Liability Company	162	473.899.109	1,65
6	Asuransi / Insurance	41	123.445.175	0,43
7	Yayasan / Foundation	8	24.431.633	0,08
8	Koperasi / Cooperative	13	23.041.887	0,08
9	Bank / Banks	2	9.699.500	0,03
Sub Total		104,678	27.711.064.189	96,20
Pemodal Asing / Foreign Investor				
1	Badan Usaha Asing / Foreign Corporation	147	1.088.098.111	3,78
2	Perorangan Asing / Foreign Individual	216	7.644.716	0,03
Sub Total		363	1.095.742.827	3,80
Jumlah / Total		105,041	28.806.807.016	100,00

INFORMASI OBLIGASI, SUKUK DAN/ATAU OBLIGASI KONVERSI

Information on Bonds, Sharia Bonds, and/or Convertible Bonds

Informasi Obligasi

Information on Bonds

No.	Nama Obligasi / Name of Bonds	Seri / Series	Jumlah Nominal (juta Rupiah) / Nominal Value (million Rupiah)	Tingkat Bunga / Interest Rate	Jangka Waktu / Tenor	Peringkat / Rating	Pemeringkatan Efek / Rating Agency	Tanggal Penerbitan / Date of Issuance	Jatuh Tempo / Due Date	Total Terhutang (Rp Juta) / Total Payable (Rp Million)	Status
1.	PUB II Obligasi Waskita Karya Tahap II Tahun 2016 / Sustainable Bonds II Waskita Karya Phase II Year 2016	A	900.000	8,50%	5 (lima) tahun / 5 (five) years	idBBB	Pefindo	Rabu, 26 September 2016 / Wednesday, September 26, 2016	Selasa, 28 September 2021 / Tuesday, September 28, 2021	900.000	Lunas / Paid
		B	1.150.000	8,50%	5 (lima) tahun / 5 (five) years	idBBB	Pefindo	Jumat, 19 September 2016 / Friday, September 19, 2016	Jumat, 16 Oktober 2020 / Friday, October 16, 2020	747.000	Lunas / Paid
2.	PUB II Obligasi Waskita Karya Tahap III Tahun 2017 / Sustainable Bonds II Waskita Karya Phase III Year 2017	A	747.000	8,50%	3 (tiga) tahun / 3 (three) years	idBBB	Pefindo	Jumat, 3 Februari 2017 / Friday, February 3, 2017	Senin, 21 Februari 2022 / Monday, February 21, 2022	747.000	Lunas / Paid
		B	910.000	9,00%	5 (lima) tahun / 5 (five) years	idBBB	Pefindo	Selasa, 21 Februari 2017 / Tuesday, February 21, 2017	Senin, 21 Februari 2022 / Monday, February 21, 2022	910.000	Belum Jatuh Tempo / Outstanding
3.	PUB III Obligasi Waskita Karya Tahap I Tahun 2017 / Sustainable Bonds III Waskita Karya Phase I Year 2017	A	1.369.000	8,00%	3 (tiga) tahun / 3 (three) years	idBBB	Pefindo	Kamis, 28 September 2017 / Thursday, September 28, 2017	Kamis, 6 Oktober 2022 / Thursday, October 6, 2022	1.369.000	Lunas / Paid
		B	1.631.000	8,50%	5 (lima) tahun / 5 (five) years	idBBB	Pefindo	Jumat, 6 Oktober 2017 / Friday, October 6, 2017	Kamis, 6 Oktober 2022 / Thursday, October 6, 2022	1.631.000	Belum Jatuh Tempo / Outstanding
4.	PUB III Obligasi Waskita Karya Tahap II Tahun 2018 / Sustainable Bonds III Waskita Karya Phase II Year 2018	A	1.175.000	7,75%	3 (tiga) tahun / 3 (three) years	idBBB	Pefindo	Jumat, 23 Februari 2018 / Friday, February 23, 2018	Selasa, 23 Februari 2021 / Tuesday, February 23, 2021	0	Lunas / Paid
		B	2.276.500	8,25%	5 (lima) tahun / 5 (five) years	idBBB	Pefindo	Jumat, 23 Februari 2018 / Friday, February 23, 2018	Kamis, 23 Februari 2023 / Thursday, February 23, 2023	2.276.500	Belum Jatuh Tempo / Outstanding
5.	PUB III Obligasi Waskita Karya Tahap III Tahun 2018 / Sustainable Bonds III Waskita Karya Phase III Year 2018	A	761.000	9,00%	3 (tiga) tahun / 3 (three) years	idBBB	Pefindo	Jumat, 28 September 2018 / Thursday, September 28, 2018	Selasa, 28 September 2021 / Tuesday, September 28, 2021	0	Lunas / Paid
		B	941.750	9,75%	5 (lima) tahun / 5 (five) years	idBBB	Pefindo	Jumat, 28 September 2018 / Thursday, September 28, 2018	Kamis, 28 September 2023 / Thursday, September 28, 2023	941.750	Belum Jatuh Tempo / Outstanding



No.	Nama Obligasi / Name of Bonds	Seri / Series	Jumlah Nominal (juta Rupiah) / Nominal Value (million Rupiah)	Tingkat Bunga / Interest Rate	Jangka Waktu / Tenor	Peringkat / Rating	Pemeringkatan Efek / Rating Agency	Tanggal Penerbitan / Date of Issuance	Jatuh Tempo / Due Date	Total Terhutang (Rp Juta) / Total Payable (Rp Million)	Status
6.	PUB III Obligasi Waskita Karya Tahap IV Tahun 2019 / Sustainable Bonds III Waskita Karya Phase IV Year 2019	A	484.000	9,00%	3 (tiga) tahun / 3 (three) years	idBBB	Pefindo	Kamis, 16 Mei 2019 / Thursday, May 16, 2019	Senin, 16 Mei 2022 / Monday, May 16, 2022	1.845.750	Belum Jatuh Tempo / Outstanding
		B	1.361.750	9,75%	5 (lima) tahun / 5 (five) years				Kamis, 16 Mei 2024 / Thursday, May 16, 2024		Belum Jatuh Tempo / Outstanding
7.	Obligasi Berkelanjutan IV Waskita Karya Tahap I Tahun 2020 / Sustainable Bonds IV Waskita Karya Phase I Year 2020	A	135.500	10,75%	3 (tiga) tahun / 3 (three) years	idBBB	Pefindo	Kamis, 6 Agustus 2020 / Thursday, August 6, 2020	Minggu, 6 Agustus 2023 / Sunday, August 6, 2023	135.500	Belum Jatuh Tempo / Outstanding
8.	Obligasi III Waskita Karya Tahun 2021 / Bonds III Waskita Karya Year 2021	A	722.000	6,1%	5 (lima) tahun / 5 (five) years	idAAA(gg)	Pefindo	Selasa, 21 September 2021 / Tuesday, September 21, 2021	Kamis, 24 September 2026 / Thursday, September 24, 2026	1.773.000	Belum Jatuh Tempo / Outstanding
		B	1.051.000	6,8%	7 (tujuh) tahun / 7 (seven) years	idBBB		Jumat, 24 September 2021 / Friday, September 24, 2021	Minggu, 24 September 2028 / Sunday, September 24, 2028		Belum Jatuh Tempo / Outstanding

Informasi Sukuk

Sampai dengan 31 Desember 2021, Perseroan tidak menerbitkan sukuk, dengan demikian Perseroan tidak memiliki informasi mengenai sukuk.

Informasi Obligasi Konversi

Sampai dengan 31 Desember 2021, Perseroan tidak menerbitkan obligasi konversi, dengan demikian Perseroan tidak memiliki informasi mengenai obligasi konversi.

Information on Sharia Bonds

As of December 31, 2021, the Company did not issue sharia bonds, therefore no information on sharia bonds needs to be disclosed.

Information on Convertible Bonds

As of December 31, 2021, the Company did not issue convertible bonds, therefore no information on convertible bonds needs to be disclosed.



PERISTIWA PENTING 2021

2021 Events Highlights



04

Januari / January

Penandatanganan Rancangan Kerja dan Anggaran Perusahaan Waskita Karya Tahun 2021 / The signing of the 2021 Work Plan and Budget of Waskita Karya



04

Januari / January

Acara Pemberian Bantuan Sosial bertajuk "Waskita untuk Semua" / The Social Assistance Event entitled "Waskita for All"



06

Januari / January

Acara Puncak perayaan Hari Ulang Tahun Waskita Karya ke-60. / The main event of Waskita Karya's 60th Anniversary celebration.



07

Januari / January

Presiden Republik Indonesia, Joko Widodo, meresmikan hasil Renovasi Masjid Istiqlal yang dihadiri oleh para tamu undangan termasuk perwakilan dari Waskita Karya sebagai kontraktor. / The President of the Republic of Indonesia, Joko Widodo, inaugurated the results of the renovation of the Istiqlal Mosque which was attended by invited guests including representatives from Waskita Karya as a contractor.



15

Januari / January

Waskita Karya Selenggarakan Upacara Peringatan Bulan K3 Nasional / Waskita Karya Held National OHS Month Commemoration Ceremony



27

Januari / January

Presiden Republik Indonesia, Joko Widodo, meresmikan jalan tol ruas Kayu Agung – Palembang yang merupakan bagian dari ruas Jalan Tol Kapalbetung (Kayu Agung – Palembang – Betung) sepanjang 111,69 kilometer. / The President of the Republic of Indonesia, Joko Widodo, inaugurated the Kayu Agung - Palembang toll road which is part of the Kapalbetung (Kayu Agung - Palembang - Betung) toll road section with a length of 111.69 kilometers.



03

Februari / February

Waskita Karya menyelenggarakan rapat koordinasi Triwulan IV 2020 dalam rangka evaluasi dan aksi demi fokus peningkatan kinerja pada 2021. / Waskita Karya held a coordination meeting in the Fourth Quarter of 2020 for evaluation and action to focus on improving performance in 2021.



05

Februari / February

President Director Waskita Karya, Destiawan Soewardjono, melakukan interview bersama CEO Magazine. / President Director of Waskita Karya, Destiawan Soewardjono, conducted an interview with CEO Magazine.



18

Februari / February

Presiden RI Joko Widodo bersama Menteri PUPR Basuki Hadimuljono yang didampingi oleh Director of Operation II Bambang Rianto dan SVP Divisi Infrastruktur I Aris Mujiono meresmikan Bendungan Tapin di Kabupaten Tapin, Provinsi Kalimantan Selatan. / The President of The Republic Indonesia, Joko Widodo, together with Minister of Public Works and Public Housing (PUPR), Basuki Hadimuljono, who was accompanied by Director of Operation II Bambang Rianto and SVP of Infrastructure Division I Aris Mujiono inaugurated the Tapin Dam in Tapin Regency, South Kalimantan Province.



21

Februari / February

Waskita Karya melakukan pelunasan Obligasi Berkelanjutan III Waskita Karya tahap II tahun 2018. / Waskita Karya paid off the Waskita Karya Shelf Registration Bond III phase II in 2018.



07

Maret / March

Menteri Kesehatan Budi Gunadi Sadikin meresmikan Gedung Isolasi Tekanan Negatif 'PALMA' RSUP Prof Kandou, Manado / Minister of Health, Budi Gunadi Sadikin, inaugurated the Negative Pressure Isolation Building 'PALMA' Prof Kandou Hospital, Manado



19

Maret / March

Pertemuan President Director Waskita Karya dengan Pemimpin Redaksi. / Waskita Karya President Director meeting with the Editor in Chief.

PERISTIWA PENTING 2021

2021 Events Highlights



 **01**
April / April

Presiden RI Joko Widodo, Menteri PUPR Basuki Hadimuljono, dan Kepala BPJT Danang Parikesit meresmikan beroperasinya ruas tol Cinere – Serpong Seksi I yaitu Serpong – Pamulang. / The President of the Republic of Indonesia, Joko Widodo, Minister of PUPR Basuki Hadimuljono, and Head of BPJT Danang Parikesit inaugurated the operation of the Cinere - Serpong Section I toll road, namely Serpong - Pamulang.



 **09**
April / April

Penandatanganan Kontrak Proyek Upgrading POT Technology for 1 POT-Line di Inalum Reduction Plant / Signing of Upgrading POT Technology for 1 POT-Line Project Contract at Inalum Reduction Plant



 **12**
April / April

Waskita Karya dan SMI Tandatangani PjBB Divestasi 2 Tol / Waskita Karya and SMI Signed PjBB for the Divestment of 2 Toll Roads.



 **13**
April / April

Penyerahan Piala Waskita Awards 2021 / 2021 Waskita Awards Trophy



 **13**
April / April

Waskita mendapatkan dua sertifikat ISO sekaligus. Yang pertama adalah ISO 31000:2018 Risk Management dan yang kedua adalah ISO 19650:2018 terkait *Building Information Modelling*. / Waskita obtained two ISO certificates at once. The first is ISO 31000:2018 Risk Management and the second is ISO 195050:2018 related to Building Information Modeling.



 **14**
April / April

Penandatanganan Kontrak Baru Pembangunan Pembangkit Listrik Tenaga Minihidro Sisira 2x4,9MW / Signing of a New Contract for the Construction of a 2x4.9MW Mini-hydro Power Plant Sisira



 **22**
April / April

Waskita Karya melakukan penandatanganan dengan PT Indonesia Mecca Tower untuk pembangunan prasarana akomodasi jamaah haji atau *Indonesia City Hajj* yang berada di Saudi Arabia. / Waskita Karya signed an agreement with PT Indonesia Mecca Tower for the construction of accommodation infrastructure for pilgrims or *Indonesia City Hajj* in Saudi Arabia.



 **22**
April / April

Waskita Karya melalui Waskita Toll Road (WTR) menandatangani persetujuan jual beli 30% saham ekuitas WTR di PT Jasa Marga Kualanamu Tol dengan Kings Ring Limited. / Waskita Karya through Waskita Toll Road (WTR) signed a sale and purchase agreement of 30% of WTR's equity share in PT Jasa Marga Kualanamu Tol with Kings Ring Limited.



 **28**
April / April

Waskita Karya melakukan penandatanganan restrukturisasi kredit antara PT Waskita Karya Infrastruktur dengan Bank BJB dan penandatanganan addendum perjanjian kredit antara Waskita Karya dengan Bank BJB. / Waskita Karya signed a credit restructuring between PT Waskita Karya Infrastruktur and Bank BJB and signed an addendum to the credit agreement between Waskita Karya and Bank BJB.



 **01**
Mei / May

Waskita Karya menandatangani Proyek *Design and Build Revetment & Retaining Wall Dumping 2* dan *Dermaga Curah Air* di Pelabuhan Benoa, Bali. / Waskita Karya signed the *Design and Build Revetment & Retaining Wall Dumping 2* and *Water Bulk Dock Project* at Benoa Harbor, Bali.



 **05**
Mei / May

Sejalan dengan transformasi yang dijalankan, Waskita Karya menandatangani nota kesepahaman dengan Badan Siber dan Sandi Negara Republik Indonesia (BSSN RI) di Gedung Waskita Heritage, Jakarta. / In line with the ongoing transformation, Waskita Karya signed a memorandum of understanding with the National Cyber and Crypto Agency of the Republic of Indonesia (BSSN RI) at the Waskita Heritage Building, Jakarta.



 **28**
Mei / May

Dukungan Waskita bagi pengembangan Energi Baru Terbarukan (EBT) diwujudkan dengan penandatanganan Kontrak Pembangunan PLTM Batang Toru di Sumatera Utara. / Waskita's support for the development of New Renewable Energy (EBT) was realized by the signing of the Batang Toru PLTM Development Contract in North Sumatra.



PERISTIWA PENTING 2021

2021 Events Highlights



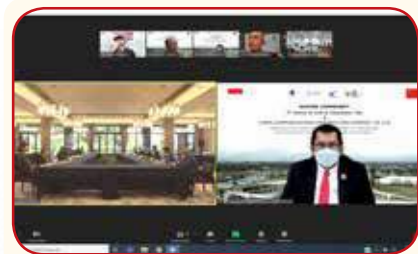
31
Mei / May

PT Pejagan Pemalang Toll Road (PPTR), salah satu Badan Usaha Jalan Tol (BUJT) yang dimiliki oleh PT Waskita Toll Road (WTR) telah menandatangani Restrukturisasi Kredit Sindikasi dengan 14 lembaga keuangan. / PT Pejagan Pemalang Toll Road (PPTR), one of the Toll Road Business Entities (BUJT) owned by PT Waskita Toll Road (WTR) has signed a Syndicated Loan Restructuring with 14 financial institutions.



03
Juni / June

Waskita Karya sebagai salah satu dari 9 BUMN Infrastruktur menandatangani nota kesepahaman dengan Indonesia Infrastructure Learning Institute (I2LI). / Waskita Karya as one of 9 BUMN Infrastruktur (Infrastructure SOE) signed a memorandum of understanding with the Indonesia Infrastructure Learning Institute (I2LI).



06
Juni / June

Waskita Karya menandatangani perjanjian untuk berkolaborasi dengan China Communications Construction Company (CCCC). / Waskita Karya signed an agreement to collaborate with China Communications Construction Company (CCCC).



06
Juni / June

Pengelolaan sampah plastik dan composting (CSR Pengelolaan Sampah Plastik dan composting di Pulogadung) / Plastic waste management and composting (CSR Plastic Waste Management and composting in Pulogadung)



30
Juni / June

Director of Human Capital Management & System Development Waskita Karya Hadjar Seti Adji bersama Direksi kluster BUMN Infrastruktur menandatangani Peluncuran Indonesia Infrastructure Research & Innovation Institute (I2RI) & Indonesia Infrastructure Learning Institute (I2LI). / Director of Human Capital Management & System Development of Waskita Karya, Hadjar Seti Adji, together with Directors of the BUMN Infrastruktur cluster signed the Launch of the Indonesia Infrastructure Research & Innovation Institute (I2RI) & Indonesia Infrastructure Learning Institute (I2LI).



01
Juli / July

Waskita Karya telah menandatangani kontrak Proyek Pekerjaan Pengembangan Pavement Runway Service Performance Bandar Udara Hang Nadim Batam, Kepulauan Riau. / Waskita Karya signed a contract for the Pavement Runway Service Performance Development Project at Hang Nadim Airport, Batam, Riau Islands.



16
Juli / July

Perjanjian Pokok Transformasi Bisnis dan Restrukturisasi Keuangan Waskita Karya / Principal Agreement on Business Transformation and Financial Restructuring of Waskita Karya



21
Juli / July

Penandatanganan Perjanjian Jual Beli Bersyarat (PPJB) yang dilakukan oleh Waskita Toll Road dengan PT Akses Pelabuhan Indonesia atas seluruh kepemilikan saham WTR pada PT Cibitung Tanjung Priok Port Tollways. / The signing of the Conditional Sale and Purchase Agreement (PPJB) conducted by Waskita Toll Road with PT Akses Pelabuhan Indonesia for all WTR shares ownership in PT Cibitung Tanjung Priok Port Tollways.



26
Juli / July

Waskita Salurkan Bantuan untuk PMI Jakarta Timur / Waskita Distributed Aid for PMI East Jakarta



27
Juli / July

Kunjungan Menteri PUPR ke Proyek Fasilitas Isoman Covid-19 Yogyakarta / Minister of PUPR's visit to the Yogyakarta Covid-19 Isoman Facility Project



27
Juli / July

Kunjungan Menteri PUPR ke Proyek Asrama Haji Donohudan, Boyolali / Minister of PUPR Visit to Asrama Haji Donohudan Project, Boyolali



30
Juli / July

Penandatanganan kontrak pembangunan Kampus Universitas Islam Internasional Indonesia (UIII) Tahap 3 dan Kontrak pembangunan Infrastruktur Pelindungan Kawasan Suci Pura Besakih / The signing of the contract for the construction of the Phase 3 of the Indonesian International Islamic University (UIII) Campus and the Contract for the Construction of Infrastructure for the Protection of the Sacred Area of Besakih Temple

PERISTIWA PENTING 2021

2021 Events Highlights



05

Agustus / August

Kunjungan Menteri Koordinator Bidang Kemaritiman dan Investasi, Menteri Kesehatan, Wakil Gubernur Jawa Tengah, serta Wali Kota Solo ke RS Covid-19 Asrama Haji Donohudan Solo / The visit of the Coordinating Minister for Maritime Affairs and Investment, the Minister of Health, the Deputy Governor of Central Java, and the Mayor of Solo to the Covid-19 Hospital, Asrama Haji Donohudan, Solo



13

Agustus / August

Waskita Karya menerima kedatangan Menteri Ketenagakerjaan RI beserta jajarannya untuk melaksanakan Gerak Sehat Pekerja di proyek Tol Koneksi Becakayu. / Waskita Karya welcomed the Minister of Manpower of the Republic of Indonesia and his staff to carry out the Gerak Pekerja Sehat (Healthy Worker Movement) at the Becakayu Connection Toll Project.



13

Agustus / August

Waskita Karya menandatangani Perjanjian Pembangunan Jalan Tol Ruas Palembang - Betung Tahap II dengan PT Waskita Sriwijaya Tol. / Waskita Karya signed the Palembang - Betung Toll Road Construction Phase II Agreement with PT Waskita Sriwijaya Tol.



16

Agustus / August

Groundbreaking Masjid Walidah UNISA / UNISA Walidah Mosque Groundbreaking



17

Agustus / August

Tepat pada Dirgahayu RI ke-76, Waskita Karya mengungkap langkah transformasi bertajuk "Warisan Kita" dalam rangka menjadikan Waskita Karya sebagai perusahaan yang lebih kuat dan sustainable. / At the 76th Anniversary of the Republic of Indonesia, Waskita Karya carried out a transformation step entitled "Our Heritage" in order to make Waskita Karya a stronger and sustainable company.



18

Agustus / August

President Director Waskita Karya Destiawan Soewardjono, berkunjung ke proyek Vasaka Bali dan Dumping 2 Benoa di Denpasar, Bali. / President Director of Waskita Karya Destiawan Soewardjono, visited the Vasaka Bali and Dumping 2 Benoa projects in Denpasar, Bali.

19
Agustus / August

Waskita Karya menandatangani Perjanjian Kontrak Pembangunan Bendungan Mbay Paket I di Kabupaten Nagekeo, Nusa Tenggara Timur. / Waskita Karya signed a Mbay Dam Construction Contract Package I Agreement in Nagekeo Regency, East Nusa Tenggara.

24
Agustus / August

Waskita Karya menandatangani Kontrak Penataan Bangunan Kawasan Pusaka Masjid Raya Baiturahman, Kota Semarang dengan Kementerian Pekerjaan Umum & Perumahan Rakyat (PUPR) Wilayah Jawa Tengah. / Waskita Karya signed a Contract for Restructuring the Heritage Area of the Baiturahman Grand Mosque, Semarang City, with the Ministry of Public Works & Public Housing (PUPR) for the Central Java Region.

25
Agustus / August

Waskita dan Kreditor Sepakati Restrukturisasi Keuangan Rp29,25 Triliun / Waskita and Creditors Agree on Financial Restructuring of Rp29.25 Trillion

27
Agustus / August

Wakil Presiden Bapak Prof. Dr. K.H. Ma'aruf Amin mengunjungi Proyek Terowongan Silaturahmi Masjid Istiqlal yang turut disambut oleh *Director of Operation I* PT Waskita Karya (Persero) Tbk I Ketut Pasek Senjaya Putra. / Vice President Mr. Prof. Dr. K.H. Ma'aruf Amin visited the Istiqlal Mosque Gathering Tunnel Project which was also welcomed by Director of Operation I of PT Waskita Karya (Persero) Tbk I Ketut Pasek Senjaya Putra.

01
September / September

Menteri PUPR Basuki Hadimuljono melakukan kunjungan kerja ke proyek Bendungan Way Sekampung Paket 2 dan disambut oleh *Direction of Operation II* Waskita Karya, Bambang Rianto beserta seluruh Tim Proyek. / Minister of PUPR Basuki Hadimuljono made a working visit to the Way Sekampung Dam Package 2 project and was welcomed by Waskita Karya's Director of Operation II, Bambang Rianto and the entire Project Team.

02
September / September

Presiden RI Joko Widodo meresmikan Bendungan Way Sekampung yang berada di Kabupaten Pringsewu, Lampung yang turut dihadiri oleh Menteri PUPR Basuki Hadimuljono, Menteri BUMN Erick Thohir, dan *Direction of Operation II* Bambang Rianto. / The President of The Republic Indonesia, Joko Widodo inaugurated the Way Sekampung Dam in Pringsewu Regency, Lampung which was also attended by Minister of PUPR Basuki Hadimuljono, Minister of SOE Erick Thohir, and Director of Operation II Bambang Rianto.

PERISTIWA PENTING 2021

2021 Events Highlights



04

September / September

President Director Waskita Karya Destiawan Soewardjono bersama Director of Operation III Gunadi melakukan *Management Walk Through* (MWT) pada proyek jalan tol Cibitung-Cilincing seksi 1 dan 2. / President Director of Waskita Karya, Destiawan Soewardjono, together with Director of Operation III, Gunadi, conducted a Management Walk Through (MWT) on the sections 1 and 2 of Cibitung-Cilincing toll road project.



06

September / September

Waskita Karya menandatangani Perjanjian Pembangunan Bangunan Pengarah Bendungan Rukoh di Kabupaten Pidie (MYC), Provinsi Nangroe Aceh Darussalam dengan Balai Wilayah Sungai I Direktorat Jenderal Sumber Daya Air. / Waskita Karya signed an Agreement for the Construction of the Rukoh Dam Steering Building in Pidie Regency (MYC), Nangroe Aceh Darussalam Province with the River Basin I Directorate General of Water Resources.



18

September / September

President Director Waskita Karya Destiawan Soewardjono melaksanakan *Management Walk Through* (MWT) ke proyek Becakayu seksi 2A. / President Director of Waskita Karya, Destiawan Soewardjono, carried out a Management Walk Through (MWT) to the Becakayu project section 2A.



20

September / September

Presiden Joko Widodo meresmikan Rumah Susun Pasar Rumput, Kios dan Fasilitas yang turut didampingi oleh President Director Waskita Karya Destiawan Soewardjono dan Director of Operation I I Ketut Pasek Senjaya Putra. / President Joko Widodo inaugurated the Pasar Rumput Vertical House, Kiosks and Facilities accompanied by President Director of Waskita Karya, Destiawan Soewardjono, and Director of Operation I, I Ketut Pasek Senjaya Putra.



20

September / September

Waskita Karya melakukan kesepakatan dengan bank dengan menandatangani *Master Restructuring Agreement* (MRA) / Waskita Karya entered into agreements with banks by signing Master Restructuring Agreement (MRA)



21

September / September

Waskita menyelenggarakan Rapat Umum Pemegang Saham Luar Biasa / Waskita held Extraordinary General Meeting of Shareholders



22

September / September

Penghargaan dari Menaker dan Gubernur DKI untuk Waskita / Award from the Minister of Manpower and the Governor of DKI for Waskita



04

Oktober / October

Waskita Karya menandatangani proyek baru yaitu proyek Pengendalian Banjir dan Rob Sungai Loi-Banger Paket I di Pekalongan, Jawa Tengah. / Waskita Karya signed a new project, namely the Flood Control and Loi-Banger River Rob Package I project in Pekalongan, Central Java.



08

Oktober / October

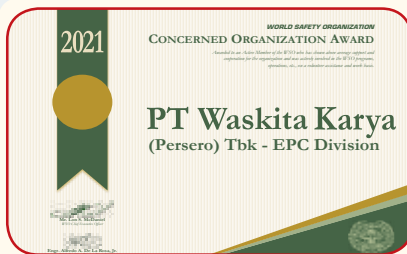
Waskita Karya menyelenggarakan *Public Expose*. / Waskita Karya held a Public Expose.



12

Oktober / October

President Director Waskita Karya Destiawan Soewardjono mendampingi Menteri Luar Negeri RI Retno Marsudi saat berkunjung ke Turki untuk menandatangani *Letter of Intent Kerjasama Strategis* dalam Proyek Konstruksi Indonesia-Turki. / President Director of Waskita Karya Destiawan Soewardjono accompanied the Indonesian Minister of Foreign Affairs Retno Marsudi during a visit to Turkey to sign a Letter of Intent for Strategic Cooperation in the Indonesia-Turkey Construction Project.



21

Oktober / October

Waskita Karya memperoleh penghargaan dari *World Safety Organization (WSO)* untuk tiga tahun berturut-turut. / Waskita Karya received an award from the World Safety Organization (WSO) for three consecutive years.



27

Oktober / October

Waskita Raih ESG Awards 2021 / Waskita Wins ESG Awards 2021



PERISTIWA PENTING 2021

2021 Events Highlights



27

Oktober / October

President Director Waskita Destiawan Soewardjono, Director of Operation II Bambang Rianto menerima kunjungan Wakil Menteri II Kementerian BUMN Kartika Wirjoatmodjo di Proyek Jalan Tol Kayu Agung-Palembang-Betung. / President Director of Waskita Destiawan Soewardjono, Director of Operation II Bambang Rianto welcomed the visit from Deputy Minister II of the Ministry of SOEs Kartika Wirjoatmodjo at the Kayu Agung-Palembang-Betung Toll Road Project.



29

Oktober / October

Penandatanganan Perjanjian Penjaminan Pemerintah atas fasilitas bank dan obligasi. / Signing of Government Guarantee Agreement on bank facility and bonds.



08

November / November

Management Walk Through ke Proyek Pengaman Pantai / Management Walk Through to Coast Guard Project



10

November / November

Waskita Karya Hadir di Dubai Expo / Waskita Karya Presents at Dubai Expo



29

November / November

Penandatanganan Kontrak Baru Proyek PLTM Bayang Nyalo / The signing of a new contract for the Bayang Nyalo PLTM Project



02

Desember / December

Penghargaan untuk Waskita Karya pada Hari Bakti PUPR / Award for Waskita Karya on PUPR Service Day



11

Desember / December

Waskita Peduli Bantu Pengungsi Erupsi Gunung Semeru / Waskita Peduli to Help Evacuee of Erupt Mount Semeru



11

Desember / December

Management Walk Through Proyek Jawa Tengah & Jawa Timur / Management Walk Through on Central Java & East Java Project



12

Desember / December

Waskita Karya Selenggarakan Analyst Meeting / Waskita Karya held Analyst Meeting



19

Desember / December

Fun Bike Waskita dalam Rangka Menyambut HUT ke-61 Waskita Karya / Waskita Fun Bike to Welcome Waskita Karya's 61st Anniversary.



16

Desember / December

Waskita Karya telah menerima Peraturan Pemerintah (PP) Nomor 116 Tahun 2021 tentang Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perseroan / Waskita Karya accepted Government Regulation No. 116 of 2021 on State Equity Participation into the Company's Share Capital.



23

Desember / December

Transformasi Waskita untuk Kelestarian Alam / Waskita Transformation for Nature Conservation

PERISTIWA PENTING 2021

2021 Events Highlights



24

Desember / December

Kunjungan Kerja Menteri Koordinator Bidang Kemaritiman dan Investasi ke Proyek Becakayu / Working Visit of the Coordinating Minister for Maritime Affairs and Investment to the Becakayu Project



29

Desember / December

Waskita Karya Raih 2 Human Capital & Performance Award / Waskita Karya won 2 Human Capital & Performance Awards



30

Desember / December

Waskita Karya melakukan *Right Issue* saham ke pasar modal sebagai bentuk perbaikan struktur permodalan Perusahaan. / Waskita Karya carried out shares Right Issue to capital market as an improvement of the Company's capital structure.



31

Desember / December

Waskita Karya menerima dana setoran PMN (Penyertaan Modal Negara) dari Pemerintah. / Waskita Karya accepted State Equity Participation (PMN) from the Government.



02

LAPORAN MANAJEMEN
MANAGEMENT REPORT





↑ Ruang Reklamasi
Reclamation Room

↑ Ruang Tunggu Eksekutif
Executive Lounge

↑ Restroom
Restroom

→ Ruang Merokok
Smoking Room

PERIP

9

↑ 100% Satisfaction

↑ 100% Safety

↑ 100% Security

↑ 100% Cleanliness

PERIP

PERIP

Laporan Dewan Komisaris

Board of Commissioners Report



Badrodin Haiti

President Commissioner/Independent Commissioner

Board of Commissioners menyampaikan apresiasi kepada *Board of Directors* beserta seluruh jajaran terkait atas sejumlah capaian pengelolaan, yang dibuktikan melalui pemerolehan penghargaan dan sertifikasi selama tahun 2021.

The Board of Commissioners expresses its appreciation to the Board of Directors and all relevant ranks for a number of management achievements, as evidenced by obtaining awards and certifications throughout 2021.



Pemegang Saham dan para Pemangku Kepentingan yang Terhormat,

Honorable Shareholders and Stakeholders,

Puji syukur kami panjatkan ke hadirat Tuhan yang Maha Kuasa, karena berkat rahmat dan karunia-Nya, PT Waskita Karya (Persero) Tbk berhasil melalui sejumlah tantangan yang ada di tahun 2021 dengan catatan kinerja operasional dan keuangan yang terjaga. Selama tahun 2021, *Board of Commissioners* telah melaksanakan fungsi pengawasan dan pemberian nasihat kepada *Board of Directors*, seiring penguatan hubungan kerja di antara kedua organ. Lebih dari itu, *Board of Commissioners* melalui sejumlah komite pendukung juga telah menjalankan proses *monitoring* serta evaluasi di antaranya terhadap proses audit dan pengelolaan risiko tahun 2021, hingga melaksanakan pemantauan secara menyeluruh atas aspek kepatuhan Perseroan dan penerapan GCG sesuai peraturan/undang-undang yang berlaku.

Melalui kesempatan ini, kami selaku *Board of Commissioners* akan menyampaikan laporan pelaksanaan pengawasan dan pemberian nasihat atas pengelolaan Perseroan tahun 2021. Penyampaian laporan ini akan mencakup uraian terkait penilaian kinerja *Board of Directors*, pengawasan terhadap implementasi kebijakan dan strategi Perseroan, hingga frekuensi dan mekanisme pemberian nasihat kepada *Board of Directors*, sebagai berikut.

TINJAUAN PEREKONOMIAN DAN INDUSTRI

Situasi perekonomian dunia pada tahun 2021 ditandai oleh pemulihan laju pertumbuhan, seiring peningkatan volume perdagangan serta perbaikan harga-harga komoditas dunia. Merujuk pada *World Economic Outlook* edisi Januari 2022 yang dirilis *International Monetary Fund* (IMF), laju pertumbuhan ekonomi dunia tahun 2021 diestimasikan terealisasi di angka 5,9%, atau jauh di atas realisasi pada tahun sebelumnya yang sebesar minus 3,1%. Pada estimasi tersebut, realisasi pertumbuhan terjadi secara lebih tinggi pada kelompok negara ekonomi berkembang, dengan angka 6,5%, dibanding kelompok negara ekonomi maju, yang diestimasikan terealisasi di angka 5,0%. Terdapat sejumlah faktor yang memberikan pengaruh terhadap kondisi tersebut, di antaranya pelaksanaan program vaksinasi yang telah menembus 55% dari keseluruhan populasi dunia, meski dengan sebaran yang tidak merata, serta pelonggaran kebijakan karantina wilayah pada paruh pertama tahun 2022 yang mendorong perbaikan mobilitas dan tingkat konsumsi masyarakat di sejumlah negara.

First of all, we would like to express our gratitude to the presence of the Almighty God for His mercy and grace, PT Waskita Karya (Persero) Tbk has succeeded in going through a number of challenges in 2021 with a maintained operational and financial performance. Throughout 2021, the Board of Commissioners has carried out the function of supervising and advising to the Board of Directors, in line with strengthening the working relationship between the two organs. Moreover, the Board of Commissioners through a number of supporting committees has also carried out a monitoring and evaluation process, including the audit process and risk management in 2021, as well as carrying out comprehensive monitoring of the Company's compliance aspects and the implementation of GCG in accordance with applicable regulations and laws.

On this occasion, the Board of Commissioners would like to submit a report on the implementation of supervision and advisory on the management of the Company in 2021. This report includes a description of the performance assessment of the Board of Directors, supervision of the implementation of the Company's policies and strategies, to the frequency and mechanism for providing advice to the Board of Directors.

ECONOMIC AND INDUSTRY OVERVIEW

The global economic situation in 2021 was marked by a recovery of growth, along with increased trade volume and improved global commodity prices. Referring to the January 2022 edition of the *World Economic Outlook* released by the International Monetary Fund (IMF), the world economic growth rate in 2021 was estimated to be realized at 5.9%, or far above the realization in the previous year at minus 3.1%. In this estimation, the realization of growth occurs at a higher rate in the group of developing countries at 6.5%, compared to the group of developed countries, which was estimated to be realized at 5.0%. There are a number of factors that affect this condition, including the implementation of a vaccination program that has reached 55% of the world's population, although with an uneven distribution, as well as the easing of the regional quarantine policy in the first half of 2022 which encourages improvements in mobility and the level of public consumption in several countries.

Kemudian, masih mengacu pada data yang sama, pertumbuhan tingkat perdagangan dunia diestimasi terealisasi di angka 9,3%, atau berada jauh di atas realisasi tahun 2020 yang sebesar minus 8,2%. Pada estimasi tersebut, realisasi pertumbuhan terjadi lebih tinggi pada kelompok negara ekonomi berkembang dengan pertumbuhan mencapai 11,1% dibanding pada kelompok negara ekonomi maju, dengan realisasi pertumbuhan sebesar 8,3%. Pada situasi tersebut, terdapat perbaikan pada tingkat harga komoditas dunia, dengan harga komoditas minyak dan gas diestimasi tumbuh mencapai 67,3% setelah pada tahun sebelumnya sebesar minus 32,7%, serta harga komoditas non-migas diestimasi sebesar 26,7% dibanding realisasi di tahun 2020 yang sebesar 6,7%.

Negara-negara ASEAN, sebagai bagian dari kelompok negara ekonomi berkembang, diketahui mengalami tren pemulihan yang serupa meski dengan tingkat perbaikan yang terbatas, yaitu diestimasi tumbuh sebesar 3,1% dibanding realisasi di tahun 2020 yang sebesar minus 3,4%. Pada situasi tersebut, Indonesia sebagai bagian dari negara kawasan ASEAN diestimasi mampu merealisasikan angka pertumbuhan ekonomi hingga 3,7%, atau lebih baik dibanding realisasi pada tahun 2020 yang sebesar minus 2,1%, mengacu pada dokumen *Global Economic Prospects* yang dirilis Bank Dunia pada Januari 2022. Terdapat sejumlah aspek yang mendorong situasi perbaikan khususnya di Indonesia, di antaranya realisasi program vaksinasi yang mendukung pemulihan mobilitas manusia hingga kelanjutan program Pemulihan Ekonomi Nasional (PEN) oleh Pemerintah.

Mengacu pada informasi yang dirilis Kementerian Keuangan pada Januari 2022, tren pemulihan ekonomi Indonesia di tahun 2021 dapat diukur melalui sejumlah indikator, mencakup Indeks Keyakinan Konsumen (IKK) yang meningkat ke level 118,5 serta tingkat konsumsi listrik bagi industri dan bisnis yang masing-masing tumbuh 14,5% dan 5,7% per November 2021. Di samping itu, terdapat peningkatan tingkat inflasi sebesar 1,87% (*year-on-year/yo*) yang menunjukkan perbaikan tingkat permintaan dan konsumsi domestik, dengan tingkat yang terjaga seiring pelaksanaan kebijakan fiskal, moneter, dan sektor riil oleh pemerintah pusat dan daerah. Melalui sejumlah perbaikan tersebut, masih mengacu pada informasi Kementerian Keuangan, tingkat realisasi pendapatan negara tercatat mencapai Rp2.003,1 triliun atau mencapai 114,9% dibanding target yang ditetapkan dalam APBN tahun 2021.

Di tengah situasi tersebut, industri infrastruktur Indonesia diketahui mengalami pemulihan yang ditandai oleh peningkatan anggaran infrastruktur dibanding anggaran pada tahun sebelumnya mencapai 77,1%, dari sebesar Rp281,1 triliun pada tahun 2020 menjadi Rp417,4 triliun di tahun 2021. Merujuk pada dokumen

Then, still referring to the same data, world trade growth was estimated to be realized at 9.3%, or far above the 2020 realization at minus 8.2%. In this estimation, the realization of growth was higher in the group of developing economic countries with growth reaching 11.1% compared to the group of developed economies with a realization of growth at 8.3%. In this situation, there is an improvement in the level of global commodity prices, with commodity prices of oil and gas were estimated to grow to 67.3% after the previous year at minus 32.7%, and non-oil and gas commodity prices which were estimated at 26.7% compared to the realization in 2020 at 6.7%.

ASEAN countries, as part of the group of developing countries, are known to experience a similar trend of recovery although with a limited level of improvement, which is estimated to grow by 3.1% compared to the realization in 2020 which was minus 3.4%. In this situation, Indonesia as part of the ASEAN region was estimated to be able to realize an economic growth rate of up to 3.7%, or better than the realization in 2020 at minus 2.1%, as referred to in the *Global Economic Prospects* document released by the World Bank in January 2022. There are a number of aspects that encourage the improvement situation, especially in Indonesia, including the realization of a vaccination program that supports the restoration of human mobility to the continuation of the National Economic Recovery (PEN) program by the Government.

Referring to the information released by the Ministry of Finance in January 2022, the trend of Indonesia's economic recovery in 2021 can be measured through a number of indicators, including the Consumer Confidence Index (IKK) which increased to a level of 118.5 and the level of electricity consumption for industries and businesses which respectively grew by 14.5% and 5.7% as of November 2021. In addition, there was an increase in the inflation rate of 1.87% (*year-on-year/yo*) indicating an improvement in the level of domestic demand and consumption, with maintained levels in line with implementation of fiscal, monetary, and real sector policies by the central and regional governments. Through a number of these improvements, still referring to information from the Ministry of Finance, the realization of state revenues was recorded at Rp2,003.1 trillion or reaching 114.9% compared to the target set in the 2021 State Budget.

In the midst of this situation, Indonesia's infrastructure industry is known to experience a recovery marked by an increase in the infrastructure budget compared to the previous year's budget which reached 77.1%, from Rp281.1 trillion in 2020 to Rp417.4 trillion in 2021. Referring to the document published by the



yang dipublikasikan Kementerian Pekerjaan Umum dan Perumahan Rakyat (PUPR), hingga akhir tahun 2021, jumlah tol yang telah beroperasi di wilayah Indonesia adalah mencapai 61 ruas dengan total panjang 2.378 km. Angka tersebut sekaligus menunjukkan peningkatan mencapai 278 km atau setara 13,24% dibanding jumlah tol eksisting pada awal 2020. Secara umum, terdapat sejumlah faktor yang memengaruhi situasi pemulihan industri infrastruktur tahun 2021 di antaranya peningkatan realisasi belanja Pemerintah yang mencapai 9,2% dibanding realisasi di tahun sebelumnya, yang mencakup alokasi pada pembiayaan sektor infrastruktur.

PENILAIAN ATAS KINERJA DIREKSI

Selama tahun 2021, Perseroan menghadapi sejumlah tantangan di tengah situasi pemulihan ekonomi nasional yang sekaligus menghadirkan peluang bagi pengembangan usaha meski tetap terbatas. Di tengah situasi tersebut, *Board of Commissioners* menilai, *Board of Directors* beserta jajaran terkait telah menjalankan langkah-langkah yang diperlukan untuk memperkuat capaian kinerja operasional dan keuangan, guna mengoptimalkan pertumbuhan usaha serta kontribusi positif penciptaan kesejahteraan masyarakat jangka panjang melalui pengelolaan pembangunan infrastruktur antarwilayah di tanah air. Lebih dari itu, *Board of Commissioners* menilai, *Board of Directors* beserta seluruh jajaran telah menjalankan pengelolaan Perseroan melalui pemenuhan terhadap aspek tanggung jawab operasional, mencakup pemenuhan terhadap standar Kesehatan dan Keselamatan Kerja (K3) baik pada area kantor maupun pada lokasi-lokasi proyek yang dijalankan.

Board of Commissioners menilai *Board of Directors* telah melaksanakan pengelolaan Perseroan dengan penuh kehati-hatian dan rasa tanggung jawab, sesuai rencana kerja dan kebijakan yang telah ditetapkan. Hal tersebut disimpulkan berdasarkan sejumlah indikator pemenuhan, sesuai target yang termuat dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2021 yang secara umum menunjukkan hasil yang positif. Di samping itu, dalam menyusun penilaian kinerja, *Board of Commissioners* juga memperhatikan serta mempertimbangkan hasil penilaian terhadap *Board of Directors* berdasarkan *Key Performance Indicators* (KPI), yang telah dilaksanakan sesuai Peraturan Menteri BUMN No. PER-11/MBU/11/2020 tanggal 23 November 2020. Pemaparan lebih lanjut mengenai penilaian atas kinerja *Board of Directors* untuk tahun 2021 adalah sebagai berikut.

Secara mendasar, penilaian *Board of Commissioners* terhadap pengelolaan Perseroan yang dijalankan *Board of Directors* untuk tahun 2021 melalui sejumlah capaian kinerja, baik pada sektor

Ministry of Public Works and Public Housing (PUPR), as of the end of 2021, the number of toll roads that have been operating in Indonesia has reached 61 sections with a total length of 2,378 km. This figure also shows an increase of 278 km, equivalent to 13.24% compared to the number of the existing toll roads at the beginning of 2020. In general, there are a number of factors that affect the recovery situation of the infrastructure industry in 2021, including an increase in the realization of Government spending which reached 9.2% compared to the realization in the previous year, which included allocations to financing the infrastructure sector.

ASSESSMENT ON THE PERFORMANCE OF THE BOARD OF DIRECTORS

Throughout 2021, the Company faced a number of challenges in the midst of the national economic recovery situation which at the same time presented opportunities for business development, although it is limited. Amid this situation, the Board of Commissioners considers that the Board of Directors and related ranks have taken the necessary steps to strengthen operational and financial performance achievements, in order to optimize business growth and make a positive contribution to the creation of long-term community welfare through the management of inter-regional infrastructure development in Indonesia. Moreover, the Board of Commissioners assesses that the Board of Directors and all levels have carried out the management of the Company through the fulfillment of aspects of operational responsibilities, including compliance with Occupational Health and Safety (K3/OHS) standards both in the office area and at project sites.

The Board of Commissioners assesses that the Board of Directors has carried out the management of the Company with prudence and a sense of responsibility, in accordance with the work plan and established policies. This was concluded based on a number of compliance indicators, according to the targets contained in the 2021 Company Work Plan and Budget (RKAP), which generally showed positive results. In addition, in compiling a performance appraisal, the Board of Commissioners also pays attention to and considers the results of the assessment of the Board of Directors based on *Key Performance Indicators* (KPI), which has been implemented in accordance with the Regulation of the Minister of SOEs No. PER-11/MBU/11/2020 dated November 23, 2020. Further explanation regarding the assessment of the performance of the Board of Directors for 2021 is as follows.

Basically, the Board of Commissioners assessed the management of the Company by the Board of Directors for 2021 through a number of performance achievements, both in the operational



operasional maupun keuangan. Pada sektor operasional, capaian kinerja Perseroan ditandai dengan perolehan lelang proyek sejumlah 24 dari total 117 lelang proyek yang diikuti, dengan nilai keseluruhan sebesar Rp53,06 triliun. Dari 25 lelang proyek yang dimenangkan, Perseroan berhasil mencatatkan nilai proyek baru mencapai Rp15,48 triliun. Atas hal tersebut, daya saing Perseroan untuk tahun 2021 adalah sebesar 29,19%. Adapun, pada sektor keuangan, capaian kinerja Perseroan ditandai dengan perolehan pendapatan tahun 2021 yang sebesar Rp12,22 triliun, atau mengalami penurunan dibanding tahun sebelumnya yang mencapai Rp16,19 triliun. Dengan realisasi beban pokok pendapatan sebesar Rp10,33 triliun, Perseroan mampu mencatatkan perolehan laba kotor untuk tahun 2021 sebesar Rp1,90 triliun.

Selama tahun 2021, *Board of Commissioners* menilai, *Board of Directors* beserta jajaran terkait mampu menjalankan sejumlah upaya pengembangan terhadap kapasitas Perseroan khususnya melalui perolehan kontrak pekerjaan pada 3 (tiga) model bisnis, yaitu kontrak kerja yang ditangani sendiri, Kerja Sama Operasi (KSO), serta investasi. Di samping itu, Perseroan juga telah berhasil melaksanakan perubahan struktur organisasi, sesuai ketetapan dalam Surat Keputusan *Board of Directors* No. 16/SK/WK/2021 tanggal 29 Juni 2021. Melalui perubahan pola usaha/unit bisnis yang dilakukan, per 31 Desember 2021 unit bisnis Perseroan terdiri atas 5 (lima) divisi yaitu *Building Division*, *Infrastructure I Division*, *Infrastructure II Division*, *EPC Division*, serta *Overseas Division*.

Board of Commissioners menyampaikan apresiasi kepada *Board of Directors* beserta seluruh jajaran terkait atas sejumlah capaian pengelolaan, yang dibuktikan melalui pemerolehan penghargaan dan sertifikasi selama tahun 2021. Sejumlah penghargaan dan sertifikasi yang diperoleh pada tahun 2021 di antaranya penghargaan Pencegahan dan Penanggulangan Covid-19 di tempat kerja, penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di tempat kerja, serta penghargaan kecelakaan nihil oleh Kementerian Tenaga Kerja Republik Indonesia; di samping penghargaan di bidang Sistem Manajemen Keselamatan Konstruksi (SMKK) oleh Kementerian Pekerjaan Umum dan Perumahan Rakyat.

Board of Commissioners memahami bahwa situasi perekonomian serta industri pada tahun mendatang masih menghadirkan faktor risiko yang akan memberikan dampak bagi aktivitas bisnis dan operasional Perseroan. Untuk itu, *Board of Commissioners* akan menjalankan sejumlah langkah yang diperlukan guna memperkuat fungsi pengawasan dan pemberian nasihat, seiring peningkatan efektivitas hubungan kerja dengan *Board of Directors*, guna mendorong penguatan daya saing Perseroan ke depan. *Board of*

and financial sectors. In the operational sector, the Company's performance achievements were marked by the acquisition of 24 projects out of a total of 117 project tenders participated, with a total value of Rp53.06 trillion. Of the 25 project tenders won, the Company managed to record a new project value of Rp15.48 trillion. For this matter, the Company's competitiveness for 2021 is 29.19%. Meanwhile, in the financial sector, the Company's performance achievements are marked by the acquisition of revenue in 2021 which amounted to Rp12.11 trillion, or a decrease compared to the previous year at Rp16.19 trillion. With the realization of the cost of revenue at Rp10.33 trillion, the Company was able to record a gross profit for 2021 at Rp1.90 trillion.

The Board of Commissioners assessed that the Board of Directors and related ranks were able to carry out a number of efforts to develop the Company's capacity throughout 2021, especially by obtaining work contracts in 3 (three) business models, namely self-managed work contracts, Joint Operations (KSO), and investment. In addition, the Company has also succeeded in implementing changes to the organizational structure, according to the provisions in the Decree of the Board of Directors No. 16/SK/WK/2021 dated June 29, 2021. Through changes in the pattern of business/business units carried out, as of December 31, 2021, the Company's business units consist of 5 (five) divisions, namely Building Division, Infrastructure I Division, Infrastructure II Division, EPC Division, and the Overseas Division.

The Board of Commissioners expresses its appreciation to the Board of Directors and all relevant ranks for a number of management achievements, as evidenced by obtaining awards and certifications throughout 2021. A number of awards and certifications obtained in 2021 include the Covid-19 Prevention and Control award in the workplace, the award for the HIV-AIDS Prevention and Control Program in the workplace, as well as the zero accident award by the Ministry of Manpower of the Republic of Indonesia; in addition to the award in the field of Construction Safety Management System (SMKK) by the Ministry of Public Works and Public Housing.

The Board of Commissioners understands that the economic and industrial situation in the coming year will still present risk factors that will have an impact on the Company's business activities and operations. To that end, the Board of Commissioners will carry out a number of necessary steps to strengthen the supervisory function and provide advice, along with increasing the effectiveness of the working relationship with the Board of Directors, in order to encourage the strengthening of the Company's competitiveness



Commissioners akan mendukung penguatan sistem manajemen risiko dalam menghadapi dinamika usaha, serta mendukung fokus Perusahaan pada sejumlah aspek pengelolaan meliputi strategi efisiensi dan pengembangan bisnis ke depan. *Board of Commissioners* optimistis *Board of Directors* beserta seluruh jajaran terkait akan mampu melaksanakan tugas pengurusan Perseroan di tahun 2022 secara optimal, sesuai target dan rencana kerja yang telah ditetapkan.

PENGAWASAN TERHADAP IMPLEMENTASI KEBIJAKAN DAN STRATEGI TAHUN 2021

Dalam struktur tata kelola Perseroan, *Board of Commissioners* merupakan organ yang memiliki tugas dan tanggung jawab untuk menjalankan fungsi pengawasan serta pemberian nasihat terhadap pengelolaan Perseroan. Dalam pelaksanaannya, lingkup fungsi pengawasan *Board of Commissioners* mencakup proses penelaahan dan pemberian persetujuan terhadap Rencana Jangka Panjang Perusahaan (RJPP) serta Rencana Kerja dan Anggaran Perusahaan (RKAP), hingga menyampaikan laporan dan usulan kepada RUPS apabila terjadi penurunan kinerja Perseroan secara signifikan. Secara umum, keseluruhan pelaksanaan tugas dan tanggung jawab dijalankan melalui pembagian bidang tugas kepada masing-masing anggota *Board of Commissioners*, sesuai ketentuan internal dan pedoman kerja yang berlaku.

Selama tahun 2021, *Board of Commissioners* telah secara proaktif menjalankan proses *monitoring* terhadap implementasi kebijakan dan strategi Perseroan oleh *Board of Directors*, baik pada pengelolaan operasional maupun pengelolaan keuangan. Hasil dari proses *monitoring* yang dijalankan secara menyeluruh telah disampaikan dalam bentuk saran serta rekomendasi sebagai pelaksanaan fungsi pemberian nasihat, yang dilaksanakan melalui rapat gabungan dan rapat koordinasi yang diselenggarakan secara berkala. Pelaksanaan rapat gabungan dan rapat koordinasi secara khusus juga telah mencakup pembahasan mengenai aspek-aspek tertentu yang membutuhkan perhatian khusus, di antaranya terkait perkembangan situasi industri dan hal-hal eksternal lain yang berdampak pada Perseroan. Lebih dari itu, *Board of Commissioners* juga telah melaksanakan agenda untuk melakukan pengawasan secara langsung ke lokasi-lokasi proyek melalui kegiatan kunjungan kerja.

Board of Commissioners telah menjalankan peran pengawasan melalui pelaksanaan wewenang secara proporsional, mencakup penelaahan terhadap pelaksanaan RKAP 2021 hingga penyusunan RKAP 2022, serta laporan berkala yang disiapkan oleh *Board of Directors*. Adapun, pelaksanaan peran pengawasan tersebut dijalankan secara lebih spesifik melalui keberadaan komite-komite

going forward. The Board of Commissioners will support the improvement of the risk management system in dealing with business dynamics, as well as support the Company's focus on a number of management aspects including efficiency strategies and future business development. The Board of Commissioners is optimistic that the Board of Directors and all related ranks will be able to carry out their management duties in an optimal manner in 2022, according to the targets and work plans that have been set.

SUPERVISION OF THE IMPLEMENTATION OF POLICIES AND STRATEGIES IN 2021

In the corporate governance structure, the Board of Commissioners is an organ that has the duties and responsibilities to carry out the supervisory function and provide advice on the management of the Company. In practice, the scope of the supervisory function of the Board of Commissioners includes the process of reviewing and approving the Company's Long-Term Plan (RJPP) and Company's Work Plan and Budget (RKAP), to submitting reports and proposals to the GMS in the event of a significant decline in the Company's performance. In general, the overall implementation of duties and responsibilities is carried out through the division of duties to each member of the Board of Commissioners, in accordance with internal regulations and applicable work guidelines.

Throughout 2021, the Board of Commissioners has proactively carried out a monitoring process on the implementation of the Company's policies and strategies by the Board of Directors, both in operational management and financial management. The results of the monitoring process carried out as a whole have been delivered in the form of suggestions and recommendations as the implementation of the advisory function, which is carried out through joint meetings and coordination meetings which are held regularly. The joint meetings and coordination meetings have also included discussions on certain aspects that require special attention, including those related to the development of the industrial situation and other external matters that have an impact on the Company. Moreover, the Board of Commissioners has also carried out an agenda to carry out direct supervision on project locations through working visits.

The Board of Commissioners has carried out a supervisory role through the proportional exercise of authority, including a review of the implementation of the 2021 RKAP to the preparation of the 2022 RKAP, as well as periodic reports prepared by the Board of Directors. Meanwhile, the implementation of this supervisory role is carried out more specifically through the committees



di bawah *Board of Commissioners*, yang selama tahun 2021 telah memberikan dukungan yang diperlukan secara efektif.

Board of Commissioners menilai *Board of Directors* beserta seluruh jajaran terkait telah melaksanakan implementasi kebijakan dan strategi tahun 2021 secara efektif, sesuai rencana kerja serta anggaran yang telah disusun. Lebih dari itu, kebijakan dan strategi yang disusun dan diimplementasikan secara menyeluruh telah mampu merespons sejumlah peluang yang ada serta bersifat adaptif terhadap tantangan-tantangan yang dihadapi. Lebih dari itu, *Board of Commissioners* menilai, implementasi terhadap kebijakan dan strategi telah dijalankan dengan mempertimbangkan rekomendasi dan saran yang diberikan *Board of Commissioners*, sesuai pelaksanaan fungsi pemberian nasihat melalui hubungan kerja di antara kedua organ.

Di samping itu, *Board of Commissioners* juga telah memberikan perhatian secara serius terhadap pelaksanaan penerapan GCG yang dijalankan untuk tahun 2021, seiring pengawasan terhadap aspek kepatuhan Perseroan atas peraturan/undang-undang yang berlaku. Melalui fokus pengawasan serta pelaksanaan GCG tahun 2021, *Board of Commissioners* menilai, *Board of Directors* beserta jajaran terkait telah melaksanakan pengelolaan Perseroan, sesuai pencapaian visi dan misi serta arahan strategis dari Pemegang Saham.

MEKANISME DAN FREKUENSI PEMBERIAN NASIHAT KEPADA DIREKSI

Dalam melaksanakan fungsi pengawasan terhadap pengelolaan Perseroan, *Board of Commissioners* menjalankan hubungan kerja secara efektif dengan *Board of Directors*. Hubungan kerja tersebut dijalankan melalui komunikasi serta penyelenggaraan rapat gabungan secara periodik, yang sekaligus menjadi sarana bagi penyampaian nasihat oleh *Board of Commissioners*. Lebih lanjut, fungsi penyampaian nasihat secara mendasar didasarkan pada hasil kerja *monitoring* terhadap implementasi rencana kerja Perseroan, hingga fokus strategi yang kemudian diambil dalam upaya menghadapi tantangan yang ada. Selama tahun 2021, seluruh fungsi pemberian nasihat telah dilaksanakan oleh *Board of Commissioners* sesuai peraturan/undang-undang serta standar *best practices* penerapan GCG yang berlaku.

under the Board of Commissioners, which throughout 2021 have provided the necessary support effectively.

The Board of Commissioners assesses that the Board of Directors and all relevant ranks have implemented the 2021 policies and strategies effectively, in accordance with the work plan and budget that has been prepared. Furthermore, the policies and strategies that have been formulated and implemented as a whole have been able to respond to a number of existing opportunities and are adaptive to the challenges faced. Moreover, the Board of Commissioners considers that the implementation of policies and strategies has been carried out by taking into account the recommendations and suggestions provided by the Board of Commissioners, in accordance with the implementation of the function of providing advice through the working relationship between the two organs.

In addition, the Board of Commissioners has also given serious attention to the implementation of GCG for 2021, in line with monitoring the Company's compliance aspects with applicable regulations and laws. Through the focus of supervision and implementation of GCG in 2021, the Board of Commissioners assesses that the Board of Directors and related ranks have carried out the management of the Company in accordance with the achievement of the vision and mission as well as strategic directions from the Shareholders.

MECHANISM AND FREQUENCY OF ADVISORY TO THE BOARD OF DIRECTORS

In carrying out the supervisory function of the management of the Company, the Board of Commissioners runs an effective working relationship with the Board of Directors. The working relationship is carried out through communication and periodic joint meetings, which also serve as a means for the delivery of advice by the Board of Commissioners. Furthermore, the function of providing advice is basically based on the results of monitoring on the implementation of the Company's work plans, to the strategic focus which is then taken in an effort to face the existing challenges. Throughout 2021, all functions of providing advice have been carried out by the Board of Commissioners in accordance with applicable regulations and laws and best practice standards for implementing GCG.



Board of Commissioners memastikan bahwa fungsi pemberian nasihat senantiasa mampu dilaksanakan dengan kehati-hatian dan penuh rasa tanggung jawab, serta diarahkan pada rekomendasi yang terukur dan realistis. Secara teknis, fungsi pemberian nasihat dijalankan melalui 2 (dua) tingkatan. *Pertama*, yaitu *Performance Level*, merupakan tingkatan pelaksanaan pemberian arahan dan petunjuk kepada *Board of Directors* melalui pelaksanaan hubungan kerja. *Kedua*, yaitu *Conformance Level*, merupakan tingkatan pelaksanaan *monitoring* terhadap tindak lanjut oleh *Board of Directors* atas nasihat yang telah disampaikan, guna memastikan ada/tidaknya kendala yang dihadapi serta efektivitas tindak lanjut terhadap pengelolaan yang dijalankan.

Board of Commissioners secara berkala melaksanakan pertemuan melalui penyelenggaraan rapat gabungan bersama *Board of Directors*, sebagai forum penyampaian nasihat. Dalam forum pertemuan tersebut, *Board of Commissioners* memiliki kewenangan untuk meminta keterangan dari *Board of Directors* di antaranya terkait perkembangan kinerja Perseroan serta sejumlah hambatan yang mungkin dihadapi. Atas dasar keterangan tersebut, *Board of Commissioners* kemudian dapat menyampaikan saran serta rekomendasi terkait hal-hal yang perlu dilakukan *Board of Directors*. Selama tahun 2021, *Board of Commissioners* dan *Board of Directors* telah menyelenggarakan rapat gabungan sebanyak ... kali, yang masing-masing penyelenggaraan telah didokumentasikan dalam bentuk risalah rapat.

Di samping penyelenggaraan rapat gabungan, pelaksanaan fungsi pemberian nasihat dilaksanakan melalui komunikasi berdasarkan hasil kunjungan kerja *Board of Commissioners* pada lokasi proyek Perseroan. Kunjungan kerja tersebut di antaranya dilakukan sebagai upaya pengawasan terhadap implementasi kebijakan hingga penerapan protokol kesehatan pada lingkungan operasional.

Selama tahun 2021, *Board of Commissioners* telah melaksanakan kunjungan kerja ke lokasi proyek sebanyak 6 (enam) kali. Perincian mengenai hal tersebut adalah sebagai berikut:

No.	Tanggal / Date	Lokasi Proyek / Project Location
1.	09 Februari 2021 / February 09, 2021	Apartemen 88 Avenue (Surabaya) / 88 Avenue Apartment (Surabaya)
2.	10 Februari 2021 / February 10, 2021	Tol PASPRO (Surabaya) / PASPRO Toll (Surabaya)
3.	11 Februari 2021 / February 11, 2021	Jembatan Ploso (Jombang) / Ploso Bridge (Jombang)
4.	07 Oktober 2021 / October 07, 2021	Kunjungan Proyek Masjid Baiturahman (Semarang) / Visito to Baiturahman Mosque (Semarang)
5.	14-15 Oktober 2021 / October 14-15, 2021	Kunjungan Proyek Tol PASPRO (Surabaya) / Visit to PASPRO Toll Project (Surabaya)
6.	02 November 2021 / November 02, 2021	Proyek MRMP / MRMP Project

The Board of Commissioners ensures that the advisory function can always be carried out with prudence and responsibility, and is directed at measurable and realistic recommendations. Technically, the function of providing advice is carried out in 2 (two) levels. First, Performance Level, which is the level of implementation of providing direction and guidance to the Board of Directors through the implementation of working relationships. Second, the Conformance Level, which is the level of monitoring the follow-up by the Board of Directors on the advice that has been submitted, in order to ensure whether there is obstacle encountered and the effectiveness of follow-up on the management being carried out.

The Board of Commissioners periodically holds joint meetings with the Board of Directors as a forum for delivering advice. In the meeting forum, the Board of Commissioners has the authority to request information from the Board of Directors, including related to the development of the Company's performance as well as a number of obstacles that may be faced. Based on this information, the Board of Commissioners can then submit suggestions and recommendations regarding matters that need to be carried out by the Board of Directors. Throughout 2021, the Board of Commissioners and Board of Directors held ... joint meetings, each of which has been documented in the form of minutes of meetings.

In addition to holding joint meetings, the implementation of the advisory function is carried out through communication based on the results of the working visit of the Board of Commissioners at the Company's project locations. The working visit was carried out, among others, as an effort to supervise the implementation of policies to the implementation of health protocols in the operational environment.

Throughout 2021, the Board of Commissioners has made 6 (six) working visits to the project site with the following details:



PANDANGAN ATAS PROSPEK USAHA YANG DISUSUN DIREKSI

Pelaksanaan fungsi pengawasan dan pemberian nasihat yang dijalankan oleh *Board of Commissioners* secara spesifik mendorong *Board of Commissioners* untuk juga menjalankan pemantauan terhadap prospek usaha yang disusun oleh *Board of Directors* yang salah satunya tercermin melalui dokumen RKAP 2022. Lebih lanjut, pemantauan terhadap prospek usaha yang disusun *Board of Directors* kemudian menjadi dasar bagi *Board of Commissioners* untuk melakukan penilaian terhadap kecukupan perangkat internal dan sumber daya usaha yang disiapkan dalam menghadapi peluang dan tantangan yang ada. Prospek usaha Perseroan secara mendasar disusun dengan mengacu pada sejumlah indikator makroekonomi serta asumsi terhadap faktor-faktor yang memiliki kemungkinan untuk memberi pengaruh terhadap situasi ekonomi di tahun 2022. Sejumlah indikator serta asumsi dasar yang menjadi acuan terhadap penyusunan prospek usaha Perseroan oleh *Board of Directors* adalah sebagai berikut.

Secara umum, kondisi perekonomian global dan nasional untuk tahun 2022 diperkirakan akan mengalami pertumbuhan yang positif, dengan angka pertumbuhan di bawah angka estimasi untuk tahun 2021. Hal tersebut, di antaranya, dapat disimpulkan melalui data yang terdapat dalam dokumen *Global Economic Prospects* yang dirilis Bank Dunia pada Januari 2022. Mengacu pada dokumen tersebut, pertumbuhan ekonomi dunia untuk tahun 2022 diperkirakan akan terealisasi sebesar 4,1% atau di bawah angka estimasi tahun 2021 yang mencapai 5,5%. Lebih lanjut, realisasi pertumbuhan diperkirakan akan terjadi secara lebih tinggi pada kelompok negara berkembang, dengan pertumbuhan sebesar 4,6%, dibanding pada kelompok negara ekonomi maju dengan pertumbuhan diperkirakan sebesar 3,8%. Masih mengacu pada dokumen yang sama, terdapat perkiraan terjadinya penurunan angka volume perdagangan dunia pada tahun 2022, dengan realisasi pertumbuhan diproyeksikan sebesar 5,8%, dibanding angka estimasi realisasi tahun 2021 yang mencapai 9,5%. Pada situasi tersebut, harga komoditas dunia diperkirakan akan mengalami pertumbuhan secara terbatas pada kelompok komoditas minyak dan gas, yaitu sebesar 7,2%, serta penurunan laju pertumbuhan pada komoditas non-migas dengan realisasi diperkirakan sebesar minus 2,0%.

VIEWS ON BUSINESS OUTLOOK PREPARED BY THE BOARD OF DIRECTORS

The implementation of the supervisory and advisory functions carried out by the Board of Commissioners specifically encourages the Board of Commissioners to also carry out monitoring of business prospects prepared by the Board of Directors, one of which is reflected in the 2022 RKAP document. Furthermore, monitoring of business prospects prepared by the Board of Directors then becomes the basis for the Board of Commissioners to assess the adequacy of internal equipment and business resources that are prepared to face the existing opportunities and challenges. The Company's business prospects are basically prepared with reference to a number of macroeconomic indicators and assumptions about factors that have the possibility to influence the economic situation in 2022. Several indicators and basic assumptions that serve as a reference for the preparation of the Company's business prospects by the Board of Directors are as follows.

In general, global and national economic conditions for 2022 are expected to experience positive growth, with growth rates below the estimated figures for 2021. This can be concluded, among other things, through data contained in the *Global Economic Prospects* document released by the World Bank in January 2022. Referring to the document, world economic growth for 2022 is estimated to be realized at 4.1% or below the 2021 estimated figure of 5.5%. Furthermore, the realization of growth is expected to be higher in the developing country group, with a growth of 4.6%, compared to the developed economy group with an estimated growth of 3.8%. Still referring to the same document, there is an estimate of a decline in world trade volume in 2022, with a projected growth realization at 5.8%, compared to the estimated realization in 2021 which reached 9.5%. In this situation, world commodity prices are expected to experience limited growth in the oil and gas commodity group, namely by 7.2%, as well as a decline in the growth rate of non-oil and gas commodities, with an estimated realization at minus 2.0%.



Terdapat sejumlah faktor yang diperkirakan akan memberikan pengaruh terhadap realisasi pertumbuhan ekonomi di tahun 2022, meliputi hadirnya varian Omicron di awal tahun yang mendorong sejumlah negara kembali memberlakukan kebijakan karantina wilayah (*lockdown*) serta ketimpangan tingkat jangkauan program vaksinasi antara negara-negara ekonomi maju dan ekonomi berkembang. Faktor-faktor yang diperkirakan akan memberikan pengaruh tersebut, *Board of Commissioners* menilai, memiliki kemungkinan untuk menghadirkan hambatan yang serupa pada situasi perekonomian nasional, meski tetap terdapat optimisme seiring percepatan realisasi program vaksinasi di Indonesia yang berjalan secara baik serta perkembangan respons Pemerintah dalam menghadapi gelombang pandemi berikutnya pasca-hadirnya varian Omicron.

Di tengah sejumlah asumsi yang telah diuraikan di atas, pertumbuhan ekonomi Indonesia diperkirakan akan mampu melanjutkan tren pemulihan yang telah terjadi selama tahun 2021. Secara umum, merujuk pada informasi yang dipublikasikan Kementerian Keuangan Republik Indonesia, Indonesia diperkirakan mampu merealisasikan angka pertumbuhan mencapai 5,6% dengan berdasar pada asumsi pertumbuhan ekonomi kawasan ASEAN pada dokumen *World Economic Outlook* edisi Januari 2022 yang dirilis *International Monetary Fund* (IMF). Lebih lanjut, Kementerian Keuangan memproyeksikan angka pertumbuhan pada kisaran yang tidak berselisih jauh, yaitu pada angka 5,2% sesuai Asumsi Dasar Ekonomi Makro dalam Anggaran Pendapatan dan Belanja Negara (APBN) 2022. Sebagai informasi tambahan, optimisme pada perkiraan situasi ekonomi Indonesia tahun 2022 secara mendasar didukung oleh kelanjutan pelaksanaan program Pemulihan Ekonomi Nasional (PEN) oleh Pemerintah serta fokus kebijakan pada penciptaan tenaga kerja hingga peningkatan kualitas kesejahteraan masyarakat.

Lebih lanjut, mengacu pada dokumen Informasi APBN 2022 yang dirilis oleh Kementerian Keuangan Republik Indonesia, dukungan anggaran bagi pembangunan infrastruktur untuk tahun 2022 adalah sebesar Rp365,8 triliun, yang secara spesifik akan dimanfaatkan dalam kebijakan prioritas pembangunan dengan *output* strategis yang mendorong pemulihan ekonomi. Lebih lanjut, pemanfaatan anggaran infrastruktur pada tahun 2022 akan diarahkan dalam kebijakan-kebijakan sebagai berikut:

There are a number of factors that are expected to have an influence on the realization of economic growth in 2022, including the emergence of the Omicron variant at the beginning of the year which prompted a number of countries to re-implement regional quarantine policies (*lockdown*) as well as the disparity in the level of vaccination program coverage between developed and developing countries. The factors that are expected to have an influence, the Board of Commissioners assesses, have the possibility to present similar obstacles to the national economic situation, although there is still optimism in line with the acceleration of the vaccination program in Indonesia that is running well and the development of the Government's response in facing the next pandemic wave after the arrival of the Omicron variant.

In the middle of a number of assumptions described above, Indonesia's economic growth is expected to be able to continue the recovery trend that has occurred during 2021. In general, referring to information published by the Ministry of Finance of the Republic of Indonesia, Indonesia is estimated to be able to realize a growth rate of 5.6% based on the assumption of economic growth in the ASEAN region in the January 2022 edition of the *World Economic Outlook* document released by the International Monetary Fund (IMF). Furthermore, the Ministry of Finance projects the growth rate in a close range, namely at 5.2% according to the Basic Macroeconomic Assumptions in the 2022 State Budget (APBN). As additional information, optimism in the forecast of Indonesia's economic situation in 2022 is fundamentally supported by the continuation of the implementation of the National Economic Recovery (PEN) program by the Government as well as the policy focus on manpower creation to improving the quality of community welfare.

Moreover, referring to the 2022 State Budget Information document released by the Ministry of Finance of the Republic of Indonesia, budget support for infrastructure development for 2022 is Rp365.8 trillion, which will specifically be utilized in development priority policies with strategic outputs that encourage economic recovery. Furthermore, the utilization of the infrastructure budget in 2022 will be directed towards the following policies:



Pemanfaatan Anggaran Infrastruktur 2022

Mendukung ketersediaan infrastruktur pelayanan dasar, a.l.:



Pembangunan 1.823 unit rumah khusus dan 5.141 unit rumah susun



Sistem Penyediaan Air Minum 144.604 SR



Sistem Pengolahan Air limbah 8.414 KK

Mendorong peningkatan produktifitas, melalui infrastruktur konektivitas dan mobilitas:



Pembangunan 295 km Jalan baru dan 6.253 m jembatan baru



Dukungan pembangunan jalan tol Trans Sumatera (JTTS)



Pembangunan 6.624 km² jalur KA



Pembangunan 9 Bandara baru dan Pelabuhan Penyeberangan (baru di 1 lokasi dan lanjutan di 17 lokasi)

Pemerataan infrastruktur dan akses TIK, a.l.:



Penyediaan 2.344 BTS di daerah 3T



Penyediaan kapasitas jaringan internet 25 GBPS melalui satelit

Menyediakan infrastruktur energi dan pangan a.l.:



Pembangunan Pipa Transmisi Gas Bumi Tahap I Segmen Semarang Batang 91 km (dari total ruas Cirebon Semarang 237 km)



Pembangunan Jaringan Gas Rumah Tangga 40.000 Sambungan Rumah



Pembangunan 105 rb ha jaringan irigasi (5.000 ha baru, 100 rb ha rehabilitasi)



Pembangunan 44 unit Bendungan (5 unit Baru, 39 unit Lanjutan)



Sumber: Informasi APBN 2022

Dengan mempertimbangkan sejumlah uraian yang telah dipaparkan di atas, *Board of Commissioners* menilai bahwa Perseroan memiliki prospek usaha yang terbuka untuk tahun 2022. Terdapat peluang yang relatif besar bagi Perseroan untuk dapat dimanfaatkan sebagai kontribusi positif terhadap pemulihan ekonomi nasional jangka panjang, khususnya melalui kebijakan infrastruktur yang dijalankan Pemerintah. *Board of Commissioners* meyakini bahwa *Board of Directors* beserta jajaran terkait telah memiliki pemahaman komprehensif terhadap peran penting pembangunan infrastruktur dalam keseluruhan upaya Pemerintah mendorong perbaikan kualitas arus barang dan jasa serta konektivitas antarwilayah Indonesia. Karenanya, *Board of Commissioners* optimistis Perseroan akan mampu mengupayakan langkah-langkah yang diperlukan guna memaksimalkan kinerja di tahun 2022 di antaranya sebagai wujud keterlibatan dalam kebijakan pembangunan infrastruktur.

Lebih lanjut, terdapat sejumlah arahan serta rekomendasi yang disusun oleh *Board of Commissioner* terkait strategi Perseroan menghadapi prospek usaha di tahun 2022, di antaranya sebagai berikut:

1. Dalam melaksanakan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (TJSL) Tahun 2022,
2. Direksi diminta memperhatikan hal-hal sebagai berikut:

Taking into account a number of the descriptions above, the Board of Commissioners considers that the Company has good business prospects for 2022. There is a relatively large opportunity for the Company to be utilized as a positive contribution to the long-term national economic recovery, particularly through infrastructure policies that run by the government. The Board of Commissioners believes that the Board of Directors and related ranks have a comprehensive understanding of the important role of infrastructure development in the Government's overall efforts to improve the quality of the flow of goods and services as well as connectivity between regions of Indonesia. Therefore, the Board of Commissioners is optimistic that the Company will be able to take the necessary steps to maximize performance in 2022, including as a form of involvement in infrastructure development policies.

Furthermore, there are a number of directions and recommendations prepared by the Board of Commissioners regarding the Company's strategy to face business prospects in 2022, including the following:

1. In implementing the Company's Work Plan and Budget (RKAP) and the 2022 Social and Environmental Program (TJSL) Work Plan and Budget,
2. The Board of Directors is requested to pay attention to the following matters:



- a. Buku RKAP, RKA TJSL, RKA Dewan Komisaris, dan KPI (*Key Performance Indicators*) Direksi tahun 2022 yang telah disetujui oleh Dewan Komisaris, menjadi pedoman bagi Direksi dalam melaksanakan program kerja dan target kinerja pada tahun 2022 serta sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris.
 - b. Mendorong terealisasinya divestasi ruas tol sebagai sumber cashflow perusahaan sebagaimana yang direncanakan serta meningkatkan perolehan kontrak baru, khususnya pada segmen proyek pengembangan bisnis, BUMN, dan Pemerintah dalam RKAP 2022.
 - c. Mengupayakan yang terbaik (*best effort*) dalam mencapai target-target RKAP serta sasaran dari tiap aspek yang ditetapkan dalam Rencana Strategis 2022 dengan mengacu pada prinsip-prinsip GCG dan profesionalisme serta sesuai dengan ketentuan peraturan perundang-undangan.
 - d. Mengupayakan peningkatan pendapatan dan pengendalian biaya (*cost reduction program*) di semua lini usaha guna mewujudkan pengelolaan perusahaan yang semakin efektif dan efisien, dan laba bersih merupakan target minimal yang harus dicapai oleh segenap jajaran manajemen perusahaan.
 - e. Melakukan mitigasi risiko terhadap aspek-aspek yang dapat mempengaruhi pencapaian RKAP Tahun 2022.
 - f. Melakukan perbaikan manajemen utang serta mitigasi risikonya, termasuk perbaikan arus kas operasi dengan mengoptimalkan penerimaan piutang proyek guna meningkatkan kapasitas pendanaan dan menjaga kelancaran modal kerja perusahaan.
 - g. Merealisasikan pengeluaran investasi berdasarkan skala prioritas, sesuai standar prosedur operasi, transparan serta dapat dipertanggungjawabkan kewajaran harganya.
 - h. Memperhatikan dan menerapkan arahan taktis untuk Sub Klaster Infrastruktur dan arahan umum lainnya yang terdapat dalam Aspirasi Pemegang Saham Seri A Dwiwarna untuk RKAP Tahun 2022,
 - i. Membangun kompetensi perusahaan melalui pengembangan talenta internal PT Waskita Karya (Persero) Tbk, pengembangan sistem dan teknologi serta value chain untuk meningkatkan skala, spesialisasi dan diversifikasi Perseroan.
 - j. Senantiasa melakukan pembinaan dan pengawasan terhadap kinerja anak perusahaan maupun perusahaan patungan, terutama yang memberikan kontribusi signifikan terhadap kinerja perusahaan secara konsolidasi.
 - k. Melakukan evaluasi terhadap kesesuaian Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020-2024 dengan arah dan perkembangan kinerja Perseroan terkini.
 - l. Memastikan realisasi target pencapaian program dan sasaran sejalan dengan Perjanjian Komitmen Kinerja Berkelanjutan (KKB).
- a. RKAP, RKA TJSL, RKA Board of Commissioners, and KPI (*Key Performance Indicators*) of the Board of Directors for 2022 which have been approved by the Board of Commissioners, serve as a guide for the Board of Directors in implementing work programs and performance targets in 2022 as well as a means of monitoring and supervision for the Board of Commissioners.
 - b. Encourage the realization of toll road divestment as a source of company cashflow as planned and increase the acquisition of new contracts, especially in the business development project segment, SOEs, and the Government in the 2022 RKAP.
 - c. Strive for the best (*best effort*) in achieving the RKAP targets and targets from each aspect set out in the 2022 Strategic Plan by referring to the principles of GCG and professionalism and in accordance with the provisions of laws and regulations.
 - d. Strive to increase revenue and control costs (*cost reduction program*) in all lines of business in order to realize more effective and efficient company management, and net profit is the minimum target that must be achieved by all levels of company management.
 - e. Mitigate risk on aspects that may affect the achievement of the 2022 RKAP.
 - f. Improve debt management and mitigate its risks, including improving operating cash flow by optimizing project receivables receipts in order to increase funding capacity and maintain the smooth working capital of the Company.
 - g. Realize investment spending based on a priority scale, according to standard operating procedures, transparent and accountable for the fairness of the price.
 - h. Observe and implement tactical directions for the Infrastructure Sub-Cluster and other general directions contained in the Aspiration of Dwiwarna Series A Shareholders for the 2022 RKAP,
 - i. Build company competence through internal talent development of PT Waskita Karya (Persero) Tbk, system and technology development as well as value chain to increase the scale, specialization, and diversification of the Company.
 - j. Always provide guidance and supervision on the performance of subsidiaries and joint ventures, especially those that make a significant contribution to the Company's consolidated performance.
 - k. Evaluate the suitability of the Company's Long-Term Plan (RJPP) for 2020-2024 with the latest direction and development of the Company's performance.
 - l. Ensure the realization of program achievement targets and targets in line with the Sustainable Performance Commitment Agreement (KKB).



Board of Commissioners memandang sejumlah target dan rencana kerja yang telah disusun dalam RKAP 2022 merupakan target dan rencana kerja yang realistis untuk dicapai. Di samping itu, *Board of Commissioners* menilai *Board of Directors* telah memiliki strategi serta sumber daya yang memadai sebagai dasar bagi Perseroan untuk mengoptimalkan peluang dan menghadapi sejumlah tantangan yang ada di tahun 2022. Atas pandangan dan penilaian tersebut *Board of Commissioners* optimistis Perseroan akan mampu melalui tahun 2022 secara optimal dengan kinerja keuangan dan operasional yang positif.

PANDANGAN ATAS PENERAPAN GOOD CORPORATE GOVERNANCE

Selama tahun 2021, *Board of Commissioners* telah melaksanakan fungsi pengawasan terhadap pengelolaan Perseroan, mencakup pengawasan terhadap penerapan GCG Perseroan oleh *Board of Directors* beserta jajaran terkait. Pengawasan tersebut di antaranya terlaksana dengan dukungan komite-komite di bawah *Board of Commissioners* seiring pelaksanaan hubungan kerja antara *Board of Commissioners* dengan *Board of Directors* yang telah berjalan secara efektif selama tahun 2021. Di samping itu, *Board of Commissioners* juga telah melaksanakan *monitoring* serta evaluasi terhadap aspek kepatuhan terhadap peraturan/undang-undang yang berlaku, di samping pemberlakuan terhadap kode etik serta perangkat aturan internal lain, sebagai bagian penting dari keseluruhan penerapan GCG yang dijalankan untuk tahun buku 2021.

Lebih lanjut, *Board of Commissioners* memberikan apresiasi yang tinggi kepada *Board of Directors* beserta seluruh jajaran terkait atas penerapan GCG yang dijalankan di tahun 2021. *Board of Commissioners* menilai *Board of Directors* beserta jajaran telah melaksanakan penerapan GCG secara efektif dan menyeluruh, sesuai ketentuan dalam peraturan/undang-undang serta standar *best practices* yang berlaku. Lebih dari itu, *Board of Commissioners* memandang *Board of Directors* secara konsisten mengupayakan strategi pengembangan sistem pengelolaan menuju tujuan pembangunan berkelanjutan (*Sustainable Development Goals/SDGs*), sebagai bagian dari komitmen pelaksanaan aktivitas bisnis dan operasional yang bertanggung jawab kepada pemangku kepentingan sesuai prinsip-prinsip GCG.

Board of Commissioners memandang *Board of Directors* telah menjalankan penerapan GCG melalui kelengkapan perangkat struktur dan *soft-structure* yang memadai sesuai kebutuhan dan dinamika usaha yang dihadapi selama tahun 2021. *Board of Commissioners* juga memastikan bahwa *Board of Directors* beserta jajaran terkait telah menjalankan proses evaluasi terhadap

The Board of Commissioners views that a number of targets and work plans that have been prepared in the 2022 RKAP are realistic targets and work plans to be achieved. In addition, the Board of Commissioners assesses that the Board of Directors has had adequate strategies and resources as a basis for the Company to optimize opportunities and face a number of challenges that exist in 2022. Based on this view and assessment, the Board of Commissioners is optimistic that the Company will be able to pass the year 2022 optimally with positive financial and operational performance.

VIEWS ON THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

In 2021, the Board of Commissioners has carried out a supervisory function on the management of the Company, including supervision of the implementation of the Company's GCG by the Board of Directors and related ranks. This supervision is carried out with the support of the committees under the Board of Commissioners in line with the implementation of the working relationship between the Board of Commissioners and the Board of Directors which has been running effectively throughout 2021. Moreover, the Board of Commissioners has also carried out monitoring and evaluation of aspects of compliance with applicable regulations and laws, in addition to the implementation of the code of conduct and other internal rules, as an important part of the overall implementation of GCG carried out in the 2021 fiscal year.

Furthermore, the Board of Commissioners gives high appreciation to the Board of Directors and all relevant ranks for the implementation of GCG that was carried out in 2021. The Board of Commissioners assesses that the Board of Directors and their ranks have implemented GCG effectively and thoroughly, in accordance with the applicable laws and regulations and the best practice standards. Moreover, the Board of Commissioners views the Board of Directors as consistently pursuing a strategy for developing a management system towards sustainable development goals (SDGs), as part of the commitment to carrying out business and operational activities that are responsible to stakeholders in accordance with GCG principles.

The Board of Commissioners views that the Board of Directors has implemented GCG through the completeness of adequate structural and soft-structure devices according to the needs and business dynamics faced throughout 2021. The Board of Commissioners also ensures that the Board of Directors and related ranks have carried out an evaluation process on





pelaksanaan penerapan GCG tahun 2021 secara menyeluruh, mencakup evaluasi terhadap aspek kelengkapan perangkat GCG Perseroan, yang hasilnya kemudian menjadi dasar acuan bagi rencana pengembangan di tahun berikutnya. Terkait hal tersebut, *Board of Commissioners* memiliki komitmen yang kuat untuk secara terus-menerus memperkuat pelaksanaan fungsi pengawasan sebagai bentuk dukungan bagi keseluruhan upaya pengembangan berkesinambungan.

Board of Commissioners memastikan bahwa *Board of Directors* beserta jajaran terkait telah mampu menjaga kualitas penerapan GCG secara menyeluruh di tahun 2021. Wujud penjagaan tersebut terlihat melalui hasil *assessment* GCG tahun 2021 yang dilaksanakan sesuai kriteria dalam Keputusan Kementerian BUMN No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*), yang dilaksanakan secara mandiri. Skor yang diperoleh Waskita melalui *assessment* untuk tahun 2021 adalah sebesar **89,75** dengan kualifikasi kualitas penerapan GCG **“Sangat Baik”**, yang sekaligus memperlihatkan peningkatan perolehan skor dibanding tahun 2020 yang sebesar **88,88** dengan kualifikasi **“Sangat Baik”**.

Atas pandangan serta hasil penilaian yang telah diuraikan di atas, *Board of Commissioners* optimistis *Board of Directors* beserta jajaran terkait akan mampu mengembangkan serta menjaga kualitas penerapan GCG Perseroan secara optimal pada tahun-tahun yang akan datang.

PANDANGAN DAN PERAN DEWAN KOMISARIS DALAM PENGELOLAAN WHISTLEBLOWING SYSTEM (WBS)

Board of Commissioners memahami bahwa *Whistleblowing System* memiliki peran penting dalam keseluruhan fungsi pengawasan yang dijalankan terhadap pengelolaan Perseroan. *Whistleblowing System* merupakan perangkat struktur dan aturan yang memungkinkan karyawan untuk memberi peran aktif pengawasan, sebagai kontribusi positif yang pada akhirnya ikut mendukung penciptaan pengelolaan bisnis dan operasional yang akuntabel sesuai prinsip GCG. Melalui pemahaman tersebut, *Board of Commissioners* kemudian menjalankan komitmen untuk mendorong efektivitas pelaksanaan hingga pengembangan perangkat *Whistleblowing System* Perseroan, sesuai peraturan/undang-undang serta standar *best practices* penerapan GCG yang berlaku.

the implementation of GCG in 2021 as a whole, including an evaluation of the completeness of the Company's GCG tools, the results of which will then become the basis of reference for development plans for the following year. In this regard, the Board of Commissioners has a strong commitment to continuously strengthen the implementation of the supervisory function as a form of support for the overall sustainable development efforts.

The Board of Commissioners ensures that the Board of Directors and related ranks have been able to maintain the quality of overall GCG implementation in 2021 as can be seen through the results of the 2021 GCG assessment carried out according to the criteria in the Decree of the Ministry of SOEs No. SK-16/S.MBU/2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance, which was implemented by independently. The score obtained by Waskita through the assessment for 2021 is **89.75** with a quality qualification of GCG implementation of **“Excellent”**, which at the same time shows an increase in the score compared to 2020 which was **88.88** with **“Excellent”** predicate.

Based on the views and assessment results as described above, the Board of Commissioners is optimistic that the Board of Directors and related ranks will be able to develop and maintain the quality of the Company's GCG implementation optimally in the years to come.

VIEWS AND ROLE OF THE BOARD OF COMMISSIONERS IN THE MANAGEMENT OF THE WHISTLEBLOWING SYSTEM (WBS)

The Board of Commissioners understands that the *Whistleblowing System* has an important role in the overall supervisory function carried out on the management of the Company. The *Whistleblowing System* is a set of structures and rules that allow employees to play an active role in supervision, as a positive contribution which ultimately supports the creation of accountable business and operational management according to GCG principles. Through this understanding, the Board of Commissioners then carries out a commitment to encouraging the effectiveness of the implementation to the development of the Company's *Whistleblowing System*, in accordance with the regulations and laws as well as the applicable standards of best practices for implementing GCG.



Board of Commissioners memastikan bahwa *Whistleblowing System* yang dimiliki dan dijalankan Perseroan telah memiliki kecukupan perangkat organ, sesuai kebutuhan dan dinamika usaha yang dihadapi selama tahun 2021. Secara struktural, *Whistleblowing System* Perseroan dijalankan melalui 3 (tiga) organ khusus yang terdiri atas SVP - *Internal Audit*, *Committee* Investigasi, serta Tim Pemutus Tahap Akhir (TPTA). SVP - *Internal Audit* menjalankan fungsi pengelolaan WBS di lingkungan Perseroan, sosialisasi kepada pemangku kepentingan, serta melakukan verifikasi pemenuhan persyaratan pengaduan. *Committee* Investigasi secara spesifik melaksanakan investigasi melalui perintah *Board of Directors* terhadap pengaduan yang masuk. Adapun, TPTA merupakan organ khusus yang berperan membuat keputusan akhir, melalui perintah *Board of Directors* terhadap pelanggaran berdasarkan hasil investigasi.

Selama tahun 2021, *Board of Commissioners* menilai, Perseroan telah menyediakan saluran yang memadai melalui sejumlah *platform* yang dapat diakses secara mudah oleh pelapor. Perseroan telah memberikan pelapor pilihan dalam menyampaikan laporan, yaitu melalui surat, secara langsung, surat elektronik, telepon, hingga mengirim pesan pada aplikasi *whatsapp*. Lebih dari itu, Perseroan telah mengembangkan saluran WBS pada alamat situsweb <https://wbs.waskita.co.id> yang memungkinkan sistem pelaporan tersedia secara terbuka, hingga menjangkau publik sebagai bagian dari pemangku kepentingan Perseroan. Terkait hal itu, selama tahun 2021, pihak pengelola WBS Perseroan telah menerima ... laporan masuk yang keseluruhannya telah mendapat tindak lanjut sesuai mekanisme yang berlaku.

Board of Commissioners dengan didukung *Audit Committee* secara periodik melaksanakan proses pengawasan atas laporan-laporan yang masuk serta proses tindak lanjut yang dijalankan. Melalui proses pengawasan tersebut, *Board of Commissioners* memastikan, bahwa proses tindak lanjut yang dijalankan oleh organ-organ WBS Perseroan telah dijalankan secara efektif sesuai ketentuan yang berlaku. Di samping itu, proses pengawasan juga telah dilakukan terhadap aspek sosialisasi WBS khususnya pada lingkup internal Perseroan. Atas hal tersebut, *Board of Commissioners* menilai bahwa sosialisasi telah dilaksanakan secara baik dan informasi yang disampaikan telah menjangkau seluruh Insan Waskita.

The Board of Commissioners ensures that the *Whistleblowing System* owned and run by the Company has sufficient organ equipment, according to the needs and business dynamics faced throughout 2021. Structurally, the Company's *Whistleblowing System* is run through 3 (three) special organs consisting of SVP - *Internal Audit*, *Investigation Committee*, and Final Stage Decision Team (TPTA). SVP - *Internal Audit* carries out the function of WBS management within the Company, outreach to stakeholders, as well as verifying compliance with complaint requirements. The *Investigation Committee* specifically carries out investigations through orders from the Board of Directors on incoming complaints. Meanwhile, the TPTA is a special organ that plays a role in making final decisions, through orders from the Board of Directors regarding violations based on the results of the investigation.

In 2021, the Board of Commissioners assessed that the Company has provided adequate channels through a number of platforms that can be easily accessed by reporting parties. The Company has given the reporter a choice in submitting the report, namely by mail, in person, electronic mail, telephone, to sending messages on the *whatsapp* application. Moreover, the Company has developed a WBS channel at the website address <https://wbs.waskita.co.id> which allows the reporting system to be available openly, to reach the public as part of the Company's stakeholders. In this regard, the management of the Company's WBS has received incoming reports in 2021, all of which have been followed up according to the applicable mechanism.

The Board of Commissioners, supported by the *Audit Committee*, periodically carries out the monitoring process on incoming reports and the follow-up process. Through this supervisory process, the Board of Commissioners ensures that the follow-up process carried out by the Company's WBS organs has been carried out effectively in accordance with applicable regulations. In addition, the supervisory process has also been carried out on aspects of WBS dissemination, especially in the internal scope of the Company. For this matter, the Board of Commissioners considers that the dissemination has been carried out properly and the information conveyed has reached all Waskita Personnel.



PENILAIAN KINERJA KOMITE-KOMITE DI BAWAH DEWAN KOMISARIS

Secara menyeluruh, komite-komite pendukung *Board of Commissioners* telah mendapat penilaian kinerja oleh PPAK melalui *self assessment* GCG yang dilakukan pada tahun buku 2021. Melalui penilaian yang telah dilakukan, diketahui bahwa perolehan skor GCG gabungan antara *Board of Commissioners* dengan organ-organ pendukungnya mencapai 31,35 atau sebesar 89,59% dari bobot aspek *Board of Commissioners* sebesar 35,00.

Selama tahun 2021, *Board of Commissioners* menilai bahwa *Audit Committee* telah melaksanakan tugas dan tanggung jawabnya secara baik, yaitu mencakup pengawasan terhadap proses pelaporan keuangan, sistem pengendalian internal, proses audit eksternal, implementasi GCG Perseroan, hingga *monitoring* terhadap pemenuhan aspek kepatuhan terhadap peraturan/undang-undang yang berlaku. Terkait pelaksanaan tugas-tugas tersebut, *Audit Committee* telah menjalankan kewenangan yang diberikan secara optimal sesuai ketentuan yang berlaku. Di samping itu, *Board of Commissioner* memandang *Audit Committee* telah menjalankan hubungan kerja dengan *Internal Audit*, auditor eksternal, hingga *Board of Directors* secara efektif selama tahun 2021. *Board of Commissioner* memastikan, *Audit Committee* telah melaksanakan penyampaian laporan dan penyelenggaraan rapat *Audit Committee* sesuai ketentuan.

Board of Commissioners memastikan bahwa *Risk Management Committee* telah melaksanakan tugas dan tanggung jawab secara menyeluruh selama tahun 2021, yaitu sebagai organ yang menjalankan fungsi pengawasan terhadap pengelolaan risiko Perseroan. *Risk Management Committee* telah menyusun dan menyampaikan rencana kegiatan tahunan yang kemudian telah disetujui oleh *Board of Commissioners*. Lebih tadi itu, *Risk Management Committee* juga telah melaksanakan penilaian secara berkala serta penyampaian rekomendasi atas hasil penilaian yang dilakukan. Selama tahun 2021, *Board of Commissioners* juga menilai *Risk Management Committee* mampu menjalankan hubungan kerja secara efektif dengan *Risk Management Unit*, sesuai pedoman kerja serta ketentuan yang berlaku. *Board of Commissioners* memastikan bahwa *Risk Management Committee* mampu menjalankan keseluruhan wewenang yang diberikan melalui independensi serta objektivitas yang tetap terjaga.

ASSESSMENT ON PERFORMANCE OF THE COMMITTEES UNDER THE BOARD OF COMMISSIONERS

Overall, the supporting committees of the Board of Commissioners have received a performance assessment by PPAK through a GCG self assessment carried out in 2021 fiscal year. Through the assessment, it is known that the combined GCG score between the Board of Commissioners and its supporting organs has reached 31.35 or 89.59% of the value of the Board of Commissioners aspect at 35.00.

The Board of Commissioners considers that the Audit Committee has carried out its duties and responsibilities properly throughout 2021, which includes supervision of the financial reporting process, internal control system, external audit process, the implementation of the Company's GCG, to monitoring compliance with applicable regulations and laws. Regarding the implementation of these duties, the Audit Committee has carried out the given authority optimally in accordance with applicable regulations. In addition, the Board of Commissioners views that the Audit Committee has carried out a working relationship with Internal Audit, external auditors, and the Board of Directors effectively throughout 2021. The Board of Commissioners ensures that the Audit Committee has submitted reports and held Audit Committee meetings in accordance with the provisions.

The Board of Commissioners ensures that the Risk Management Committee has carried out its overall duties and responsibilities throughout 2021, namely as an organ that carries out the supervisory function of the Company's risk management. The Risk Management Committee has prepared and submitted an annual activity plan which has been approved by the Board of Commissioners. Moreover, the Risk Management Committee has also carried out periodic assessments and submitted recommendations on the results of the assessments carried out. Throughout 2021, the Board of Commissioners also assessed that the Risk Management Committee was able to carry out an effective working relationship with the Risk Management Unit, in accordance with work guidelines and applicable regulations. The Board of Commissioners ensures that the Risk Management Committee is able to carry out the overall authority granted through independence and maintained objectivity.



Kemudian, *Board of Commissioners* menilai bahwa *Nomination and Remuneration Committee* telah menjalankan dukungan bagi peran pengawasan bidang nominasi dan remunerasi secara efektif selama tahun 2021. Sebagai organ pendukung *Board of Commissioners*, *Nomination and Remuneration Committee* telah melakukan evaluasi serta penyampaian sejumlah rekomendasi terkait kebijakan serta proses nominasi dan remunerasi, serta menjalankan tugas-tugas pokok terkait *monitoring* terhadap penerapan GCG yang dijalankan Perseroan selama tahun 2021. Dalam pelaksanaan tugas, *Board of Commissioners* memastikan bahwa *Nomination and Remuneration Committee* telah menjalankan pelaksanaan rapat kerja secara berkala sesuai prosedur dan ketentuan dalam pedoman kerja, yang telah dihadiri oleh masing-masing anggota *Committee*.

Secara mendasar, penilaian terhadap kinerja masing-masing komite tahun 2021 merupakan acuan bagi rencana dan pelaksanaan pengembangan di tahun mendatang. Atas hal tersebut, hasil penilaian kinerja yang dilakukan telah menjadi bahan evaluasi bagi *Board of Commissioners*, dan karenanya, *Board of Commissioners* optimistis pelaksanaan pengembangan dapat dilakukan secara efektif sebagai keseluruhan upaya berkesinambungan peningkatan kualitas fungsi pengawasan Perseroan.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Selama tahun 2021, *Board of Commissioners* Waskita mengalami 2 (dua) kali perubahan komposisi, yaitu melalui penyelenggaraan RUPS Tahunan Tahun Buku 2020 yang diselenggarakan pada 16 April 2021 serta RUPS Luar Biasa Tahun 2021 tanggal 21 September 2021. Atas perubahan komposisi tersebut, terdapat 3 (tiga) komposisi *Board of Commissioners* Perseroan untuk tahun 2021, yaitu komposisi periode 1 Januari sampai 16 April 2021, periode 16 April sampai 21 September 2021, serta periode 21 September sampai 31 Desember 2021.

Di samping itu, terdapat salah satu anggota *Independent Commissioner* Perseroan, yaitu Bapak Viktor S. Sirait yang meninggal dunia pada 18 Februari 2021, yang secara langsung memengaruhi komposisi *Board of Commissioners* periode 1 Januari sampai 16 April 2021. Terkait hal tersebut, kami mewakili *Board of Commissioners* Waskita menyampaikan duka cita, serta rasa terima kasih yang mendalam atas kontribusi dan dedikasi yang telah diberikan selama beliau menjabat sebagai *Independent Commissioner* Waskita.

Then, the Board of Commissioners considered that the Nomination and Remuneration Committee has supported the supervisory role in the nomination and remuneration field effectively throughout 2021. As a supporting organ for the Board of Commissioners, the Nomination and Remuneration Committee has evaluated and submitted a number of recommendations related to policies and the nomination and remuneration process, as well as carrying out main duties related to monitoring the implementation of GCG carried out by the Company throughout 2021. In carrying out its duties, the Board of Commissioners ensures that the Nomination and Remuneration Committee has carried out regular work meetings in accordance with the procedures and provisions in the work guidelines, which was attended by each member of the Committee.

Fundamentally, the assessment of the performance of each committee in 2021 is a reference for plans and implementation of development in the coming year. For this matter, the results of the performance assessment have become an evaluation material for the Board of Commissioners, and therefore, the Board of Commissioners is optimistic that the implementation of development can be carried out effectively as an overall continuous effort to improve the quality of the Company's supervisory function.

CHANGES IN THE BOARD OF COMMISSIONERS COMPOSITION

In 2021, Waskita's Board of Commissioners underwent 2 (two) changes in composition, namely through the Annual GMS for 2020 Fiscal Year which was held on April 16, 2021 and the 2021 Extraordinary GMS on September 21, 2021. Due to the changes in composition, there were 3 (three) composition of the Company's Board of Commissioners for 2021, namely the composition for the period January 1 to April 16 2021, the period April 16 to September 21 2021, and the period September 21 to December 31 2021.

In addition, there was a member of the Company's Independent Commissioner, namely Mr. Viktor S. Sirait who sadly passed away on February 18, 2021, which directly influenced the composition of the Board of Commissioners for the period January 1 to April 16, 2021. In this regard, we on behalf of the Board of Commissioners of Waskita would like to express our condolences, as well as deep gratitude for the contribution and dedication that had been given during his tenure as Waskita's Independent Commissioner.



Komposisi *Board of Commissioners* untuk periode 1 Januari sampai 16 April 2021 terdiri atas 1 (satu) orang *President Commissioner* sekaligus sebagai *Independent Commissioner*, 2 (dua) orang *Independent Commissioners*, dan 3 (tiga) orang *Commissioners*. Perincian mengenai komposisi *Board of Commissioners* untuk periode 1 Januari sampai 16 April 2021 adalah sebagai berikut:

The composition of the Board of Commissioners for the period from January 1 to April 16, 2021 consists of 1 (one) *President Commissioner cum Independent Commissioner*, 2 (two) *Independent Commissioners*, and 3 (three) *Commissioners*. The details regarding the composition of the Board of Commissioners for the period January 1 to April 16 2021 are as follows:

No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara <i>Fit & Proper Test</i> / Organizer of the <i>Fit & Proper Test</i>
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
1.	Badrodin Haiti	<i>President Commissioner/ Independent Commissioner</i>	<ul style="list-style-type: none"> Akta No. 52 tanggal 25 November 2016 (Pengangkatan sebagai <i>President Commissioner</i>) / Deed No. 52 dated November 25, 2016 (Appointment as <i>President Commissioner</i>) Akta No. 08 tanggal 8 Juni 2020 (Pengangkatan sebagai <i>Independent Commissioner</i>) / Deed No. 08 dated June 8, 2020 (Appointment as <i>Independent Commissioner</i>) 	-	Sampai RUPS Tahunan tahun 2021 / Until the 2021 Annual GMS	Kementerian BUMN / Ministry of SOE
2.	Danis Hidayat Sumadilaga	<i>Commissioner</i>	Akta No. 84 tanggal 24 April 2015 / Deed No. 84 dated April 24, 2015	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
3.	Robert Leonard Marbun	<i>Commissioner</i>	Akta No. 44 tanggal 15 Mei 2019 / Deed No. 44 dated May 15, 2019	-	Sampai RUPS Tahunan tahun 2024 / Until the 2024 Annual GMS	Kementerian BUMN / Ministry of SOE
4.	Mochamad Fadjroel Rachman	<i>Commissioner</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
5.	Muradi	<i>Independent Commissioner</i>	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
6.	Bambang Setyo Wahyudi	<i>Independent Commissioner</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE

Komposisi *Board of Commissioners* untuk periode 16 April sampai 21 September 2021 sesuai Keputusan RUPS Tahunan Tahun Buku 2020 terdiri atas 7 (tujuh) orang anggota, yaitu 1 (satu) orang *President Commissioner* sekaligus *Independent Commissioner*, 2 (dua) orang *Independent Commissioners*, dan 4 (empat) orang *Commissioners*.

The composition of the Board of Commissioners for the period from April 16 to September 21, 2021 in accordance with the resolutions of the Annual GMS for 2020 Fiscal Year consists of 7 (seven) members, namely 1 (one) *President Commissioner cum Independent Commissioner*, 2 (two) *Independent Commissioners*, and 4 (four) *Commissioners*.



Perincian mengenai komposisi *Board of Commissioners* untuk periode 16 April sampai 21 September 2021 adalah sebagai berikut:

The details regarding the composition of the Board of Commissioners for the period from April 16 to September 21, 2021 are as follows:

No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara Fit & Proper Test / Organizer of the Fit & Proper Test
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
1.	Badrodin Haiti	<i>President Commissioner/ Independent Commissioner</i>	<ul style="list-style-type: none"> Akta No. 52 tanggal 25 November 2016 (Pengangkatan sebagai <i>President Commissioner</i>) / Deed No. 52 dated November 25, 2016 (Appointment as <i>President Commissioner</i>) Akta No. 08 tanggal 8 Juni 2020 (Pengangkatan sebagai <i>Independent Commissioner</i>) / Deed No. 08 dated June 8, 2020 (Appointment as <i>Independent Commissioner</i>) 	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
2.	Robert Leonard Marbun	<i>Commissioner</i>	Akta No. 44 tanggal 15 Mei 2019 / Deed No. 44 dated May 15, 2019	-	Sampai RUPS Tahunan tahun 2024 / Until the 2024 Annual GMS	Kementerian BUMN / Ministry of SOE
3.	Mochamad Fadjroel Rachman	<i>Commissioner</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
4.	Ahmad Erani Yustika	<i>Commissioner</i>	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
5.	T. Iskandar	<i>Commissioner</i>	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
6.	Muradi	<i>Independent Commissioner</i>	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
7.	Bambang Setyo Wahyudi	<i>Independent Commissioner</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE

Selanjutnya, komposisi *Board of Commissioners* sesuai perubahan melalui Keputusan RUPS Luar Biasa Tahun 2021 terdiri atas 7 (tujuh) orang, yaitu 1 (satu) orang *President Commissioner* sekaligus *Independent Commissioner*, 2 (dua) orang *Independent Commissioners*, dan 4 (empat) orang *Commissioners*.

Furthermore, the composition of the Board of Commissioners according to the changes through the Decree of the 2021 Extraordinary GMS consists of 7 (seven) people, namely 1 (one) *President Commissioner* cum *Independent Commissioner*, 2 (two) *Independent Commissioners*, and 4 (four) *Commissioners*.



Perincian mengenai komposisi *Board of Commissioners* periode 21 September hingga 31 Desember 2021 adalah sebagai berikut:

The details regarding the composition of the Board of Commissioners for the period of September 21 to December 31, 2021 are as follows:

No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara <i>Fit & Proper Test</i> / Organizer of the <i>Fit & Proper Test</i>
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
1.	Badrodin Haiti	<i>President Commissioner/ Independent Commissioner</i>	<ul style="list-style-type: none"> Akta No. 52 tanggal 25 November 2016 (Pengangkatan sebagai <i>President Commissioner</i>) / Deed No. 52 dated November 25, 2016 (Appointment as <i>President Commissioner</i>) Akta No. 08 tanggal 8 Juni 2020 (Pengangkatan sebagai <i>Independent Commissioner</i>) / Deed No. 08 dated June 8, 2020 (Appointment as <i>Independent Commissioner</i>) 	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
2.	Mochamad Fadjoel Rachman	<i>Commissioner</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
3.	Ahmad Erani Yustika	<i>Commissioner</i>	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
4.	T. Iskandar	<i>Commissioner</i>	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
5.	Dedi Syarif Usman	<i>Commissioner</i>	Akta No. 12 tanggal 7 Oktober 2021 / Deed No. 12 dated October 7, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
6.	Muradi	<i>Independent Commissioner</i>	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
7.	Bambang Setyo Wahyudi	<i>Independent Commissioner</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE



Seluruh anggota *Board of Commissioners* yang menjabat untuk masing-masing periode telah memenuhi kriteria dan ketentuan yang disyaratkan dalam uji kepatuhan dan kelayakan (*fit and proper test*) oleh Kementerian BUMN, sesuai Undang-Undang Perseroan Terbatas, Anggaran Dasar Perusahaan, peraturan terkait tata kelola perusahaan yang baik, serta peraturan dan ketentuan lain yang terkait.

PENUTUP

Sebagai penutup, *Board of Commissioners* menyampaikan apresiasi kepada *Board of Directors* atas kerja sama dan sinergitas yang telah terjalin selama tahun 2021. Apresiasi juga kami sampaikan kepada Insan Waskita di seluruh level manajemen atas kerja keras dan dedikasi yang telah diberikan, sebagai wujud dukungan bagi pertumbuhan usaha Perseroan. Lebih dari itu, *Board of Commissioners* menyampaikan rasa terima kasih kepada pemegang saham dan segenap pemangku kepentingan, atas kepercayaan yang telah diberikan.

Board of Commissioners meyakini kerja keras serta dukungan yang telah diberikan oleh segenap pemangku kepentingan selama tahun 2021 akan mampu dipertahankan hingga ditingkatkan pada tahun mendatang.

All members of the Board of Commissioners who served for each period have met the criteria and conditions required in the fit and proper test by the Ministry of SOEs, in accordance with the Limited Liability Company Law, the Company's Articles of Association, regulations related to corporate governance, as well as other relevant rules and regulations.

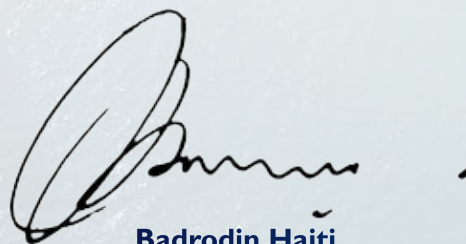
CLOSING STATEMENT

To conclude, the Board of Commissioners would like to express our appreciation to the Board of Directors for the cooperation and synergy that has existed throughout 2021. We would also like to extend our appreciation to Waskita personnel at all management levels for their hard work and dedication, as a form of support for the Company's business growth. Moreover, the Board of Commissioners expresses its gratitude to the shareholders and all stakeholders, for the trust that has been given.

The Board of Commissioners believes that the hard work and support given by all stakeholders throughout 2021 will be able to be maintained and improved in the coming year.

Jakarta, Mei 2022 / May, 2022

Atas nama Dewan Komisaris / On behalf of the Board of Commissioners



Badrodin Haiti

President Commissioner/Independent Commissioner

Dewan Komisaris

Board of Commissioners

1. Badrodin Haiti

President Commissioner/
Independent Commissioner

3. Ahmad Erani Yustika

Commissioner

2. Mochamad Fadjroel Rachman

Commissioner

4. T. Iskandar

Commissioner





5. Dedi Syarif Usman
Commissioner

6. Muradi
Independent Commissioner

7. Bambang Setyo Wahyudi
Independent Commissioner



Laporan Direksi

Board of Directors Report



Destiawan Soewardjono

President Director

“ Pada posisi keuangan, Perseroan mampu mencatatkan nilai aset sebesar Rp103,60 triliun atau mengalami kenaikan sebesar 2,81% dibanding tahun sebelumnya. Perolehan tersebut terbagi menjadi aset lancar sebesar Rp42,59 triliun atau naik sebesar 48,11% serta aset tidak lancar sebesar Rp61,01 triliun atau turun 15,28%. Liabilitas Perseroan per 31 Desember 2021 tercatat sebesar Rp88,14 triliun atau turun 1,34% dibanding tahun sebelumnya.

In terms of financial position, the Company managed to record an asset value at Rp103.60 trillion or an increase of 2.81% compared to the previous year. Such acquisition was divided into current assets at Rp42.59 trillion, an increase of 48.11% and non-current assets at Rp61.01 trillion, or a decrease of 15.28%. The Company's liabilities as of December 31, 2021 were recorded at Rp88.14 trillion, a decrease of 1.34% compared to the previous year.

”



Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Distinguished Shareholders and Stakeholders,

Puji syukur kami panjatkan ke hadirat Tuhan yang Maha Kuasa, karena berkat rahmat dan karunia-Nya PT Waskita Karya (Persero) Tbk dapat melewati sejumlah tantangan di tahun 2021 secara baik. Kami menyadari bahwa pemulihan ekonomi dalam situasi pandemi Covid-19 belum sepenuhnya menghadirkan hasil yang sesuai harapan. Situasi pasar pada lingkup industri masih tergolong ketat, seiring kondisi makroekonomi yang tetap menghadirkan ketidakpastian serta risiko bagi realisasi pertumbuhan industri di lingkup nasional. Meski demikian, dengan kerja keras dan dedikasi seluruh Insan Waskita, Perseroan masih mampu mencatatkan kinerja operasional dan keuangan yang terjaga, sesuai target-target yang telah disusun melalui Rencana Kerja dan Anggaran Perusahaan (RKAP) 2021.

Melalui implementasi kebijakan adaptif terhadap sejumlah hambatan yang ada, Waskita mampu melanjutkan pertumbuhan usaha seiring pengembangan fundamental yang diharapkan mampu mendukung keseluruhan upaya Perseroan menjaga kontribusi positif terhadap negara serta seluruh pemangku kepentingan. Di samping itu, Perseroan juga telah melaksanakan sejumlah upaya yang diperlukan guna mempertahankan posisi penting Waskita dalam lingkup industri nasional, dengan pengelolaan risiko yang andal dan menyeluruh.

Melalui kesempatan ini, kami mewakili jajaran Direksi akan memaparkan kinerja Perseroan untuk tahun buku 2021, yang merupakan wujud pertanggungjawaban kami kepada Pemegang Saham beserta seluruh pemangku kepentingan. Di samping itu, penyusunan laporan ini juga merupakan bagian dari pemenuhan aspek keterbukaan informasi yang dilaksanakan Perseroan, sesuai prinsip-prinsip tata kelola perusahaan yang baik serta peraturan/undang-undang yang berlaku.

MAKROEKONOMI 2021

Situasi perekonomian global pada tahun 2021 diketahui mengalami perbaikan secara cukup signifikan, seiring pemulihan mobilitas manusia dan pelonggaran kebijakan kekarantinaan wilayah di sejumlah negara yang memacu peningkatan konsumsi secara umum. Mengacu pada data resmi yang dirilis Bank Dunia pada Januari 2022, pemulihan ekonomi terjadi secara lebih kuat pada kelompok negara maju dibanding negara-negara berkembang. Sejumlah faktor yang memengaruhi hal tersebut di antaranya mencakup tingkat vaksinasi yang lebih rendah serta keterbatasan

We would like to express our gratitude to the God Almighty, for His grace and blessings, PT Waskita Karya (Persero) Tbk managed to pass a number of challenges in 2021 properly. We realize that the economic recovery in the Covid-19 pandemic situation has not fully delivered the results as expected. The market situation in the industrial scope remains relatively tight, in line with macroeconomic conditions that continue to present uncertainties and risks for the realization of industrial growth at the national level. However, with the hard work and dedication of all Waskita personnel, the Company was still able to record maintained operational and financial performance, according to the targets that have been prepared through the 2021 Company Work Plan and Budget (RKAP).

Through the implementation of adaptive policies against a number of existing obstacles, Waskita managed to continue business growth in line with fundamental developments which are expected to support the Company's overall efforts to maintain positive contributions to the country and all stakeholders. In addition, the Company has also carried out a number of necessary efforts to maintain Waskita's important position within the scope of the national industry, with reliable and comprehensive risk management.

Through this opportunity, on behalf of the Board of Directors, we would like to present the Company's performance for the 2021 fiscal year, which is a form of our responsibility to the Shareholders and all stakeholders. Moreover, the preparation of this report is also part of the fulfillment of the aspect of information disclosure carried out by the Company, in accordance with the principles of good corporate governance and applicable regulations/laws.

2021 MACROECONOMICS

The global economic situation in 2021 is known to have improved significantly, along with the restoration of human mobility and the easing of regional quarantine policies in a number of countries which spur an increase in consumption in general. Referring to official data released by the World Bank in January 2022, economic recovery in the developed country group was stronger than that of developing countries. A number of factors that influence this include lower vaccination rates and the limited policy response experienced by developing countries compared to the group of

respons kebijakan yang dialami negara-negara berkembang dibanding kelompok negara ekonomi maju. Meski demikian, seiring masih terdapatnya ketidakpastian situasi pandemi serta hadirnya varian virus baru yang mendorong sejumlah negara kembali memberlakukan kebijakan *lockdown*, situasi pemulihan selama tahun 2021 masih tergolong terbatas.

Nilai pertumbuhan ekonomi dunia, masih mengacu pada data yang sama, diestimasikan terjadi pada angka akumulatif 5,5%, yang merupakan angka pemulihan pasca-resesi terkuat dalam 80 tahun terakhir. Negara-negara kelompok ekonomi maju diestimasikan tumbuh mencapai 5,0%, dengan negara seperti negara-negara kawasan Eropa dan Amerika Serikat masing-masing diestimasikan tumbuh mencapai 5,2% hingga 5,6%. Meski perbaikan pada negara-negara berkembang tidak lebih kuat secara fundamental dibanding kelompok negara maju, China sebagai bagian dari kelompok ekonomi negara berkembang diestimasikan mampu mencatatkan laju pertumbuhan hingga 8,0%, yang secara umum menghadirkan sentimen positif pada ekonomi negara-negara kawasan Asia khususnya pada paruh kedua tahun 2021. Negara-negara kelompok ekonomi berkembang lain, seperti negara-negara di kawasan Asia Selatan dan Amerika Lain secara akumulatif mengalami laju pertumbuhan yang tinggi dengan masing-masing diestimasikan mencapai 7,0% hingga 6,7%.

Di tengah situasi tersebut, volume perdagangan dunia diestimasikan mengalami perbaikan seiring pemulihan pada harga-harga komoditas dunia baik komoditas migas maupun non-migas. Volume perdagangan dunia untuk tahun 2021 diestimasikan mampu mencapai angka 9,5%, yang merupakan capaian yang secara signifikan lebih tinggi dibanding tahun sebelumnya yang tercatat terealisasi minus 8,2%. Seiring hal tersebut, harga komoditas dunia pada sektor migas diestimasikan terealisasi mencapai 67,2%, dengan lonjakan yang tinggi pada paruh kedua tahun 2021, sedangkan komoditas non-migas diestimasikan terealisasi mencapai 31,9%, dengan tingkat harga yang secara rata-rata relatif stabil sepanjang tahun.

Indonesia, sebagai bagian dari kelompok negara berkembang, diketahui mengalami pertumbuhan meski terbatas. Masih mengacu pada data Bank Dunia, Indonesia diestimasikan mampu merealisasikan pertumbuhan ekonomi sebesar 3,7%, atau berada di bawah nilai akumulatif kelompok negara berkembang yang diestimasikan mencapai 6,3% untuk tahun 2021. Secara lebih lanjut, terdapat indikator yang menunjukkan situasi pertumbuhan dengan keterbatasan tersebut, di antaranya tingkat penanaman

developed countries. However, as there is still uncertainty about the pandemic situation and the presence of a new virus variant that has prompted a number of countries to re-impose lockdown policies, the recovery situation throughout 2021 remains relatively limited.

The value of global economic growth, referring to the same data, is estimated to occur at an accumulative rate of 5.5%, which is the strongest post-recession recovery rate in the last 80 years. Developed economic countries are estimated to grow by 5.0%, with countries such as European countries and the United States each estimated to grow by 5.2% to 5.6%. Although the improvement in developing countries is not fundamentally stronger than the developed country group, China as part of the developing country economic group is estimated to be able to record a growth rate of up to 8.0%, which in general presents a positive sentiment for the economies of Asian countries, particularly in the second half of 2021. Other developing economic group countries, such as countries in South Asia and Latin America have accumulated high growth rates with each estimated to reach 7.0% to 6.7%.

Amid this situation, world trade volume is estimated to improve in line with the recovery in global commodity prices, both oil and gas and non-oil and gas commodities. The world trade volume for 2021 is estimated to be able to reach 9.5%, which is a significantly higher achievement than that of the previous year, which was recorded at minus 8.2%. In line with this, the global commodity prices in the oil and gas sector are estimated to be realized at 67.2%, with a high spike in the second half of 2021, while non-oil and gas commodities are estimated to be realized at 31.9%, with a relatively stable price throughout the year.

Indonesia as part of a group of developing countries is known to experience growth although it is limited. Referring to World Bank data, Indonesia is estimated to be able to realize economic growth at 3.7%, or below the accumulative value of the developing country group which is estimated to reach 6.3% in 2021. Furthermore, there are indicators that show the growth situation with these limitations, including the level of investment in Indonesia. Referring to data from the Statistics Indonesia (BPS)



modal di Indonesia. Mengacu pada data Badan Pusat Statistik (BPS) yang dirilis Januari 2022, tingkat penanaman modal pada kuartal III tahun 2021 terealisasi mencapai 4.825 proyek yang senilai Rp10.339,8 miliar, atau tercatat telah meningkat secara jumlah dibanding pada periode yang sama di tahun sebelumnya yang mencapai 1.973 proyek, meski secara nilai proyek justru mengalami penurunan dengan nilai keseluruhan proyek tahun sebelumnya mencapai Rp22.995,9 miliar.

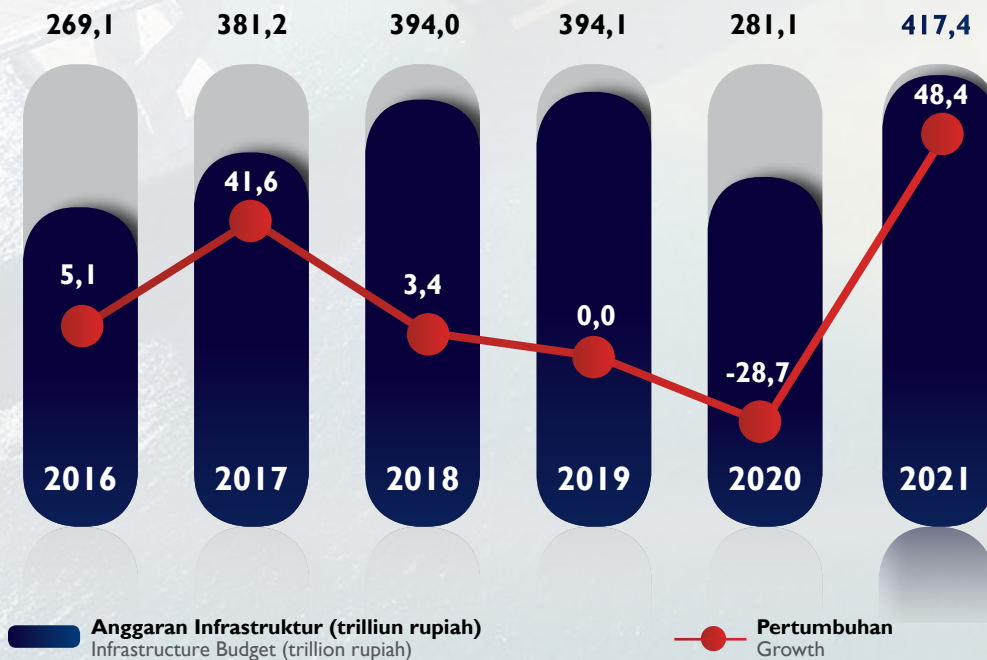
Tinjauan Sektor Industri Tahun 2021

Di tengah situasi pandemi Covid-19 yang belum berakhir dan masih menghadirkan ketidakpastian serta sejumlah risiko bagi industri, sektor infrastruktur Indonesia untuk tahun 2021 tetap menyediakan sejumlah peluang. Hal tersebut, misalnya, tercermin melalui anggaran infrastruktur pada APBN 2021 yang merupakan angka tertinggi dalam 6 (enam) tahun terakhir, dengan nilai anggaran mencapai Rp417,4 triliun. Kebijakan anggaran tersebut merupakan kelanjutan dari kebijakan pembangunan infrastruktur setelah di tahun sebelumnya tercatat menurun mencapai 28,7%, dengan fokus penguatan infrastruktur digital serta dorongan bagi terwujudnya efisiensi logistik dan konektivitas antarwilayah di Indonesia. Besaran anggaran tersebut, lebih lanjut, diarahkan dalam bentuk infrastruktur padat karya dengan dukungan terhadap kawasan industri dan pariwisata, seiring penyelesaian sejumlah kegiatan prioritas yang tertunda sebagai dampak pandemi Covid-19.

released in January 2022, the level of investment in the third quarter of 2021 reached 4,825 projects worth Rp10,339.8 billion, increased in total compared to the same period in the previous year which reached 1,973 projects, although the project value actually decreased with the total project value in the previous year reaching Rp22,995.9 billion.

Industry Sector Overview in 2021

In the midst of the ongoing Covid-19 pandemic which still presents uncertainty and a number of risks for the industry, Indonesia’s infrastructure sector for 2021 still provides a number of opportunities. This is reflected in the infrastructure budget in the 2021 APBN, which is the highest figure in the last 6 (six) years, with a budget value of Rp417.4 trillion. The budget policy is a continuation of the infrastructure development policy after the previous year’s recorded decline by 28.7%, with a focus on strengthening digital infrastructure and encouraging the realization of logistics efficiency and inter-regional connectivity in Indonesia. Furthermore, the amount of the budget is directed at the form of labor-intensive infrastructure with support for industrial and tourism areas, along with the completion of a number of priority activities that have been delayed as a result of the Covid-19 pandemic.



Sumber: Informasi APBN 2021, Kementerian Keuangan RI

Source: Information on the 2021 State Budget, Ministry of Finance of the Republic of Indonesia



Seiring hal tersebut, mengacu pada dokumen Informasi APBN 2021 yang dirilis Kementerian Keuangan RI, terdapat sejumlah rencana pencapaian di bidang infrastruktur yang secara terperinci dapat dilihat sebagai berikut:

In line with this, referring to the 2021 State Budget Information released by the Ministry of Finance of the Republic of Indonesia, there are a number of achievement plans in the infrastructure sector which can be seen in detail as follows:

Pelayanan Dasar



Konektivitas



Energi dan Ketenagalistrikan



Sumber: Informasi APBN 2021, Kementerian Keuangan RI

Source: Information on the 2021 State Budget, Ministry of Finance of the Republic of Indonesia

Lebih lanjut, secara umum sektor industri konstruksi untuk tahun 2021 tercatat mengalami situasi pemulihan yang dapat dilihat melalui sejumlah indikator. Mengacu pada dokumen BPS yang dirilis Desember 2021, terdapat pertumbuhan jumlah perusahaan konstruksi di Indonesia mencapai 27,68% pada tahun 2021 dibanding tahun sebelumnya, dengan jumlah pada keseluruhan provinsi mencapai 203.403 perusahaan. Kemudian, masih merujuk pada data yang sama, laju pertumbuhan Produk Domestik Bruto (PDB) sektor konstruksi pada kuartal III tahun 2021 tercatat mengalami pertumbuhan secara *year-on-year* (yoy) sebesar 5,13% setelah sebelumnya tercatat tumbuh mencapai 4,42% pada kuartal II dibanding periode yang sama di tahun sebelumnya.

Furthermore, in general the construction industry sector for 2021 recorded a recovery situation which can be seen through a number of indicators. Referring to the BPS document released in December 2021, there is a growth in the number of construction companies in Indonesia reaching 27.68% in 2021 compared to the previous year, with the number in the entire province reaching 203,403 companies. Then, referring to the same data, the Gross Domestic Product (GDP) of the construction sector in the third quarter of 2021 recorded a year-on-year (yoy) growth of 5.13% after previously reaching 4.42% in the second quarter compared to the same period in the previous year.

Di tengah situasi pemulihan tersebut, infrastruktur nasional per tahun 2021 diketahui menunjukkan realisasi pembangunan yang tetap terjaga. Hal tersebut dapat dilihat di antaranya melalui realisasi panjang jalan tol beroperasi per tahun 2021 yang sepanjang 2.378 km, atau mengalami peningkatan mencapai 278 km dibanding realisasi per tahun sebelumnya yang sepanjang 2.100 km, mengacu pada data Kementerian Pekerjaan Umum dan Perumahan Rakyat (Kementerian PURP). Realisasi tersebut membuat jumlah ruas tol beroperasi per tahun 2021 menjadi 61 ruas, dengan jumlah ruas tol dalam konstruksi sejumlah 30 ruas atau setara 1.908,54 km. Di samping infrastruktur jalan tol, terdapat pula penambahan pada infrastruktur lain seperti bendungan, yang bertambah sejumlah 4 bendungan menjadi 205 bendungan eksisting per tahun 2021.

In the middle of the recovery situation, the national infrastructure as of 2021 is known to show the realization of maintained development. This can be seen, among others, through the realization of the operating toll road length as of 2021 which is 2,378 km, or increased by 278 km compared to the previous realization per year which was 2,100 km, as shown by data from the Ministry of Public Works and Public Housing (Kementerian PUPR). This realization brings the number of operating toll roads per year in 2021 to 61 sections, with the total number of toll roads under construction being 30 sections or equal to 1,908.54 km. In addition to toll road infrastructure, there are also additions to other infrastructure such as dams, which increased by 4 dams to 205 existing dams by 2021.



ANALISIS TERHADAP KINERJA PERUSAHAAN

Manajemen Perseroan menyadari bahwa tahun 2021 merupakan tahun dengan sejumlah tantangan sebagai dampak situasi pandemi Covid-19 yang masih berlangsung. Atas kesadaran tersebut, Waskita menjalankan pengelolaan usaha untuk tahun 2021 melalui pelaksanaan aspek mitigasi hingga pengelolaan risiko secara kuat dan menyeluruh. Di tengah sejumlah tantangan yang ada, Perseroan secara konsisten tetap berupaya melanjutkan pertumbuhan usaha serta penyempurnaan fundamental, seiring realisasi penyelesaian terhadap sejumlah proyek strategis.

Waskita secara terus-menerus menjalankan sejumlah upaya guna mempertahankan posisi pentingnya pada industri konstruksi tanah air, di antaranya melalui program penyehatan finansial serta transformasi bisnis sebagai respons dalam menghadapi sejumlah keterbatasan dan tantangan di tahun 2021. Di tengah sejumlah risiko serta kondisi industri yang ketat, Perseroan tetap mampu mencatatkan jumlah kontrak baru secara terjaga, seiring terbukanya peluang bagi pengerjaan proyek-proyek konstruksi di sejumlah wilayah baik pada lingkup nasional maupun internasional.

Strategi, Kebijakan Strategis, dan Implementasinya

Pencapaian visi dan misi Perseroan secara mendasar mengacu pada *Grand Strategy* Waskita Karya yang disusun sesuai Rencana Kerja dan Anggaran Perusahaan (RKAP) 2021 serta Rencana Jangka Panjang Perusahaan (RJPP) 2020-2024, dengan fokus pada aspek pertumbuhan usaha yang berkelanjutan. *Grand Strategy* Waskita Karya secara lebih terperinci dapat dilihat melalui pemaparan sebagai berikut:

ANALYSIS OF COMPANY PERFORMANCE

The Company's management realizes that 2021 was a challenging year as a result of the ongoing Covid-19 pandemic situation. Based on this awareness, Waskita carried out business management for 2021 through the implementation of mitigation aspects to strong and comprehensive risk management. In the middle of the existing challenges, the Company consistently strives to continue business growth and improve fundamentals, along with the realization of a number of strategic projects.

Waskita continuously carries out a number of efforts to maintain its important position in the country's construction industry, including through a financial restructuring program and business transformation in response to a number of limitations and challenges in 2021. Amid a number of risks and tight industrial conditions, the Company is still able to record the number of new contracts in a maintained manner, in line with the opening of opportunities for construction projects in a number of areas, both nationally and internationally.

Strategy, Strategic Policy, and the Implementation

The achievement of the Company's vision and mission basically refers to Waskita Karya's *Grand Strategy* which was prepared according to the 2021 Company Work Plan and Budget (RKAP) and the Company's Long Term Plan (RJPP) for 2020-2024, with a focus on aspects of sustainable business growth. Waskita Karya *Grand Strategy* in more detail can be seen through the following presentation:





1. Diversifikasi Pendapatan

Menyeimbangkan portofolio investasi serta melakukan penetrasi pasar eksternal dan mengelola pendapatan berkelanjutan/*recurring*.

2. Efisiensi Biaya

Efisiensi biaya dilakukan pada segala segmen Waskita dengan tetap menjaga margin laba usaha melalui perbaikan pada manajemen piutang serta peningkatan kualitas dan K3LM.

3. Pengelolaan Pendanaan

Pengelolaan pendanaan dilaksanakan dengan perencanaan dan pelaksanaan yang terstruktur, akurat, dan terkendali dengan tetap memenuhi *financial covenant* yang dipersyaratkan perbankan, menjaga *cost of fund* dan menjaga arus kas operasional yang positif.

4. Peningkatan Kapasitas Internal

Waskita mencapai pertumbuhan usaha yang berkelanjutan dengan dukungan peningkatan kapasitas internal perusahaan, meliputi peningkatan kapasitas manajemen *cash flow*, manajemen portofolio, manajemen risiko, standarisasi produksi, optimasi dan integrasi sistem SAP, serta pengembangan SDM. Peningkatan kapasitas internal tersebut telah sesuai dengan penilaian Kriteria Penilaian Kinerja Unggul (KPKU) dari Kementerian BUMN, dengan sasaran mencapai tingkatan *industri leader*.

5. Pengelolaan Risiko

Pertumbuhan Waskita yang pesat perlu didukung oleh pengelolaan risiko yang terukur dan efektif melalui *Enterprise Risk Management Framework* (ERM) sebagai dasar dalam pengambilan keputusan *Board of Directors* agar dapat meningkatkan efektifitas dan efisiensi dalam mencapai tujuan perusahaan. Waskita menetapkan target untuk meningkatkan kemampuan ERM menjadi 5 (*leading*) dalam beberapa tahun ke depan.

Lebih lanjut, Waskita melaksanakan strategi tahun 2021 yang berfokus pada perbaikan likuiditas melalui program 8 *stream* penyehatan keuangan Perseroan. Inisiatif ini bertujuan untuk memperkuat struktur permodalan dalam rangka restrukturisasi keuangan dan penyelesaian proyek jalan tol. Secara garis besar, program 8 *stream* penyehatan keuangan dapat dijabarkan sebagai berikut:

1. Divestasi Inti;
2. Penjaminan Pemerintah atas pinjaman dan Obligasi dan/atau Sukuk;

1. Income Diversification

Balancing investment portfolios as well as penetrating external markets and managing recurring income.

2. Cost Efficiency

Cost efficiency was carried out in all Waskita segments while maintaining operating profit margins through improvements in receivable management as well as quality and K3LM improvements.

3. Fund Management

Fund management is carried out with structured, accurate, and controlled planning and implementation while still meeting the financial covenants required by the banking system, maintaining the cost of funds and maintaining a positive operating cash flow.

4. Internal Capacity Improvement

Waskita achieves sustainable business growth with the support of increasing the Company's internal capacity, including capacity building for cash flow management, portfolio management, risk management, production standardization, SAP system optimization and integration, as well as HR development. The increase in internal capacity is in accordance with the assessment of the Excellent Performance Assessment Criteria (KPKU) from the Ministry of SOEs, with the goal of reaching the industry leader level.

5. Risk Management

Waskita's rapid growth needs to be supported by measurable and effective risk management through the Enterprise Risk Management Framework (ERM) as the basis for decision-making by the Board of Directors in order to increase effectiveness and efficiency in achieving company goals. Waskita has set a target to increase ERM capabilities to 5 (*leading*) in the next few years.

Furthermore, Waskita implements a strategy in 2021 which focuses on improving liquidity through the Company's 8 stream financial restructuring program. This initiative aims to strengthen the capital structure in the context of financial restructuring and completion of toll road projects. Broadly speaking, the 8 stream financial restructuring program can be described as follows:

1. Core Divestment;
2. Government Guarantee on loans and Bonds and/or Sukuk;



3. Restrukturisasi Utang Induk;
4. Restrukturisasi Utang Anak Usaha;
5. Penyelesaian Ruas Tol Khusus;
6. Penyertaan Modal Negara (PMN);
7. Restrukturisasi Bisnis
8. Penerapan Pedoman Tata Kelola & Manajemen Risiko.

Prioritas penerapan program penyehatan keuangan tersebut diharapkan mampu secara efektif menyediakan dorongan bagi perbaikan likuiditas sekaligus kinerja portofolio keuangan sehingga Waskita dapat meningkatkan daya saing untuk secara terus-menerus mewujudkan pertumbuhan usaha yang berkelanjutan (*sustainability growth*).

Analisis Perbandingan antara Realisasi dengan Target Kinerja Keuangan

Pada tahun buku 2021, Perseroan berhasil mencatatkan kinerja keuangan yang positif di tengah situasi pemulihan dampak pandemi Covid-19 pada skala nasional yang masih berlangsung. Pendapatan usaha Perseroan tercatat sebesar Rp12,22 triliun, atau mengalami penurunan sebesar 24,50% dibanding tahun sebelumnya. Seiring hal tersebut, Perseroan mencatatkan peningkatan beban pokok pendapatan sebesar 31,78% dibanding tahun sebelumnya. Atas perolehan tersebut, Perseroan berhasil mencatatkan perolehan laba bruto sebesar Rp1.90 triliun atau meningkat sebesar 80,05% dibanding perolehan pada tahun sebelumnya.

Pada posisi keuangan, Perseroan mampu mencatatkan nilai aset sebesar Rp103,60 triliun atau mengalami kenaikan sebesar 2,81% dibanding tahun sebelumnya. Perolehan tersebut terbagi menjadi aset lancar sebesar Rp42,59 triliun atau naik sebesar 48,11% serta aset tidak lancar sebesar Rp61,01 triliun atau turun 15,28%. Liabilitas Perseroan per 31 Desember 2021 tercatat sebesar Rp88,14 triliun atau turun 1,34% dibanding tahun sebelumnya. Perolehan tersebut terbagi menjadi liabilitas jangka pendek sebesar Rp27,30 triliun atau turun sebesar 43,78% serta liabilitas jangka panjang sebesar Rp60,84 triliun atau naik sebesar 49,23%. Seiring dengan hal tersebut, Perseroan mencatatkan nilai ekuitas sebesar Rp15,46 triliun atau mengalami kenaikan sebesar 35,26% dibanding tahun sebelumnya.

Jika dibandingkan dengan target yang disusun melalui RKAP 2021, perolehan kinerja keuangan Perseroan untuk tahun 2021 diketahui berada pada situasi yang baik. Pendapatan usaha Perseroan tercatat

3. Restructuring of Parent Debt;
4. Restructuring of Subsidiary Debt;
5. Completion of Special Toll Roads;
6. State Equity Participation (PMN);
7. Business Restructuring;
8. Implementation of Governance Code & Risk Management.

The priority of implementing the financial restructuring program is expected to be able to effectively provide incentives for liquidity improvement as well as financial portfolio performance so that Waskita can improve competitiveness to continuously achieve sustainable business growth.

Analysis on Comparison between Realization and Target Financial Performance

In the 2021 fiscal year, the Company managed to record a positive financial performance despite the ongoing recovery from the COVID-19 pandemic on a national scale. The Company's revenue amounted to Rp12.22 trillion decreased by 24.50% compared to the previous year. In line with this, the Company's cost of revenue increased by 31.78% compared to the previous year. Based on this acquisition, the Company's gross profit was recorded at Rp1.90 trillion or increased by 80.05% compared to the acquisition in the previous year.

In terms of financial position, the Company managed to record an asset value at Rp103.60 trillion or an increase of 2.81% compared to the previous year. Such acquisition was divided into current assets at Rp42.59 trillion, an increase of 48.11% and non-current assets at Rp61.01 trillion, or a decrease of 15.28%. The Company's liabilities as of December 31, 2021 were recorded at Rp88.14 trillion, a decrease of 1.34% compared to the previous year. Such acquisition was divided into current liabilities at Rp27.30 trillion, a decrease of 43.78% and non-current liabilities at Rp60.84 trillion, an increase of 49.23%. As such, the Company recorded an equity value at Rp15.46 trillion or an increase of 35.26% compared to the previous year.

When compared with the targets set through the 2021 RKAP, the Company's financial performance for 2021 is in a good situation. The Company's revenue was realized at 84.72% compared to



teralisasi sebesar 84,72% dibanding target, seiring beban pokok pendapatan yang terealisasi sebesar 78,66% dibanding target yang ditetapkan. Perseroan berhasil mencatatkan perolehan laba bruto yang terealisasi sebesar 145,81% dibanding target dalam RKAP 2021. Kemudian, pada posisi keuangan, nilai aset Perseroan per 31 Desember 2021 tercatat sebesar 96,50%, liabilitas Perseroan tercatat 102,17%, serta nilai ekuitas Perseroan tercatat sebesar 73,30% dibanding target yang ditetapkan.

Kinerja Operasional

Perseroan merupakan salah satu pemain utama pada industri jasa konstruksi nasional. Melalui kesadaran atas posisi tersebut, Perseroan secara konsisten terus berupaya mengembangkan kapasitasnya dalam mewujudkan visi dan misi yang telah ditetapkan. Upaya tersebut diwujudkan salah satunya melalui perolehan kontrak pekerjaan yang berhasil dibukukan Perseroan sepanjang tahun 2021, melalui 3 (tiga) model bisnis kontrak kerja dengan uraian sebagai berikut:

1. Kontrak Kerja yang Ditangani Sendiri
2. Kerja Sama Operasi (KSO)

Melalui model bisnis ini, Perseroan melakukan kerja sama operasi dengan pihak lain sebagai strategi untuk mendapatkan proyek. Kerja sama operasi adalah bentuk kerja sama dengan mitra KSO, yang tujuannya adalah untuk mendapatkan sinergi yang optimal terkait dengan kompetensi teknis maupun non-teknis. Jenis-jenis kontrak yang dikelola, antara lain:

- a. Kontrak *Lump Sum*

Merupakan kontrak pengadaan barang/jasa atas penyelesaian seluruh pekerjaan sesuai persyaratan yang disepakati meliputi gambar, spesifikasi, *schedule*, dan lainnya dalam jangka waktu tertentu dengan besaran harga yang pasti dan tetap.

- b. Kontrak *Unit Price*

Merupakan kontrak pengadaan barang/jasa atas penyelesaian seluruh pekerjaan dalam batas waktu tertentu berdasarkan harga satuan yang pasti dan tetap untuk setiap satuan pekerjaan dengan spesifikasi tertentu.

- c. Kontrak *Design and Build*

Merupakan kontrak proyek yang pekerjaan, perencanaan, dan pelaksanaannya diserahkan kepada satu penyedia jasa (perencana) yang ditunjuk oleh kontraktor, bukan oleh pengguna jasa, atau kepada suatu badan kerja sama antara perencana dan kontraktor.

3. Investasi

Model bisnis kontrak kerja oleh Perseroan yang dilakukan melalui investasi dalam bidang produksi/manufaktur beton, konstruksi dan konsesi jalan tol, properti, *realty*, hotel, dan infrastruktur jalan tol melalui anak perusahaan yaitu PT Waskita Beton Precast Tbk, PT Waskita Toll Road, PT Waskita Karya Realty, dan PT Waskita Karya Infrastruktur.

the target, in line with the realized cost of revenue at 78.66% compared to the determined target. The Company's gross profit amounted to 145.81% compared to the target in the 2021 RKAP. Then, in the financial position, the value of the Company's assets as of December 31, 2021 amounted to 96.50%. The Company's liabilities amounted to 102.17% and equity amounted to 73.30% compared to set targets.

Operational Performance

The Company is one of the leading players in the national construction service industry. Due to this fact, the Company consistently strives to develop its capacity in realizing the vision and mission that has been set. One of these efforts is realized through the acquisition of work contracts that has been successfully booked throughout 2021, through 3 (three) work contract business models as follows:

1. Self-Handled Construction Services Contract
2. Joint Operations (JO)

The Company conducts joint operations with other parties as one of the strategies to obtain a project. Joint operations is a form of cooperation with JO partners whose objective is to obtain optimal synergy related to technical and nontechnical competencies. Types of managed contracts are among others:

- a. Lump Sum Contract

A lump sum contract is a procurement contract for the completion of all work offered in accordance with agreed terms including drawings, specifications, schedules, and others within a specified period with a determined and fixed amount of prices.

- b. Unit Price Contract

Unit price contract is a procurement contract for the completion of all work within a certain time limit based on a determined and fixed unit price for each unit of work with certain specifications.

- c. Design and Build Contract

Design and build contracts are project contracts where the planning and implementation work is assigned to a service provider (planner) appointed by the contractor, not by service users or to a collaborative agency between planners and contractors.

3. Investment

A work contract business by the Company that is carried out through investment in concrete production/manufacturing, construction and concessions of toll road, property, *realty*, hotels and non-toll road infrastructure through its subsidiaries, namely PT Waskita Beton Precast Tbk, PT Waskita Toll Road, PT Waskita Karya Realty, and PT Waskita Karya Infrastruktur.



Pada tahun 2021, Perseroan telah mengikuti lelang sejumlah 110 proyek dengan nilai total proyek sebesar Rp36,29 triliun. Dari keseluruhan lelang tersebut, Perseroan berhasil memenangkan 25 lelang proyek dengan mencatatkan nilai proyek baru sebesar Rp15,30 triliun. Secara keseluruhan tingkat keberhasilan pemenangan nilai lelang proyek Perseroan untuk tahun 2021 adalah sebesar 42,17%, atau mengalami penurunan dibanding tahun sebelumnya yang tercatat 54,49%. Adapun tingkat pemenangan lelang proyek berdasarkan jumlah proyek adalah sebesar 22,73%, atau diketahui menurun dibanding tahun sebelumnya yang sebesar 35,24%. Penurunan tingkat peraih proyek di tahun 2021 dibanding tahun sebelumnya disebabkan oleh ketatnya persaingan tender akibat berkurangnya pasar konvensional karena banyak tender yang bergeser/ ditunda akibat Pandemi Covid-19.

Dengan membandingkan perolehan-perolehan tersebut dengan target yang ditetapkan, diketahui bahwa kinerja operasional yang berhasil dibukukan Perseroan untuk tahun 2021 berada pada posisi yang terjaga. Perincian mengenai perbandingan kinerja operasional atas target dalam RKAP 2021 adalah sebagai berikut:

Uraian / Description	Realisasi 2021 / Realization in 2021	Target dalam RKAP 2021 / Target in 2021 RKAP	Realisasi terhadap Target (%) / Realization against Target (%)
Lelang Diikuti / Tender Participated	110	161	68,32%
Nilai Lelang Diikuti (Rp-triliun) / Value of Tender Participated (Rp trillion)	36,30	40,51	89,61%
Lelang Dimenangkan / Tender Won	25	41	60,98%
Nilai Lelang Dimenangkan (Rp-triliun) / Value of Tender Won (Rp trillion)	15,30	10,26	149,12%
Lelang Dimenangkan (%) / Tender Won (%)	42,17	25,3	166,68%

Kinerja Pemasaran

Perseroan melaksanakan penguatan strategi pemasaran secara komprehensif dan menyeluruh guna meningkatkan pangsa pasar pada industri konstruksi nasional. Untuk tahun 2021, Perseroan secara spesifik menjalankan sejumlah program pemasaran antara lain:

1. Fokus pada keberhasilan proyek yang menjadi target;
2. Memberikan proposal dengan harga kompetitif serta memaksimalkan alat serta *supply* dari anak Perusahaan;
3. Menggandeng mitra potensial untuk proyek KPBU/ investasi/ *turnkey*;
4. Melakukan upaya penambahan ketersediaan modal kerja untuk proyek-proyek baru yang bersifat kpbu, investasi dan *turnkey* melalui *right issue* dan penerbitan obligasi dan/atau sukuk dengan Penjaminan Pemerintah; dan
5. Mengembangkan mekanisme dan SOP dalam lelang proyek-proyek strategis dan yang ditargetkan sebagai "*Breakthrough Program*" untuk memaksimalkan potensi pemenangan tender, yaitu Program Bidding Booster yang diberi nama *Winning Room*.

In 2021, the Company has participated in the tender of 110 projects with a total project value of Rp36.29 trillion. Of the total tenders, the Company won 25 tenders by recording a new project value at Rp15.30 trillion. Overall, the Company's rate of winning project tender for 2021 was 42.17%, or a decrease compared to the previous year at 54.49%. The project tender winning rate based on the total projects is 22.73%, decreased compared to the previous year at 35.24%. The decline in the level of project achievement in 2021 compared to the previous year was caused by the tight competition in tenders due to the reduction in the conventional market because many tenders were shifted/delayed due to the Covid-19 pandemic.

By comparing these acquisitions with the set targets, the operational performance that the Company has successfully recorded for 2021 is in a well-maintained position. The details regarding the comparison of operational performance against the targets in the 2021 RKAP are as follows:

Marketing Performance

The Company implements a comprehensive strengthening on its marketing strategy in order to increase its market share in the national construction industry. For 2021, the Company specifically run a number of marketing programs including:

1. Focus on the success of the targeted project;
2. Provide proposals at competitive prices and maximize tools and supplies from subsidiaries;
3. Collaborate with potential partners for KPBU/investment/ *turnkey* projects;
4. Make efforts to increase the availability of working capital for new PPP, investment, and *turnkey* projects through rights issues and issuance of bonds and/or sukuk with Government Guarantee; and
5. Develop mechanisms and SOPs in tender of strategic projects and are targeted as "*Breakthrough Programs*" to maximize the potential for winning tenders, namely the Bidding Booster Program which is named the *Winning Room*.



Perseroan mengklasifikasi pangsa pasar berdasarkan segmentasi perolehan kontrak, terdiri atas pemerintah, perusahaan BUMN/BUMD, perusahaan swasta baik dalam maupun luar negeri, serta pengembangan bisnis lainnya. Perbandingan antara realisasi dan target pemasaran berdasarkan pembagian segmentasi untuk tahun 2021 adalah sebagai berikut:

The Company classifies market share based on the segmentation of contract acquisition, consisting of the government, BUMN/BUMD, private companies both at domestic and overseas, as well as other business developments. The comparison between the realization and the marketing target based on the segmentation division for 2021 is as follows:

Segmentasi / Segmentation	Realisasi 2021 / Realization in 2021		Target 2021 / Target in 2021		Realisasi terhadap Target (%) / Realization against Target (%)	
	Rp miliar / Rp billion	%	Rp miliar / Rp billion	%	Rp miliar / Rp billion	%
Pemerintah / Government	3.065,54	14,96%	8.144,38	39,82%	37,64	37,57%
BUMN/BUMD / SOE/ROE	782,66	3,82%	505,24	2,47%	154,91	154,65%
Swasta / Private	7.525,29	36,72%	2.062,94	10,09%	364,78	363,92%
Dalam Negeri / Domestic	3.146,22	15,35%	601,84	2,94%	522,77	522,11%
Luar Negeri / Overseas	4.379,07	21,37%	1.461,10	7,14%	299,71	299,30%
Pengembangan Bisnis (WBP+WKI) / Business Development (WBP+WKI)	9.120,07	44,50%	9.740,08	47,62%	93,63	93,45%
Jumlah / Total	20.493,56	100,00%	20.452,64	100,00%	100,20	100,00%

Kinerja Segmen Usaha

Segmen Konstruksi

Selama tahun 2021, Perseroan telah mengembangkan potensi yang dimiliki pada industri jasa konstruksi nasional melalui kinerja Segmen Konstruksi. Segmen Konstruksi yang dijalankan Perseroan terbagi menjadi 5 (lima) divisi, yaitu *Building Division*, *Infrastructure I Division*, *Infrastructure II Division*, *EPC Division*, dan *Overseas Division*. Perseroan berhasil melaksanakan dan menyelesaikan sejumlah proyek dalam segmen konstruksi sesuai kesepakatan kontrak kerja, dengan uraian adalah sebagai berikut:

Business Segment Performance

Construction Segment

Throughout 2021, the Company has developed its potential in the national construction service industry through the performance of the Construction Segment. The Construction segment run by the Company is divided into 5 (five) divisions, namely Building Division, Infrastructure Division I, Infrastructure Division II, EPC Division, and Overseas Division. The Company has successfully implemented and completed a number of projects in the construction segment in accordance with the work contract agreement, with the following descriptions:

No	Nama Proyek / Project Name	Pemberi Kerja / Owner	Nilai Kontrak (Rp juta) / Contract Value (Rp million)	Masa Pelaksanaan / Period	
				Mulai / Starts	Berakhir / Ends
1	Jalan Tol Becakayu Koneksi / Becakayu Toll Road Connection	PT Kresna Kusuma Dyandra Marga	449.295	5-Dec-2017	31-Mar-2022
2	Jalan Tol Becakayu Seksi 2A / Becakayu Toll Road Section 2A	PT Kresna Kusuma Dyandra Marga	1.051.037	30-Oct-2017	31-Dec-2021
3	Jalan Tol Becakayu Seksi 2A-Ujung / Becakayu Toll Road Section 2A - Built end	PT Kresna Kusuma Dyandra Marga	850.228	8-Feb-2019	31-Mar-2022
4	Pembangunan Jalan Tol Ciawi - Sukabumi Seksi 2 / Construction of the Ciawi - Sukabumi Toll Road Section 2	PT Trans Jabar Tol	2.100.353	11-Mar-2019	30-Jun-2022
5	Pembangunan Jalan Tol Pasuruan-Probolinggo / Construction of Pasuruan-Probolinggo Toll Road	PT Transjawa Paspro Jalan Tol	5.104.650	Seksi 123 : 12 Juli 2016 Seksi 4 : 26 Oktober 2020»	Seksi 123 : 30 April 2019 Seksi 4A : 31 Juli 2022 Seksi 4B : 25 Desember 2022»
6	Proyek Pembangunan Jalan Tol Cimanggis - Cibitung Seksi 2 / Construction of Cimanggis - Cibitung Toll Road Project Section 2	PT Cimanggis Cibitung Tollways	4.081.771	27-Jul-2016	30-Jan-2023
7	Pembangunan Jalan Tol Kayuagung-Palembang-Betung Paket II / Construction of the Kayuagung-Palembang-Betung Toll Road Package II	PT Waskita Sriwijaya Tol	9.785.393	30-May-2016	31-Aug-2023
8	Pembangunan Jalan Tol Kayuagung-Palembang-Betung Paket IV / Construction of the Kayuagung-Palembang-Betung Toll Road Package IV	PT Waskita Sriwijaya Tol	3.010.141	20-Dec-2016	31-Aug-2023



No	Nama Proyek / Project Name	Pemberi Kerja / Owner	Nilai Kontrak (Rp juta) / Contract Value (Rp million)	Masa Pelaksanaan / Period	
				Mulai / Starts	Berakhir / Ends
9	Pembangunan Jalan Tol Kayuagung-Palembang-Betung Paket III / Construction of the Kayuagung-Palembang-Betung Toll Road Package III	PT Waskita Sriwijaya Tol	3.572.018	30-May-2016	23-Mar-2023
10	Proyek Jalan Tol KLBM / KLBM Toll Road Project	PT Waskita Bumi Wira	4.867.181	13-Dec-2016	27-Sep-2021

Untuk tahun 2021, Segmen Konstruksi mencatatkan Pendapatan Usaha sebesar Rp10,68 triliun, atau mengalami penurunan sebesar 26,44% yang setara dengan Rp3,82 triliun, dibandingkan perolehan pada tahun 2020 yang tercatat sebesar Rp14,50 triliun. Perolehan Laba Bruto pada Segmen Konstruksi tercatat sebesar Rp1,20 triliun, atau mengalami kenaikan 53,70% yang setara dengan Rp41 miliar, dibanding perolehan tahun sebelumnya yang sebesar Rp793 miliar.

Segmen Tol

Perseroan melaksanakan usahanya pada Segmen Tol melalui entitas anak Perusahaan yang bergerak di bidang pengembangan jalan tol, yaitu PT Waskita Toll Road (WTR) yang memiliki investasi di beberapa ruas jalan tol. Selama tahun 2021, Perseroan berhasil melaksanakan dan menyelesaikan sejumlah proyek pada Segmen Tol sesuai kesepakatan kontrak kerja. Proyek-proyek jalan tol tersebut adalah sebagai berikut:

Revenue from Construction Segment in 2021 amounted to Rp10.68 trillion, decreased by 26.44% or equal to Rp3.82 trillion, compared to that of 2020 at Rp14.50 trillion. Gross Profit from the Construction Segment amounted to Rp1.20 trillion, increased by 53.70% or equal to Rp41 billion, compared to that of the previous year at Rp793 billion.

Toll Segment

The Company carries out its business in the Toll Segment through its subsidiary which is engaged in toll road development, namely PT Waskita Toll Road (WTR) which has investments in several toll road sections. Throughout 2021, the Company succeeded in implementing and completing a number of projects in the Toll Segment according to the work contract agreement. The toll road projects are as follows:

No	Nama Proyek / Project Name	Pemberi Kerja / Owner	Nilai Kontrak (Rp juta) / Contract Value (Rp million)	Masa Pelaksanaan / Period	
				Mulai / Starts	Berakhir / Ends
1	Jalan Tol Becakayu Koneksi / Becakayu Toll Road Connection	PT Kresna Kusuma Dyandra Marga	449.295	5-Dec-2017	31-Mar-2022
2	Jalan Tol Becakayu Seksi 2A / Becakayu Toll Road Section 2A	PT Kresna Kusuma Dyandra Marga	1.051.037	30-Oct-2017	31-Dec-2021
3	Jalan Tol Becakayu Seksi 2A-Ujung / Becakayu Toll Road Section 2A - Built end	PT Kresna Kusuma Dyandra Marga	850.228	8-Feb-2019	31-Mar-2022
4	Pembangunan Jalan Tol Ciawi - Sukabumi Seksi 2 / Construction of the Ciawi - Sukabumi Toll Road Section 2	PT Trans Jabar Tol	2.100.353	11-Mar-2019	30-Jun-2022
5	Pembangunan Jalan Tol Pasuruan-Probolinggo / Construction of Pasuruan-Probolinggo Toll Road	PT Transjawa Paspro Jalan Tol	5.104.650	Seksi 123 : 12 Juli 2016 Seksi 4 : 26 Oktober 2020»	Seksi 123 : 30 April 2019 Seksi 4A : 31 Juli 2022 Seksi 4B : 25 Desember 2022”
6	Proyek Pembangunan Jalan Tol Cimanggis - Cibitung Seksi 2 / Construction of Cimanggis - Cibitung Toll Road Project Section 2	PT Cimanggis Cibitung Tollways	4.081.771	27-Jul-2016	30-Jan-2023
7	Pembangunan Jalan Tol Kayuagung-Palembang-Betung Paket II / Construction of the Kayuagung-Palembang-Betung Toll Road Package II	PT Waskita Sriwijaya Tol	9.785.393	30-May-2016	31-Aug-2023
8	Pembangunan Jalan Tol Kayuagung-Palembang-Betung Paket IV / Construction of the Kayuagung-Palembang-Betung Toll Road Package IV	PT Waskita Sriwijaya Tol	3.010.141	20-Dec-2016	31-Aug-2023
9	Pembangunan Jalan Tol Kayuagung-Palembang-Betung Paket III / Construction of the Kayuagung-Palembang-Betung Toll Road Package III	PT Waskita Sriwijaya Tol	3.572.018	30-May-2016	23-Mar-2023
10	Proyek Jalan Tol KLBM / KLBM Toll Road Project	PT Waskita Bumi Wira	4.867.181	13-Dec-2016	27-Sep-2021



Pada tahun 2021, Segmen Tol mampu mencatatkan perolehan Pendapatan Usaha sebesar Rp775,01 miliar atau mengalami kenaikan sebesar 98,41%, yang setara dengan Rp384,41 miliar, dibanding perolehan pada tahun sebelumnya yang sebesar Rp390,60 miliar. Kenaikan tersebut disebabkan oleh meningkatnya proyek jalan tol yang dilaksanakan pada tahun 2021 dibandingkan dengan tahun 2020.

Perolehan Laba Bruto untuk Segmen Tol pada tahun 2021 adalah sebesar Rp399,90 miliar atau mengalami kenaikan sebesar 126,84%, yang setara dengan Rp223,61 miliar, dibanding perolehan pada tahun sebelumnya yang sebesar Rp176,29 miliar.

Segmen Precast

Peseroan memiliki pabrik beton *precast* yang dikelola oleh entitas anak perusahaan, yakni PT Waskita Beton Precast Tbk (WSBP) yang sudah mencatatkan sahamnya di Bursa Efek Indonesia (BEI) sejak 20 September 2016. Selama tahun 2021, Perseroan berhasil melaksanakan dan menyelesaikan sejumlah proyek pada Segmen *Precast*, sesuai kesepakatan kontrak kerja. Proyek-proyek tersebut adalah sebagai berikut:

Revenue from Toll Segment in 2021 amounted to Rp775.01 billion, increased by 98.41% or equal to Rp384.41 trillion compared to that of the previous year at Rp390.60 billion. Such increase was due to increased toll road project implementation in 2021 compared to that of 2020.

Gross Profit from the Toll Segment in 2021 amounted to Rp399.90 billion, increased by 126.84%, or equal to Rp223.61 billion compared to that of the previous year at Rp176.29 billion.

Precast Segment

The Company owns a precast concrete factory which is managed by a subsidiary, namely PT Waskita Beton Precast Tbk (WSBP) which has listed its shares on the Indonesia Stock Exchange (IDX) on September 20, 2016. Throughout 2021, the Company succeeded in implementing and completing a number of projects in the Precast segment according to the work contract agreement. The projects are as follows:

No	Nama Proyek / Project Name	Pemberi Kerja / Owner	Nilai Kontrak (Rp juta) / Contract Value (Rp million)
Tahun 2021 / In 2021			
Area Penjualan I / Sales Area I			
1	Ready Mix - Proyek Toll Binjai - Pangkalan Brandan / Ready Mix - Binjai - Pangkalan Brandan Toll Project	PT. HK - SIS (PT. Semen Indogreen Sentosa)	90.310
2	ADD III - Readymix - Proyek Jalan Tol Serbelawan Siantar (SBSR) / ADD II - Readymix - Serbelawan Siantar Toll Road Project (SBSR)	PT. HAKAASTON	33.774
3	Proyek < 10 M / Project <10B	Gabungan / Joint Venture	19.048
Sub Total			143.133
Area Penjualan II / Sales Area II			
1	Readymix - Proyek Wilayah Sumatera Selatan (Kontrak Payung) / Readymix - South Sumatra Region Project (Umbrella Contract)	PT.Waskita Karya (Persero) Tbk	336.159
2	Spun Pile - Proyek Pembangunan Jalan Tol KAPB Paket II Seksi 2 / Spun Pile - KAPB Package II Toll Road Construction Project Section 2	PT.Waskita Karya (Persero) Tbk	63.557
3	Spun Pile - Proyek Jalan Tol KAPB Paket Jembatan Musi (Spun D1000) / Spun Pile - KAPB Toll Road Project Musi Bridge Package (Spun D1000)	PT.Waskita Karya (Persero) Tbk	24.835
4	Spun Pile - Proyek Pembangunan Jalan Tol KAPB Paket II Seksi 2 / Spun Pile - KAPB Package II Toll Road Construction Project Section 2	PT.Waskita Karya (Persero) Tbk	23.986
5	Spun Pile - Proyek Jembatan Musi / Spun Pile - Musi Bridge Project	PT.Waskita Karya (Persero) Tbk	23.241
6	Spun Pile - Proyek Jalan Tol KAPB II Seksi 2 / Spun Pile - KAPB II Toll Road Project Section 2	PT.Waskita Karya (Persero) Tbk	23.072
7	Spun Pile - Proyek Pembangunan Jalan Tol KAPB IV Seksi 2A / Spun Pile - KAPB IV Toll Road Construction Project Section 2A	PT.Waskita Karya (Persero) Tbk	18.119
8	PCI Girder - Proyek Jalan Tol KAPB / PCI Girder - KAPB Toll Road Project	PT.Waskita Karya (Persero) Tbk	16.000
9	Full Slab - Proyek Pembangunan Jalan Tol KAPB Paket II Seksi 2 / Full Slab - KAPB Package II Toll Road Construction Project Section 2	PT.Waskita Karya (Persero) Tbk	11.800
10	PCI Girder - Proyek Fly Over Patih Galung / PCI Girder - Patih Galung Fly Over Project	PT Ricky Kencana Sukses Mandiri	11.798
11	CCSP - Proyek Pengendalian Banjir Sungai Lambidaro - Sekanak Kota Palembang / CCSP - Lambidaro River Flood Control Project - Sekanak Palembang City	PT Bukit - Cahaya KSO	11.430
12	Proyek < 10 M / Project < 10 B	Gabungan	16.515
Sub Total			547.482



No	Nama Proyek / Project Name	Pemberi Kerja / Owner	Nilai Kontrak (Rp juta) / Contract Value (Rp million)
Area Penjualan III / Sales Area III			
1	Spun Pile dan Girder Proyek Jalan Tol Kataraja Seksi I / Spun Pile and Girder Kataraja Toll Road Project Section I	PT. Duta Graha Karya	278.613
2	Proyek pembangunan Jalan Tol Becakayu 2B / Becakayu 2B Toll Road construction project	PT. Waskita Karya (Persero) Tbk	256.585
3	Readymix, Spun Pile, Full Slab - Proyek Jalan Tol Cibitung Cilincing Seksi I / Readymix, Spun Pile, Full Slab - Section I Cibitung Cilincing Toll Road Project	PT. Waskita Karya (Persero) Tbk	45.428
4	Readymix - Proyek Lawe - Lawe Facilities RDMP RUV / Readymix - Lawe Project - Lawe Facilities RDMP RUV	PT. Sarana Amanah Integrasi	35.125
5	ADD-III - RDMP RUV Balikpapan Project - PKG 3 / ADD-III - RDMP RUV Balikpapan Project - PKG 3	RDMP Balikpapan JO	17.759
6	Spun Pile - Proyek Thilawa Shipyard Myanmar Fase III Assign / Spun Pile - Myanmar's Thilawa Shipyard Project Phase III Assign	Fourth Harbor Engineering Co., Ltd (CCCC4)	15.192
7	Add. XV - Proyek Cibitung - Cilincing Seksi I (Seksi I&3) / Add. XV - Cibitung - Cilincing Project Section I (Sections I&3)	PT. Waskita Karya (Persero) Tbk	15.039
8	Proyek < 10 M / Project < 10 B	Gabungan	144.256
Sub Total			807.997
Area Penjualan IV / Sales Area IV			
1	Readymix - Twin Tower Makassar	PT. Waskita Karya (Persero) Tbk	36.921
2	PC-I Girder - Proyek Pembangunan Jalan Tol Pasuruan - Probolinggo Seksi 4 / PC-I Girder - Pasuruan - Probolinggo Toll Road Construction Project Section 4	PT. Waskita Karya (Persero) Tbk	13.498
3	CCSPW 500 A 1000 - Proyek Pengendalian Banjir Kali Blorong Kab. Kendal / CCSPW 500 A 1000 - Blorong River Flood Control Project Kab. Kendal	Arafah - Sakti, KSO	10.530
4	Spun Pile - Proyek Smelter Manyar Gresik / Spun Pile - Manyar Gresik Smelter Project	PT. Adhi Karya (Persero) Tbk	10.502
5	PCB - Jalan Kendari Toronipa / PCB - Kendari Toronipa Road	PP KPS - KSO	10.166
6	Proyek < 10 M / Project < 10 B	Gabungan	117.083
Sub Total			198.700
TOTAL AREA PENJUALAN / TOTAL SALES AREA			1.697.311
Konstruksi & Instalasi Modular / Modular Construction & Installation			
EKSTERNAL / EXTERNAL			
1	Pekerjaan Konstruksi Rumah Pompa Pulau 2B (River Walk Island) / 2B Island Pump House Construction Work (River Walk Island)	Kapuknaga Indah	50.700
2	Perumahan Savasa / Savasa Housing	Panahome Deltamas Indonesia	11.570
3	JPM Dukuh Atas	KSO WBFV	167.116
4	Proyek < 10 M / Project < 10 B		661
Sub Total Eksternal KIM / KIM External Sub Total			230.047
INTERNAL			
1	Rumah Kupang (RISHA) / Kupang House (RISHA)	Div. Infra I	60.260
2	Pengadaan Spun Pile Kapal Betung / Betung Ship Spun Pile Procurement	Div. Infra II	87.860
3	Pengadaan Fullslab Proyek KAPB / KAPB Project Fullslab Procurement	Div. Infra II	167.983
4	Pengadaan CCSP Loji Banger / Procurement of CCSP Loji Banger	Div. Infra I	44.754
5	Klaim CCTW Paket 2 / Claim CCTW Package 2	Cimanggis Cibitung Tollways	72.703
6	Tol CCTW (ADD 8) / CCTW Toll (ADD 8)	Cimanggis Cibitung Tollways	310.057
7	Addendum CCTW paket 2 / CCTW addendum package 2	Cimanggis Cibitung Tollways	32.922
8	Proyek < 10 M / Project < 10 B		13.354
Sub Total Internal KIM / KIM Internal Sub Total			789.892
TOTAL AREA KIM			1.019.939

Untuk tahun 2021, Perseroan berhasil mencatatkan Pendapatan Usaha pada Segmen Precast sebesar Rp380,95 miliar atau mengalami penurunan sebesar 50,16%, yang setara dengan Rp383,36 miliar, dibanding perolehan pada tahun sebelumnya yang sebesar Rp764,31 miliar.

Revenue from Precast Segment in 2021 amounted to Rp380.95 billion decreased by 50,16%, or equal to Rp383.36 billion, compared to that of the previous year at Rp764.31 billion.



Perolehan Laba Bruto untuk Segmen *Precast* adalah sebesar Rp107,97 miliar atau mengalami kenaikan sebesar 637,83%, yang setara dengan Rp128,05 miliar dibandingkan tahun sebelumnya yang tercatat sebesar minus Rp20,08 miliar.

Segmen Properti dan Hotel

Melalui Segmen Properti dan Hotel, Perseroan mengelola beberapa hotel seperti Teraskita Hotel Jakarta, Teraskita Hotel Makassar, Maison Teraskita Hotel Bandung dan The Reiz Suites Medan. Adapun untuk bidang properti, yakni Vasaka The Reiz Condo Medan, Vasaka Nines, Vasaka Bali, Soltera dan Avasta. Selama tahun 2021, Perseroan melaksanakan dan menyelesaikan sejumlah proyek pada Segmen Properti dan Hotel, sebagai berikut:

No	Nama Proyek / Project Name	Pemberi Kerja / Owner	Nilai Kontrak (Rp juta) / Contract Value (Rp million)	Masa Pelaksanaan / Period	
				Mulai / Starts	Berakhir / Ends
I	Maison Teraskita Bandung	PT.Waskita Karya Realty	Rp51.644.452.084,- (Exclude PPN)	4 Juli 2019 / July 4, 2019	31 Januari 2021 / January 31, 2021

Untuk tahun 2021, Perseroan berhasil mencatatkan Pendapatan Usaha pada Segmen Properti dan Hotel sebesar Rp300,43 miliar atau mengalami penurunan sebesar 37,07%, yang setara dengan Rp176,98 miliar, dibanding perolehan pada tahun sebelumnya yang sebesar Rp477,41 miliar.

Perolehan Laba Bruto untuk Segmen Properti dan Hotel adalah sebesar Rp136,69 miliar atau mengalami kenaikan sebesar 146,55%, yang setara dengan Rp81,25 miliar, dibandingkan tahun sebelumnya yang tercatat sebesar Rp55,44 miliar.

Segmen Infrastruktur Lainnya

Perseroan mengembangkan serta mendirikan anak perusahaan yakni PT Waskita Karya Infrastruktur yang menjadi Perusahaan *Holding* bagi PT Waskita Sangir Energi yang bergerak di bidang Pembangkit Listrik Tenaga Minihydro (PLTM) dengan kapasitas output 2x5 Megawatt. Hingga saat ini, perusahaan tersebut telah berkembang dan telah memberikan kontribusi positif terhadap Perseroan.

Sepanjang tahun 2021, Perseroan tidak melaksanakan dan menyelesaikan sejumlah proyek pada Segmen Infrastruktur sama sekali.

Gross Profit from the Precast Segment amounted to Rp107.97 billion increased by 637.83%, or equal to Rp128.05 billion, compared to that of the previous year at minus Rp20.08 billion.

Property and Hotel Segment

Through the Property and Hotel Segment, the Company manages several hotels such as Teraskita Hotel Jakarta, Teraskita Hotel Makassar, Maison Teraskita Hotel Bandung and The Reiz Suites Medan. As for the property sector, there are Vasaka The Reiz Condo Medan, Vasaka Nines, Vasaka Bali, Soltera and Avasta. The Company implemented and completed a number of projects in the Property and Hotel Segment throughout 2021 as follows:

Revenue from Property and Hotel Segment in 2021 amounted to Rp300.43 billion, decreased by 37.07% or equal to Rp176.98 billion compared to the previous year at Rp477.41 billion.

Gross Profit from the Property and Hotel Segment amounted to Rp136.69 billion, increased by 146.55% or equal to Rp81.25 billion compared o the previous year at Rp55.44 billion.

Other Infrastructure Segments

The Company developed and established a subsidiary, namely PT Waskita Karya Infrastruktur which became the Holding Company for PT Waskita Sangir Energi which is engaged in Minihydro Power Plant (PLTM) with an output capacity of 2x5 Megawatts. As of today, the company has grown and has made a positive contribution to the Company.

The Company did not implement and complete a number of Infrastructure Segment projects in 2021.



Segmen Sewa Gedung

Segmen Sewa Gedung merupakan salah satu segmen usaha jasa non-konstruksi yang dikembangkan Perseroan dan merupakan bentuk optimalisasi aset yang dimiliki Perseroan dengan memberikan layanan tambahan melalui jasa sewa gedung perkantoran. Perseroan berhasil mengoptimalkan tingkat Okupansi Teraskita Office Jakarta sebesar 100% dari sebelumnya 63,63% di tahun 2020.

Untuk tahun 2021, Perseroan berhasil mencatatkan Pendapatan Usaha pada Segmen Sewa Gedung sebesar Rp8,85 miliar atau mengalami kenaikan sebesar 2252,83%, yang setara dengan Rp8,48 miliar, dibanding perolehan pada tahun sebelumnya yang sebesar Rp376 juta.

KENDALA, TANTANGAN, DAN SOLUSINYA

Selama tahun 2021, Waskita telah menghadapi sejumlah tantangan sebagai berikut:

1. Pandemi Covid 19 yang berkepanjangan menyebabkan:
 - Perubahan alokasi belanja negara yang diprioritaskan untuk penanganan Covid-19.
 - Penundaan tender dan penghentian/perlambatan pengerjaan konstruksi.
 - Penurunan kolektabilitas piutang dari owner.
 - Penurunan traffic pada ruas jalan tol yang dimiliki akibat aturan pembatasan mobilitas.
 - Tertundanya program divestasi perusahaan karena investor memilih untuk bersikap *wait & see*.
2. Peningkatan Persaingan dalam perolehan Nilai Kontrak Baru khususnya pada proyek Pemerintah (proyek konvensional).
3. Terbatasnya investasi baru khususnya pada sektor jalan tol dengan kelayakan bisnis yang baik.
4. Pelemahan likuiditas perusahaan secara signifikan pada 2021 yang berdampak terhadap kinerja perusahaan dan pemenuhan kewajiban terhadap pihak terkait.
5. Isu terkait teknologi dalam rangka mendukung peningkatan kinerja secara optimal untuk bersaing dengan Perusahaan sejenis dalam satu Industri.

Building Lease Segment

The Building Lease segment is one of the non-construction service business segments developed by the Company and is a form of asset optimization by providing additional services through office building rental. The Company managed to optimize the occupancy rate of Teraskita Office Jakarta by 100% from 63.63% in 2020.

Revenue from the Building Lease Segment in 2021 amounted to Rp8.85 increased by 2252.83%, or equal to Rp8.48 billion, compared to that of the previous year at Rp376 million.

OBSTACLES, CHALLENGES, AND SOLUTIONS

Waskita has faced a number of challenges throughout 2021 as follows:

1. The prolonged Covid-19 pandemic that caused:
 - Changes in allocation of state expenditure that was prioritized to handle Covid-19.
 - Postponement of tenders and termination/delay in construction work.
 - Decreased receivable collectability from owners.
 - Decreased traffic in toll road due to mobility restrictions.
 - Delay in divestment program due as investors chose to take *wait & see* action.
2. Increased competition in achievement of New Contract Value, especially in Government projects (conventional projects).
3. Limited new investment, particularly in toll road sector with good business feasibility.
4. Significantly weakened liquidity in 2021 that impacted the Company's performance and fulfillment of obligations to related parties.
5. Issues related to technology to support optimal performance to compete with similar companies in the same industry.



Langkah strategis sebagai solusi dari tantangan pelemahan likuiditas dan penurunan kinerja:

1. Divestasi Inti;
2. Penjaminan Pemerintah atas pinjaman dan Obligasi dan/atau Sukuk;
3. Restrukturisasi Utang Induk;
4. Restrukturisasi Utang Anak Usaha;
5. Penyelesaian Ruas Tol Khusus;
6. Penyertaan Modal Negara (PMN);
7. Restrukturisasi Bisnis
8. Penerapan Pedoman Tata Kelola & Manajemen Risiko.

ANALISIS TERHADAP PROSPEK USAHA

Perekonomian global diperkirakan akan mengalami pemulihan yang signifikan pada tahun 2022, meski tetap terdapat sejumlah faktor yang memiliki kemungkinan untuk memberi hambatan. Mengacu pada proyeksi yang dirilis Bank Dunia pada Januari 2022, pertumbuhan ekonomi global diperkirakan terealisasi sebesar 4,1% seiring pertumbuhan pada tahun 2021 yang diestimasi mencapai 5,5%. Lebih lanjut, pemulihan diperkirakan akan terjadi secara lebih baik pada negara-negara maju dibanding kelompok negara berkembang, dipengaruhi perbedaan tingkat vaksinasi serta respons kebijakan pada negara-negara berkembang yang cenderung lebih terbatas. Terdapat pula faktor lain yang diperkirakan berpengaruh, meliputi penyebaran virus varian Omicron di awal tahun 2022 yang memiliki kemungkinan untuk mendorong sejumlah negara kembali memberlakukan kebijakan *lockdown*.

Di tengah situasi tersebut, kondisi ekonomi nasional diproyeksikan akan tetap mampu mempertahankan tren positif pemulihan pertumbuhan, seiring realisasi belanja negara serta kelanjutan pelaksanaan program Pemulihan Ekonomi Nasional (PEN) di tahun 2022. Merujuk pada Informasi APBN 2022 yang dirilis Kementerian Keuangan, belanja kementerian dan lembaga akan diarahkan untuk alokasi meliputi dukungan terhadap pelaksanaan reformasi struktural sebagai fondasi pemulihan ekonomi serta dukungan terhadap percepatan penyelesaian infrastruktur strategis. Di samping itu, Pemerintah juga tengah mendorong percepatan pembangunan infrastruktur melalui Penyertaan Modal Negara (PMN) kepada BUMN yang diharapkan mampu memberi dampak bagi perbaikan industri di tahun 2022.

Strategic steps as a solution to the challenges of weakening liquidity and declining performance:

1. Core Divestment;
2. Government Guarantee on loans and Bonds and/or Sukuk;
3. Restructuring of Parent Debt;
4. Restructuring of Subsidiary Debt;
5. Completion of Special Toll Roads;
6. State Equity Participation (PMN);
7. Business Restructuring;
8. Implementation of Governance Code & Risk Management.

BUSINESS PROSPECT ANALYSIS

The global economy is expected to recover significantly in 2022. However, a number of factors still remains with their potential challenges. Referring to the projections released by the World Bank in January 2022, the global economic growth is estimated to be realized at 4.1% as the 2021 growth is estimated to reach 5.5%. Furthermore, the recovery is projected to run more smoothly in developed countries than in developing countries, influenced by differences in vaccination rates and policy responses in developing countries which tend to be more limited. There are also other factors that might influence this projection, including the spread of the virus with its Omicron variant in early 2022 which brings a possibility for some countries to re-impose lockdown policies.

In the midst of this situation, the national economic condition is projected to positively maintain its growth towards recovery, as the Government realizes the state expenditure and continues the National Economic Recovery (PEN) program in 2022. Referring to the 2022 State Budget Information released by the Ministry of Finance, expenditures of ministries and institutions will be allocated for supporting the implementation of structural reforms as the foundation for economic recovery as well as supporting acceleration for the completion of strategic infrastructure. In addition, the Government also encourages the acceleration of infrastructure development through State Equity Participation (PMN) to SOEs which are expected to bring an impact on industrial improvement in 2022.



Lebih lanjut, anggaran pembangunan infrastruktur untuk tahun 2022 diarahkan untuk mendukung pengembangan ekonomi dan pelayanan dasar masyarakat, yang dilakukan di antaranya melalui peningkatan produktivitas masyarakat dan dunia usaha melalui peningkatan konektivitas dan mobilitas, di samping pembangunan infrastruktur pendukung. Prioritas anggaran pembangunan terhadap output strategis diharapkan mampu menyediakan dukungan yang kuat baik pemulihan ekonomi, seiring perbaikan arus barang dan jasa yang menciptakan efisiensi ekonomi. Secara spesifik, pemanfaatan anggaran infrastruktur tahun 2021 pada aspek peningkatan produktivitas melalui infrastruktur konektivitas dan mobilitas akan diarahkan mencakup pada pembangunan jalan baru mencapai 295 km serta dukungan pembangunan jalan tol Trans-Sumatera (JTTS), di samping pembangunan 9 bandara baru dan pelabuhan penyeberangan baru.

Prospek usaha Perseroan untuk tahun 2022 secara umum juga dipengaruhi oleh partisipasi Waskita dalam sejumlah proyek strategis, meliputi proyek Ibu Kota Negara (IKN) di Kalimantan Timur dan pelaksanaan kerja sama G2G Indonesia dengan beberapa negara, seiring pelaksanaan kelanjutan proses divestasi jalan tol serta pelaksanaan pengembangan usaha melalui anak perusahaan. Hal tersebut telah masuk dalam program jangka menengah Waskita yang diharapkan mampu mendorong pertumbuhan kinerja operasional dan keuangan secara signifikan. Di samping itu, terdapat sejumlah faktor lain yang berpengaruh terhadap prospek usaha tahun 2022, mencakup penerimaan dana PMN yang akan dimanfaatkan guna mendorong penyelesaian sejumlah proyek ruas jalan tol, meliputi ruas tol Kayu Agung-Palembang-Betung (112 km), Bekasi-Cawang-Kp Melayu (16 km), Ciawi-Sukabumi (54 km), Pasuruan-Probolinggo (44 km), hingga Krian-Legundi-Manyar (38 km).

Menimbang sejumlah asumsi yang telah diuraikan, manajemen optimistis Perseroan memiliki prospek usaha yang positif untuk tahun 2022. Manajemen telah memastikan Perseroan memiliki ketersediaan sumber daya secara memadai guna menghadapi sejumlah tantangan yang akan dihadapi, meliputi dampak pandemi yang diperkirakan masih akan berlanjut. Anggaran pembangunan infrastruktur tahun 2022 Pemerintah merupakan peluang yang prospektif bagi Perseroan, mencakup penyaluran dana PMN yang akan dikelola secara maksimal oleh Perseroan. Dengan kecukupan sumber daya yang dimiliki, Perseroan optimistis mampu memanfaatkan peluang tersebut secara optimal guna mendorong peningkatan kinerja secara lebih baik.

Furthermore, the infrastructure development budget for 2022 is directed to support economic development and basic public services, which are carried out by increasing community and business productivity through the increase of connectivity, mobility, and development of supporting infrastructures. With the development budget being prioritized towards strategic output, it is expected to be able to provide a strong support for the economic recovery, while also improving the flow of goods and services to realize economic efficiency. The 2021 infrastructure budget that aims to increase productivity through connectivity and mobility infrastructures will be specifically directed to include the construction of new roads of 295 km, construction of the Trans-Sumatera toll road (JTTS) and, construction of 9 new airports and new ferry ports.

In general, the Company's business prospects for 2022 are influenced by Waskita's participation in a number of strategic projects, including the State Capital (IKN) project in East Kalimantan and the implementation of Indonesia's G2G cooperation with several countries, along with the continuation of the toll road divestment process and the implementation of business development through subsidiaries. This has been included in Waskita's medium-term program which is expected to be able to highly encourage growth in operational and financial performance. In addition, a number of other factors are still able to affect the 2022 business prospects, including the PMN funds which will be used to encourage the completion of a number of toll road projects, including the Kayu Agung-Palembang-Betung (112 km), Bekasi-Cawang-KP Melayu (16 km), Ciawi-Sukabumi (54 km), Pasuruan-Probolinggo (44 km), and Krian-Legundi-Manyar (38 km) toll roads.

Considering the aforementioned assumptions, the management is optimistic that the Company's business prospects for 2022 is in a positive direction. The management has ensured that the Company is in possession of adequate resources to face numerous challenges, including the pandemic which is expected to impact the global economy. The Government's 2022 infrastructure development budget is a prospective opportunity for the Company, along with the distribution of PMN funds which will be managed optimally by the Company. With sufficient resources, the Company is optimistic to seize these opportunities in encouraging improvements on its performance.



PROYEKSI 2022

Perseroan telah menyusun proyeksi untuk tahun 2022 melalui Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2022, yang disusun oleh *Board of Directors* serta disetujui oleh *Board of Commissioners*. RKAP tahun 2022 tersebut telah disetujui oleh Pemegang Saham Perseroan dan dilaporkan kepada Otoritas Jasa Keuangan. Lebih lanjut, RKAP tahun 2022 merupakan acuan pokok bagi manajemen Perseroan untuk melaksanakan pengelolaan dan pengawasan terkait seluruh aktivitas usaha yang dijalankan.

Secara umum, proyeksi terhadap kinerja operasional dan finansial Perseroan untuk tahun 2022 didasarkan kepada sejumlah asumsi terkait kondisi ekonomi yang dapat memberikan pengaruh terhadap aktivitas bisnis Perseroan. Di antara kondisi ekonomi yang dapat berdampak tersebut adalah pemulihan pertumbuhan ekonomi, baik secara global maupun nasional, sebagai kelanjutan situasi pandemi Covid-19. Pemulihan pertumbuhan ekonomi diharapkan mampu terealisasi secara lebih baik dibanding tahun sebelumnya, meski tetap terdapat faktor-faktor yang memiliki kemungkinan untuk menghadirkan tantangan. Realisasi program pemulihan ekonomi oleh Pemerintah diharapkan dapat mendorong perbaikan situasi industri secara ekonomi secara makro, seiring penguatan infrastruktur dan sumber daya khususnya pada sektor kesehatan.

Untuk tahun 2022, Perseroan memproyeksikan akan mengikuti kegiatan lelang sebanyak 248 proyek dengan nilai total mencapai Rp178,67 triliun. Target lelang yang dimenangkan diproyeksi akan mencapai 55 proyek dengan nilai total Rp25,64 triliun. Proyeksi jumlah nilai kontrak baru di tahun 2022, termasuk yang berasal dari anak perusahaan, adalah senilai Rp30,79 triliun. Terdapat peningkatan jumlah nilai kontrak baru antara realisasi pada tahun 2021 dengan proyeksi di tahun 2022, kendati kondisi perekonomian kurang kondusif dan masih mengalami perbaikan, Pemerintah tetap melanjutkan pemerataan infrastruktur di berbagai daerah dalam mewujudkan konektivitas Indonesia, jadi Perseroan masih yakin dan tercapai target yg sudah kita rencanakan dengan tetap fokus pada segmen bisnis Waskita.

Proyeksi Pemasaran 2022

Proyeksi pemasaran Perseroan untuk tahun 2022 disusun berdasarkan sejumlah faktor yang memiliki kemungkinan untuk memberi dampak secara signifikan, khususnya terkait faktor-faktor eksternal Perseroan. Sejumlah faktor tersebut meliputi perkembangan dampak situasi pandemi Covid-19 terhadap industri serta kondisi ekonomi makro tahun 2022, perkembangan program strategis Pemerintah, serta perkembangan isu-isu global khususnya yang secara langsung berdampak pada pembangunan ekonomi serta infrastruktur nasional.

2022 PROJECTIONS

The Company has drawn up its 2022 projections by considering the Company's Work Plan and Budget (RKAP) for 2022, which was prepared by the Board of Directors, approved by the Board of Commissioners and Shareholders of the Company, and reported to the Financial Services Authority. In addition, the 2022 RKAP also serves as the main reference for the Company's management in carrying out management and supervisory duties on all business activities of the Company.

Projections of the Company's operational and financial performance for 2022 are generally based on a number of assumptions on economic conditions that may affect the Company's business activities. One of the conditions include the recovery of global and national economic growth in the middle of this ongoing Covid-19 pandemic. The recovery of economic growth is expected to be realized more effectively than the previous year, despite a number of factors that could pose challenges to the recovery. The realization of the economic recovery program by the Government is expected to encourage improvement in the industry's macro-economic conditions, along with strengthening of infrastructure and resources, especially in the healthcare sector.

For 2022, the Company is estimated to participate in 248 project tenders with a total value of Rp178.67 trillion and a target of winning 55 projects with a total value of Rp25.64 trillion. The projected total value of new contracts in 2022, including those from subsidiaries, is estimated at Rp30.79 trillion. There is an increase in the number of new contract values between the realization in 2021 and the projection in 2022, even though economic conditions are not favorable and are still improving, the Government continues to distribute infrastructure in various regions in realizing Indonesia's connectivity, so the Company is still confident and achieving the targets we have planned by gearing toward Waskita business segment.

2022 Marketing Projections

The Company's marketing projections for 2022 are prepared based on a number of factors that could bring a significant impact, especially to the Company's external factors. These factors include the development of the Covid-19 pandemic impact on the industry, macroeconomic conditions in 2022, the development of the Government's strategic programs, and developments in global issues, especially those that directly impact the economic development and national infrastructure.



Perseroan memproyeksikan perolehan Nilai Kontrak Baru untuk tahun 2022 akan dipengaruhi secara dominan oleh segmen Infrastruktur Konektifitas sebesar 43%. Atas proyeksi tersebut, Perseroan berupaya secara intensif untuk mengandalkan proyek-proyek yang berasal dari Pengembangan Bisnis yg menjadi target dan dibutuhkan perkuatan pendanaan di WSKT, dengan porsi mencapai 57% dari target pada segmen tsb. Selain fokus pada segmen Infrastruktur Konektifitas, Perseroan juga akan tetap mengandalkan segmen Gedung dengan porsi mencapai 15% dari total target. Di samping itu, sejumlah segmen lain diperkirakan akan memberi kontribusi yang juga signifikan, yaitu segmen Luar Negeri dengan porsi 13%, segmen Infrastruktur Sumber Daya Air dengan porsi sebesar 10% dan segmen EPC sebesar 5%.

Dengan peluang atas pemulihan pasar konstruksi pada tahun 2022, Perseroan tetap optimistis akan mampu memanfaatkan sejumlah peluang yang tersedia di tengah persaingan industri yang ketat. Pangsa pasar Perseroan diproyeksikan akan mengalami perbaikan dengan segmentasi Pemerintah dan Swasta Dalam Negeri tetap memberi porsi yang dominan. Sejumlah faktor yang diperkirakan akan memberi dampak positif bagi perolehan pangsa pasar Perseroan meliputi pemulihan pasar konstruksi, seiring perbaikan pertumbuhan industri serta ekonomi secara makro pada tahun 2022.

Terdapat harapan bahwa sektor swasta akan melanjutkan pemulihan pertumbuhan pada tahun 2022, yang kemudian mendorong keberlanjutan sejumlah proyek pada sektor tersebut, di antaranya dipengaruhi oleh tersedianya kemudahan regulasi serta kebijakan relaksasi pajak dari Pemerintah sebagai bagian dari kelanjutan pelaksanaan program Pemulihan Ekonomi Nasional. Di samping itu, Perseroan juga berharap perbaikan situasi sebagai kelanjutan pemulihan ekonomi dari dampak pandemi akan berperan dalam mendorong perbaikan kondisi pasar, seiring keterlibatan pihak swasta yang memberi pengaruh positif pada industri.

Proyeksi Pengelolaan Sumber Daya Manusia

Perseroan menyusun proyeksi pengelolaan Sumber Daya Manusia untuk tahun 2021 berdasarkan perhitungan terhadap kebutuhan bisnis serta dinamika industri ke depan. Proyeksi pengelolaan SDM dipastikan bersifat adaptif atas tantangan yang tersedia serta disesuaikan terhadap kebutuhan bisnis, baik yang bersifat internal maupun eksternal. Perseroan memastikan pengelolaan keorganisasian yang dijalankan dapat secara konsisten terlaksana secara efektif, berkelanjutan, hingga memberikan nilai tambah bagi seluruh pemangku kepentingan.

The Company projects that the acquisition of New Contract Value for 2022 will be influenced predominantly by the Connectivity Infrastructure segment by 43%. Based on these projections, the Company intensively seeks to rely on projects originating from Business Development which are the targets and need to strengthen funding in WSKT, with a portion reaching 57% of the target in that segment. In addition to focusing on the Connectivity Infrastructure segment, the Company will also continue to rely on the Building segment with a portion reaching 15% of the total target. Moreover, a number of other segments are expected to make a significant contribution, namely the Overseas segment with a 13% share, the Water Resources Infrastructure segment with a 10% share and the EPC segment with 5% share.

With the opportunity for the construction market to recover in 2022, the Company remains optimistic that it will be able to seize a number of available opportunities in this intense industry competition. The Company's market share is projected to improve with the domestic government and private sector segmentation still dominating the portion. A number of factors that are expected to bring a positive impact on the Company's gain in market share include the recovery of the construction market, along with improved industrial and macroeconomic growth in 2022.

The private sector is expected to continue its growth recovery in 2022, which in turn will encourage the sustainability of a number of projects in the sector influenced by the availability of regulatory facilitation and tax relaxation policies from the Government in continuing the implementation of the National Economic Recovery program. In addition, the Company also expects that the improvement resulting from the continuation of the economic recovery on the impact of the pandemic will take a role in encouraging the improvement in market conditions, along with the involvement of the private sector which bring a positive influence on the industry.

Projections on Human Capital Management

The Company prepares the 2021 projections on Human Capital based on calculations of business needs and dynamics in future industry. The HC management projections are ensured to be adaptive to challenges and adapted to both internal and external business needs. The Company is positive that organizational management can be consistently carried out in an effective and sustainable manner to provide added value for all stakeholders.



Board of Directors Perseroan menyusun arah pengelolaan SDM sesuai *Roadmap* Pengelolaan *Human Capital*, guna menjaga kesinambungan pengembangan jangka panjang. Sesuai *Roadmap* Pengelolaan *Human Capital* yang telah disusun, tahun 2022 merupakan fase Pengembangan 2020-2023 yang secara spesifik berfokus pada penciptaan nilai-nilai pada SDM, mencakup pengembangan pengetahuan pegawai, membangun budaya perusahaan secara berkesinambungan, mengembangkan program kepemimpinan berkesinambungan, serta program kemitraan strategis HCM BUMN.

Untuk tahun 2022, jumlah pegawai perseroan diproyeksikan terealisasi sejumlah 2.022 pegawai, atau meningkat sebesar 7% terhadap realisasi tahun 2021. Proyeksi terhadap jumlah pegawai tersebut diharapkan akan terealisasi seiring jumlah nilai kontrak baru yang didapat Perseroan selama tahun 2021. Lebih lanjut, Perseroan memproyeksikan akan merealisasi biaya pelatihan dan pendidikan untuk tahun 2022 sebesar Rp17,981 miliar, mengalami peningkatan sebesar 41% terhadap rencana RKAP tahun 2021 atau sebesar Rp5,200 miliar.

Perseroan menyadari bahwa dampak pandemi Covid-19 diperkirakan masih akan memberikan pengaruh terhadap situasi industri ataupun situasi ekonomi secara makro pada tahun 2022. Meski demikian, Perseroan memastikan pengembangan infrastruktur pengelolaan SDM, mencakup pelaksanaan kegiatan pelatihan dan pengembangan, akan tetap terlaksana secara optimal. Perseroan telah mengembangkan serta melaksanakan kegiatan pelatihan dan pengembangan SDM berbasis digital sebagai respons terhadap situasi akibat pandemi, yang diharapkan akan mendukung pengelolaan SDM ke depan.

PENILAIAN KINERJA COMMITTEES DI BAWAH BOARD OF DIRECTORS

Hingga 31 Desember 2021, *Board of Directors* Perseroan tidak memiliki komite apa pun di bawah *Board of Directors*. Dengan demikian, informasi mengenai penilaian kinerja komite di bawah *Board of Directors* tidak tersedia untuk ditampilkan dalam bagian ini.

PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN

Waskita memiliki kesadaran penuh untuk secara konsisten dan berkelanjutan melaksanakan penerapan prinsip-prinsip *Good Corporate Governance* (GCG) sesuai peraturan/undang-undang serta standar terbaik yang berlaku, meliputi Pedoman Tata Kelola Perusahaan bagi Perusahaan Terbuka oleh Otoritas Jasa Keuangan, *Asean Corporate Governance Scorecard*, dan Pedoman GCG Indonesia oleh Komite Nasional Kebijakan Governance

The Company's Board of Directors prepares the direction of HC management in accordance with the Human Capital Management Roadmap, in order to maintain long-term sustainable development. In accordance with the prepared Human Capital Management Roadmap, 2022 is part of the 2020-2023 Development phase which specifically focuses on creating values in HC, such as developing employee knowledge, building sustainable corporate culture, developing sustainable leadership programs, and HCM strategic partnership programs for SOEs.

The Company's employees for 2022 are projected to be 2,022 employees, or an increase of 7% to the realization in 2021. The projection of the number of employees is expected to be realized in line with the total value of new contracts obtained by the Company in 2021. Furthermore, the Company is projecting to realize the costs of training and education for 2022 at Rp17.901 billion, increased by 41% from 2021 RKAP at Rp5.200 billion.

The Company realizes that the Covid-19 pandemic is very likely to continue impacting the situation of the industry or the macroeconomic situation in 2022. However, the Company ensures that the development of HC management infrastructure, including the implementation of training and development activities will continue to be carried out optimally. The Company has developed and implemented digital-based HC training and development activities in response to support the HC management forward.

ASSESSMENT ON PERFORMANCE OF COMMITTEES UNDER THE BOARD OF DIRECTORS

As of December 31, 2021, the Company's Board of Directors has no committees under its responsibilities. Therefore, information on assessment on performance of committees under the Board of Directors is not available for disclosure in this section.

DEVELOPMENT OF CORPORATE GOVERNANCE IMPLEMENTATION

Waskita is fully aware on the importance to consistently and sustainably implement the principles of Good Corporate Governance (GCG) in accordance with applicable regulations/laws as well as the best GCG standards, including the Guidelines for Corporate Governance for Public Companies by the Financial Services Authority, the ASEAN Corporate Governance Scorecard, and the Indonesian GCG Guidelines by the National Committee



(KNKG). Di samping itu, dengan kesadaran sebagai Badan Usaha Milik Negara (BUMN), penerapan prinsip-prinsip GCG yang dilaksanakan Waskita juga berpedoman secara menyeluruh pada kriteria dan metodologi oleh Kantor Kementerian Negara BUMN No. SK-16/s.MBU/2012.

Melalui kesadaran tersebut, Waskita memiliki komitmen yang kuat untuk senantiasa meningkatkan kualitas penerapan GCG serta secara berkesinambungan melakukan pemutakhiran sejumlah kebijakan, standar, pedoman, dan prosedur sesuai perkembangan peraturan/undang-undang serta standar terbaik yang berlaku, di samping mempertimbangkan dinamika lingkungan bisnis dan perkembangan usaha Perseroan. Waskita memastikan penerapan GCG secara menyeluruh telah dilaksanakan oleh seluruh Insan Perseroan, serta secara berkala menjalankan upaya sosialisasi dan internalisasi melalui sejumlah saluran yang tersedia.

Struktur dan Mekanisme GCG

Manajemen Waskita secara berkala melaksanakan peninjauan dan telah memastikan bahwa Perseroan memiliki struktur dan mekanisme penerapan GCG yang kuat dan efektif selama tahun 2021. Perseroan memiliki kelengkapan struktur GCG serta mekanisme berupa perangkat aturan internal yang secara kuat mendukung pelaksanaan penerapan sesuai dinamika internal dan eksternal yang dihadapi. Manajemen Waskita memastikan bahwa tiap-tiap unsur dalam struktur GCG yang dimiliki mampu menjalankan peran masing-masing, seiring pelaksanaan mekanisme yang efektif menjaga keseluruhan pengelolaan Perseroan tetap berjalan secara transparan, akuntabel, bertanggung jawab, independen, dan wajar.

Perseroan memastikan tiap-tiap organ dalam struktur GCG telah melaksanakan tugas dan tanggung jawab sesuai rencana kerja tahun 2021. Perseroan telah menyelenggarakan RUPS Tahunan di samping penyelenggaraan RUPS Luar Biasa, sebagai forum bagi Pemegang Saham sekaligus organ tertinggi dalam struktur GCG dengan mekanisme penyelenggaraan sesuai ketentuan dalam Anggaran Dasar Perusahaan serta peraturan/perundang-undangan yang berlaku. Seiring hal itu, Perseroan memastikan Dewan Komisaris dan Direksi telah menjalankan hubungan kerja secara efektif, di antaranya melalui penyelenggaraan rapat, baik rapat internal masing-masing organ maupun rapat gabungan, sebagai bagian dari pelaksanaan peran pengawasan dan pengelolaan yang dijalankan selama tahun buku 2021.

Per 31 Desember 2021, Waskita telah memiliki dan menjalankan sejumlah mekanisme penerapan GCG secara efektif sesuai prosedur kepatuhan yang berlaku. Sejumlah mekanisme tersebut secara efektif berfungsi sebagai *soft-structure* bagi pelaksanaan GCG yang dijalankan, di samping sebagai tata aturan pelaksanaan

for Governance Policy (KNKG). In addition, as a State-Owned Enterprise (BUMN), Waskita implements the GCG principles with thorough guidance by the criteria and methodology on the Office of the Ministry of State-Owned Enterprises No. SK-16/s.MBU/2012.

Through this awareness, Waskita is strongly committed to continuously improve the quality of GCG implementation and continuously updates a number of policies, standards, guidelines, and procedures in accordance with the development of regulations/laws and the best applicable GCG standards, while considering the dynamics of the Company's business environment and developments. Waskita ensures that the overall implementation of GCG has been carried out by all employees of the Company, followed by the dissemination and internalization through a number of available channels.

GCG Structure and Mechanism

Waskita's management has periodically reviewed and ensured that the Company has a strong and effective GCG structure and mechanism in 2021. The Company has a complete GCG structure as well as a mechanism in the form of internal rules that strongly support the implementation according to the internal and external dynamics. Waskita's management ensures that each element in the GCG structure is able to carry out their respective roles, along with the implementation of effective mechanisms to keep the overall management of the Company running in a transparent, accountable, responsible, independent, and fair manner.

The Company ensures that each organ in the GCG structure has carried out its duties and responsibilities in accordance with the 2021 work plan. The Company has held an Annual GMS in addition to holding the Extraordinary GMS, as a forum for Shareholders as well as the highest organ in the GCG structure with the implementation mechanism in accordance with the provisions in The Company's Articles of Association and applicable laws/regulations. In addition, the Company also ensures that the Board of Commissioners and the Board of Directors have carried out an effective working relationship, such as through holding meetings, both internal meetings of each organ and joint meetings, as part of the implementation of the supervisory and management roles that is carried out during the 2021 fiscal year.

As of December 31, 2021, Waskita has carried out a number of effective GCG implementation mechanisms in accordance with applicable compliance procedures. These mechanisms effectively function as a *soft-structure* for the GCG implementation and as rules on the relationship between each organ and sub-organ within



hubungan antara masing-masing organ dan suborgan dalam keseluruhan struktur GCG yang dimiliki. Manajemen Waskita secara berkala memastikan bahwa Perseroan telah melaksanakan peninjauan terhadap mekanisme penerapan GCG yang terwujud melalui keberadaan perangkat kebijakan tata kelola, serta memastikan bahwa Perseroan tetap memiliki mekanisme penerapan GCG yang kuat dan memadai sesuai kebutuhan dan dinamika mutakhir baik internal maupun eksternal.

Manajemen Risiko

Waskita menerapkan infrastruktur dan proses manajemen risiko berbasis COSO – *Enterprise Risk Management* dan standar sertifikasi ISO 31000:2018. Di samping itu, Perseroan menerapkan pengelolaan serta pengembangan manajemen risiko sesuai ketentuan dalam Peraturan Menteri Negara BUMN tentang Tata Kelola Perusahaan yang Sehat. Berbasis pada standar-standar tersebut, Perseroan mengembangkan proses manajemen risiko yang terdiri atas 4 (empat) tahapan, yaitu identifikasi risiko, pengukuran dan penilaian risiko, penanganan risiko, serta pelaporan dan pemantauan. Lebih dari itu, upaya mitigasi risiko dilaksanakan berdasarkan hasil pemetaan terhadap jenis-jenis eksposur risiko yang dihadapi, untuk kemudian pihak manajemen dapat menyusun strategi pengelolaan sesuai bobot risiko dan dampak yang dihasilkan terhadap Perseroan.

Direksi memastikan bahwa Perseroan tetap memiliki kelengkapan infrastruktur serta Sumber Daya Manusia yang kuat dan memadai guna menjalankan proses manajemen risiko yang diperlukan selama tahun 2021. Dalam keseluruhan proses yang dijalankan, Direksi berperan dalam menentukan kebijakan strategis dan operasional, seiring pelaksanaan fungsi koordinasi antara Internal Audit dan *Risk Management Division* yang memastikan terlaksananya pengelolaan risiko berjalan secara efektif melalui penerapan *three lines of defense*. Tiap-tiap elemen Perseroan telah menjalankan peran dalam pengelolaan risiko sesuai porsi masing-masing serta meliputi keseluruhan proses, sesuai komitmen dan rencana kerja yang ditetapkan. Guna memperkuat mekanisme tersebut, pihak manajemen telah melengkapi Sumber Daya Manusia yang dimiliki dengan sertifikasi dan pelatihan manajemen risiko sesuai kebutuhan serta perkembangan bisnis Perseroan tahun 2021.

Pada tahun buku 2021, *Risk Management Division* Perseroan telah melaksanakan seluruh rencana kerja dengan strategi pengembangan manajemen risiko yang berfokus pada sejumlah aspek sebagai berikut:

1. Pemutakhiran dan implementasi Aplikasi Waskita Risk Management (WaRM);
2. Pemutakhiran prosedur manajemen risiko;
3. Peningkatan budaya sadar risiko;

the overall structure of GCG. Waskita's management periodically ensures that the Company has carried out a review on the GCG implementation mechanism which is realized through a number of governance policy set, and ensures that the Company is still in possession of a strong and adequate GCG implementation mechanism according to the needs and the latest dynamics both internally and externally.

Risk Management

Waskita implements COSO-based enterprise risk management infrastructure and processes and ISO 31000:2018 certification standards. In addition, the Company implements the management and development of risk management in accordance with the provisions in the Regulation of the Minister of State-Owned Enterprises concerning Sound Corporate Governance. Based on these standards, the Company develops a risk management process consisting of 4 (four) stages, namely risk identification, risk measurement and assessment, risk management, and reporting and monitoring. Moreover, risk mitigation efforts are carried out based on the results of the mapping of the types of risk exposures encountered, therefore the management can develop a management strategy according to the weight of the risks and the resulting impact on the Company.

The Board of Directors ensures that the Company continues to have complete infrastructure as well as strong and adequate Human Resources to carry out the necessary risk management processes throughout 2021. In the entire process, the Board of Directors determined strategic and operational policies, in line with the implementation of coordination function between Internal Audit and Risk Management Division which ensures the implementation of effective risk management through the implementation of three lines of defense. Each element of the Company has played a role in risk management according to their respective portions and covers the entire process, according to the commitments and work plans that have been set. In order to strengthen this mechanism, the management has equipped its Human Resources with certification and risk management training according to the needs and the Company's business development in 2021.

In the 2021 fiscal year, the Company's Risk Management Division has implemented all work plans with a risk management development strategy that focuses on the following aspects:

1. Updating and implementing the Waskita Risk Management (WaRM) Application;
2. Updating of risk management procedures;
3. Fostering risk awareness culture;



4. Penyusunan kebijakan manajemen risiko; serta
5. Pemutakhiran *risk appetite* dan *risk tolerance*.

Sistem Pengendalian Internal

Perseroan menyadari bahwa Sistem Pengendalian Internal merupakan bagian penting dari keseluruhan struktur dan mekanisme penerapan prinsip-prinsip GCG. Melalui kesadaran tersebut, Perseroan mengembangkan serta menjalankan Sistem Pengendalian Internal secara menyeluruh, meliputi keberadaan aturan-aturan pengendalian, teknis pencegahan serta penanganan atas bermacam bentuk penyimpangan atau kecurangan (*fraud*) yang terjadi di lingkungan Perseroan. Sistem Pengendalian Internal Perseroan merupakan kesatuan proses, tindakan, dan kegiatan pengendalian yang dilaksanakan secara berkesinambungan, guna terpenuhinya aspek efektivitas serta efisiensi dalam pengelolaan Perseroan. Sistem Pengendalian Internal yang dimiliki pada akhirnya diharapkan mampu secara efektif mendorong hingga menjamin keandalan laporan keuangan, pengamanan aset, serta ketaatan pengelolaan Perseroan terhadap peraturan/undang-undang yang berlaku.

Sistem Pengendalian Internal yang dikembangkan dan dijalankan oleh Perseroan telah dipastikan sesuai dengan standar pengendalian yang berlaku secara internasional, yaitu *The Committee of Sponsoring Organization of the Treadway Commission (COSO) Internal Control Framework*. Atas standar pengendalian tersebut, Perseroan memperhatikan dan menerapkan sejumlah mekanisme pengendalian meliputi 5 (lima) unsur utama, yaitu lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, informasi dan komunikasi, serta pemantauan. Secara lebih spesifik, Perseroan menjalankan sistem pengendalian secara komprehensif meliputi aspek operasional dan keuangan yang dilaksanakan secara berjenjang meliputi keterlibatan sejumlah organ dalam struktur tata kelola, antara lain Dewan Komisaris, Direksi, *Audit Committee*, serta *Internal Audit*.

Direksi memastikan bahwa Perseroan memiliki kelengkapan infrastruktur pengendalian internal yang memadai, seiring pelaksanaan implementasi yang efektif selama tahun 2021. Dalam pelaksanaannya, Direksi didukung oleh organ *Internal Audit* yang telah menjalankan seluruh rencana kerja serta memastikan berjalannya proses evaluasi pada tiap lini pengendalian internal. Terkait hal tersebut, seluruh temuan ataupun laporan terkait hasil evaluasi Sistem Pengendalian Internal tahun 2021 telah disampaikan untuk dapat ditindaklanjuti oleh manajemen Perseroan, demi menjamin kualitas pengendalian internal secara jangka panjang.

4. Formulation of risk management policies; and
5. Updating risk appetite and risk tolerance.

Internal Control System

The Company is aware that the Internal Control System is a vital part of the overall structure and mechanism for implementing GCG principles. Through this awareness, the Company develops and implements a comprehensive Internal Control System, including the existence of control rules, technical prevention and handling of various forms of irregularities or fraud that occur in the Company. The Company's Internal Control System is a unified process, action, and control activity that is carried out on an ongoing basis, in order to fulfill the aspects of effectiveness and efficiency in the management of the Company. In the end, the Internal Control System that is owned is expected to be able to effectively encourage and ensure the reliability of financial reports, asset security, and compliance with the Company's management with applicable regulations/laws.

The Internal Control System developed and implemented by the Company has been ensured to be in accordance with internationally accepted control standards, namely *The Committee of Sponsoring Organization of the Treadway Commission (COSO) Internal Control Framework*. Based on these control standards, the Company pays attention to and implements a number of control mechanisms covering 5 (five) main elements, namely the control environment, risk assessment, control activities, information and communication, and monitoring. More specifically, the Company runs a comprehensive control system covering operational and financial aspects which is carried out in stages including the involvement of a number of organs in the governance structure, including the Board of Commissioners, Board of Directors, *Audit Committee*, and *Internal Audit*.

The Board of Directors ensures that the Company has adequate internal control infrastructure in line with its effective implementation throughout 2021. In its implementation, the Board of Directors is supported by the *Internal Audit* organ which has carried out all work plans and ensures the ongoing evaluation process for each line of internal control. In this regard, all findings or reports related to the results of the 2021 Internal Control System evaluation have been submitted to be followed up by the Company's management, in order to ensure the quality of internal control in the long term.



Kode Etik

Waskita memahami arti penting keberadaan serta pemberlakuan kode etik dalam keseluruhan upaya penerapan prinsip-prinsip GCG. Keberadaan serta pemberlakuan kode etik secara efektif diyakini mampu mendukung pelaksanaan komitmen Perseroan dalam mewujudkan budaya perusahaan sesuai nilai moral yang baik, etika usaha, serta *best practices* penerapan GCG. Di samping itu, kode etik merupakan pedoman bagi seluruh Insan Perseroan dalam berperilaku, beretika, dan berinteraksi dengan sesama karyawan maupun segenap pemangku kepentingan. Melalui pemahaman tersebut, Perseroan memberlakukan kode etik perusahaan yang diatur melalui Pedoman Etika dan Perilaku (*Code of Conduct*) Insan Waskita No. 85.1/SK/WK/2020 tanggal 22 September 2020 tentang Prosedur Waskita di Bidang Etika dan Perilaku.

Ruang lingkup kode etik Perseroan memiliki cakupan yang menyeluruh, meliputi hubungan antara Perseroan dengan lingkungan internal, mencakup *Board of Commissioners*, *Board of Directors*, dan pegawai, hingga lingkungan eksternal, mencakup pemegang saham, pelanggan, pemasok, subkontraktor, pemberi jasa, kompetitor, media massa, penyelenggara negara, dan masyarakat. Lebih lanjut, kode etik Perseroan memuat sejumlah ketentuan yang mengatur sejumlah aspek, meliputi standar etika dan perilaku, kebijakan akuntansi dan keuangan, aspek umum, etika dan perilaku *Board of Commissioners*, etika dan perilaku *Board of Directors*, serta etika dan perilaku pegawai Perseroan.

Perseroan secara berkala melakukan proses internalisasi kode etik mencakup setiap level organisasi. Hal tersebut dilaksanakan guna mendorong serta menjaga pemberlakuan kode etik agar senantiasa dapat dijalankan secara efektif dan menyeluruh. Perseroan meyakini pemberlakuan kode etik bagi seluruh karyawan pada tiap level organisasi akan mendukung penciptaan fondasi serta karakter yang kuat bagi budaya kerja Perseroan, yang pada akhirnya akan menjadi faktor pembeda serta nilai tambah Perseroan di antara kompetitor.

Direksi telah memastikan bahwa pemberlakuan kode etik Perseroan telah dilaksanakan secara baik selama tahun 2021. Lebih lanjut, Perseroan dipastikan tetap memiliki kelengkapan perangkat untuk memberlakukan kode etik secara efektif dan menyeluruh bagi seluruh pegawai dan manajemen, mencakup pemberlakuan mekanisme pemberian sanksi yang telah disepakati bersama melalui Perjanjian Kerja Bersama (PKB) antara Perseroan dan Serikat Pekerja Waskita.

Code of Conduct

Waskita understands the importance of the existence and implementation of a code of conduct in all efforts to implement GCG principles. The existence and implementation of an effective code of conduct is believed to be able to support the implementation of the Company's commitment in realizing a corporate culture in accordance with good moral values, business ethics, and best practices for implementing GCG. Furthermore, the code of conduct is a guideline for all Company personnel in behaving, being ethical, and interacting with fellow employees and all stakeholders. Through this understanding, the Company enforces a corporate code of conduct which is regulated through the Waskita Personnel Code of Conduct No. 85.1/SK/WK/2020 dated September 22, 2020 concerning Waskita Procedures in the Field of Ethics and Behavior.

The scope of the Company's code of conduct has a comprehensive scope, covering the relations between the Company and the internal environment, including the Board of Commissioners, Board of Directors, and employees, to the external environment, including shareholders, customers, suppliers, subcontractors, service providers, competitors, media masses, state administrators, and society. Furthermore, the Company's code of conduct contains a number of provisions that regulate a number of aspects, including ethical and behavioral standards, accounting and financial policies, general aspects, ethics and behavior of the Board of Commissioners, ethics and behavior of the Board of Directors, as well as ethics and behavior of the Company's employees.

The Company periodically conducts a code of conduct internalization covering every level of the organization. This is carried out in order to encourage and maintain the implementation of the code of conduct so that it can always be carried out effectively and comprehensively. The Company believes that the implementation of a code of conduct for all employees at every level of the organization will support the creation of a strong foundation and character for the Company's work culture, which in turn will become a differentiating factor and added value for the Company among competitors.

The Board of Directors has ensured that the implementation of the Company's code of conduct has been carried out properly in 2021. Furthermore, it is ensured that the Company still has the complete set of tools to effectively and comprehensively enforce the code of conduct for all employees and management, including the implementation of a sanctioning mechanism that has been mutually agreed upon through the Collective Labor Agreement (PKB) between the Company and the Waskita Labor Union.



Whistleblowing System

Waskita memiliki perangkat kerja serta mekanisme *Whistleblowing System* (WBS) dengan kelengkapan yang unggul, sebagai wujud komitmen kuat penerapan pengelolaan Perseroan sesuai peraturan/undang-undang serta prinsip-prinsip GCG secara menyeluruh. Pengelolaan WBS Waskita dilaksanakan oleh 3 (tiga) organ khusus, yaitu SVP – *Internal Audit, Committee Investigasi*, serta Tim Pemutus Tahap Akhir (TPTA), melalui mekanisme kerja yang diatur dalam Surat Keputusan *Board of Directors* No. 03.6/SK/WK/2019 tentang Pedoman Sistem Pelaporan Pelanggaran (SPP)/ *Whistleblowing System* (WBS) PT Waskita Karya (Persero) TBK. Di samping itu, Perseroan menyediakan sarana pelaporan melalui beragam saluran yang memadai, seiring penyediaan jaminan perlindungan dan keamanan bagi pelapor.

Guna mendukung efektivitas penerapan WBS, Perseroan secara berkala menjalankan sosialisasi serta pelatihan, mencakup pelatihan etika dan budaya perusahaan yang diikuti seluruh pegawai, sosialisasi WBS dalam materi GCG secara berkala, serta pemaparan WBS dalam penyelenggaraan pertemuan dengan Serikat Pekerja Waskita. Lebih lanjut, dukungan atas efektivitas penerapan WBS juga dilaksanakan melalui pemberian penghargaan serta sanksi bagi pelapor dan pelapor, dengan ketentuan yang telah diatur secara proporsional sesuai bobot laporan dan pelanggaran. Di samping itu, Perseroan telah melaksanakan upaya *benchmarking* atas kinerja WBS yang memungkinkan Perseroan dan perusahaan lain berbagai pengalaman dan pengetahuan tentang penerapan WBS.

Pada tahun 2021, Direksi telah melaksanakan proses *monitoring* dan evaluasi terhadap efektivitas WBS Perseroan, mencakup seluruh perangkat kerja dan mekanisme yang dijalankan. Melalui proses tersebut, Direksi memastikan bahwa Perseroan telah menjalankan WBS secara efektif serta memiliki kelengkapan yang memadai sesuai kebutuhan dan dinamika usaha yang dihadapi.

TANGGUNG JAWAB SOSIAL PERUSAHAAN

Waskita menyadari bahwa pertumbuhan usaha yang kuat secara jangka panjang wajib diwujudkan seiring pemenuhan terhadap tanggung jawab sosial secara menyeluruh, sebagai bagian penting dari penyaluran manfaat bagi pemangku kepentingan. Lebih dari itu, pertumbuhan usaha yang kuat secara jangka panjang secara menyeluruh diwujudkan melalui langkah-langkah dukungan bagi tujuan pembangunan berkelanjutan (*Sustainable Development Goals*), yang mendorong Waskita menjalankan praktik bisnis secara seimbang antara tujuan perolehan laba (*profit*), pelestarian lingkungan

Whistleblowing System

Waskita has work tools and a *Whistleblowing System* (WBS) mechanism with superior completeness, as a form of strong commitment to implementing the Company's management in accordance with regulations/laws and overall GCG principles. Waskita WBS management is carried out by 3 (three) special organs, namely SVP – *Internal Audit, Investigation Committee*, and Final Stage Decision Team (TPTA), through the work mechanism regulated in the Decree of the Board of Directors No. 03.6/SK/WK/2019 concerning Guidelines for the *Whistleblowing System* (WBS) of PT Waskita Karya (Persero) TBK. In addition, the Company provides reporting facilities through various adequate channels, along with providing guarantees of protection and security for whistleblowers.

In order to support the effectiveness of WBS implementation, the Company regularly conducts dissemination and training, including ethics and corporate culture training which is attended by all employees, periodic dissemination of WBS in GCG material, as well as WBS presentation in holding meetings with the Waskita Labor Union. Furthermore, support for the effectiveness of WBS implementation is also carried out through the provision of rewards and sanctions for whistleblowers and reported party, with provisions that have been regulated proportionally according to the weight of the report and violations. Moreover, the Company has carried out *benchmarking* efforts on WBS performance which has enabled the Company and other companies to share experience and knowledge regarding the implementation of WBS.

In 2021, the Board of Directors has carried out a process of monitoring and evaluating the effectiveness of the Company's WBS, covering all work tools and mechanisms that are implemented. Through this process, the Board of Directors ensures that the Company has implemented the WBS effectively and has adequate equipment according to the needs and dynamics of the business at hand.

CORPORATE SOCIAL RESPONSIBILITY

Waskita is aware that strong business growth in the long term must be realized in line with the fulfillment of overall social responsibility, as an important part of distributing benefits to stakeholders. Moreover, strong long-term business growth as a whole is realized through supporting measures for the Sustainable Development Goals, which encourage Waskita to carry out business practices in a balanced manner between the goals of profit, environmental conservation (planet), as well as the welfare of the community and employees (people). Through this



(planet), serta kesejahteraan masyarakat dan pegawai (people). Melalui kesadaran tersebut, Waskita menjalankan komitmen yang kuat untuk dapat melaksanakan pengelolaan tanggung jawab sosial perusahaan secara konsisten dan berkesinambungan.

Waskita menjalankan pemenuhan tanggung jawab sosial perusahaan melalui pengelolaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) serta Pendanaan Usaha Mikro Kecil (PUMK), yang dijalankan melalui pelaksanaan tugas dan tanggung jawab unit kerja khusus yaitu Unit Tanggung Jawab Sosial & Lingkungan (*Sosial Environment Responsibility/SER Unit*). Lebih lanjut, pelaksanaan program TJSL oleh Waskita dilaksanakan secara menyeluruh, melalui proses identifikasi dan pelibatan pemangku kepentingan serta meliputi isu-isu penting bidang sosial, ekonomi, dan lingkungan terkait aktivitas Perseroan. Secara menyeluruh, program tanggung jawab sosial perusahaan oleh Waskita dilaksanakan dengan mengacu pada ketentuan dalam Peraturan Menteri Badan Usaha Milik Negara (BUMN) No. PER-05/MBU/04/2021 tanggal 8 April 2021 tentang Program Tanggung Jawab Sosial & Lingkungan BUMN.

Pada tahun 2021, Perseroan telah merealisasikan penggunaan dana pada program PUMK mencapai Rp4.592.000.000, atau meningkat dibanding realisasi pada tahun 2020 yang sebesar Rp1.595.000.000. Adapun realisasi program TJSL untuk tahun 2021 adalah sebesar Rp7.914.364.883 atau menurun dibanding realisasi tahun 2020 yang sebesar Rp8.773.090.518, sebagai pengaruh penyesuaian alokasi terkait perolehan laba Perseroan di buku tahun sebelumnya.

PERUBAHAN KOMPOSISI DIREKSI

Selama tahun 2021, *Board of Directors* Perseroan mengalami perubahan komposisi sebanyak 2 (dua) kali, yaitu melalui penyelenggaraan RUPSTahunan Tahun Buku 2020 yang dilaksanakan 16 April 2021 serta penyelenggaraan RUPS Luar Biasa Tahun 2021 pada 21 September 2021. Dengan demikian, terdapat 3 (tiga) komposisi *Board of Directors* Perseroan untuk tahun buku 2021, yaitu komposisi periode 1 Januari sampai 16 April 2021, periode 16 April sampai 21 September 2021, serta periode 21 September sampai 31 Desember 2021.

awareness, Waskita carries out a strong commitment to be able to carry out the management of corporate social responsibility consistently and continuously.

Waskita carries out the fulfillment of corporate social responsibility through the management of the Social and Environmental Responsibility (TJSL) and Micro and Small Enterprises Financing (PUMK) program, which is carried out through the implementation of the duties and responsibilities of a special work unit, namely the Social Environment Responsibility/SER Units. Furthermore, the implementation of the CSR program by Waskita is carried out comprehensively by identifying and involving stakeholders and covering important social, economic, and environmental issues related to the Company's activities. Overall, Waskita's corporate social responsibility program is implemented with reference to the provisions in the Regulation of the Minister of State-Owned Enterprises (BUMN) No. PER-05/MBU/04/2021 dated April 8, 2021 regarding Social & Environmental Responsibility Program SOE.

In 2021, the Company realized Rp4,592,000,000 for the PUMK program, increased compared to the realization in 2020 at Rp1,595,000,000. The realization of the TJSL program for 2021 amounted to Rp7,914,364,883, decreased compared to the realization in 2020 at Rp8,773,090,518, as the effect of the allocation adjustment related to the Company's profit in the previous year's book.

CHANGES IN BOARD OF DIRECTORS COMPOSITION

The Board of Directors composition changed 2 (two) times throughout 2021, namely through the holding of the Annual GMS for 2020 Fiscal Year which was held on April 16, 2021 and the 2021 Extraordinary GMS on September 21, 2021. Thus, there were 3 (three) composition of the Company's Board of Directors for the 2021 fiscal year, namely the composition of the period of January 1 to April 16, 2021, the period of April 16 to September 21, 2021, and the period of September 21 to December 31, 2021.



Komposisi *Board of Directors* untuk periode 1 Januari sampai 16 April 2021 adalah sebagai berikut:

The Board of Directors composition for the period of January 1 to April 16, 2021 is as follows:

No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara Fit & Proper Test / Organizer of the Fit & Proper Test
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
1.	Destiawan Soewardjono	<i>President Director</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
2.	Taufik Hendra Kusuma	<i>Director of Finance</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
3.	Hadjar Seti Adji	<i>Director of Human Capital Management & System Development</i>	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
4.	Fery Hendriyanto	<i>Director of Business Development & Quality, Safety, Health & Environment</i>	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
5.	Didit Oemar Pihadi	<i>Director of Operation I</i>	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
6.	Bambang Rianto	<i>Director of Operation II</i>	Akta No. 127 tanggal 31 Maret 2017 / Deed No. 127 date March 31, 2017	-	Sampai RUPS Tahunan tahun 2022 / Until the 2022 Annual GMS	Kementerian BUMN / Ministry of SOE
7.	Gunadi	<i>Director of Operation III</i>	Akta No. 44 tanggal 15 Mei 2019 / Deed No. 44 dated May 15, 2019	-	Sampai RUPS Tahunan tahun 2024 / Until the 2024 Annual GMS	Kementerian BUMN / Ministry of SOE

Komposisi *Board of Directors* untuk periode 16 April sampai 21 September 2021 sesuai Keputusan RUPS Tahunan Tahun Buku 2020 adalah sebagai berikut:

The Board of Directors composition for the period from April 16 to September 21, 2021 in accordance with the Resolutions of the Annual GMS for 2020 Fiscal Year is as follows:

No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara Fit & Proper Test / Organizer of the Fit & Proper Test
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
1.	Destiawan Soewardjono	<i>President Director</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
2.	Taufik Hendra Kusuma	<i>Director of Finance and Risk Management</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
3.	Hadjar Seti Adji	<i>Director of Human Capital Management & System Development</i>	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
4.	Luki Theta Handayani	<i>Director of Business Development & Quality, Safety, Health & Environment</i>	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
5.	I Ketut Pasek Senjaya Putra	<i>Director of Operation I</i>	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE



No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara Fit & Proper Test / Organizer of the Fit & Proper Test
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
6.	Bambang Rianto	Director of Operation II	Akta No. 127 tanggal 31 Maret 2017 / Deed No. 127 date March 31, 2017	-	Sampai RUPS Tahunan tahun 2022 / Until the 2022 Annual GMS	Kementerian BUMN / Ministry of SOE
7.	Gunadi	Director of Operation III	Akta No. 44 tanggal 15 Mei 2019 / Deed No. 44 dated May 15, 2019	-	Sampai RUPS Tahunan tahun 2024 / Until the 2024 Annual GMS	Kementerian BUMN / Ministry of SOE

Komposisi *Board of Directors* untuk periode 21 September sampai 31 Desember 2021 sesuai Keputusan RUPS Luar Biasa Tahun 2021 adalah sebagai berikut:

The Board of Directors composition for the period from September 21 to December 31, 2021 in accordance with the resolutions of the 2021 Extraordinary GMS is as follows:

No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara Fit & Proper Test / Organizer of the Fit & Proper Test
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
1.	Destiawan Soewardjono	President Director	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
2.	Taufik Hendra Kusuma	Director of Finance and Risk Management	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
3.	Hadjar Seti Adji	Director of Human Capital Management & System Development	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
4.	Arijanti Erfin	Director of Business Development & Quality, Safety, Health & Environment	Akta No. 12 tanggal 7 Oktober 2021 / Deed No. 12 dated October 7, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
5.	I Ketut Pasek Senjaya Putra	Director of Operation I	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
6.	Bambang Rianto	Director of Operation II	Akta No. 127 tanggal 31 Maret 2017 / Deed No. 127 date March 31, 2017	-	Sampai RUPS Tahunan tahun 2022 / Until the 2022 Annual GMS	Kementerian BUMN / Ministry of SOE
7.	Gunadi	Director of Operation III	Akta No. 44 tanggal 15 Mei 2019 / Deed No. 44 dated May 15, 2019	-	Sampai RUPS Tahunan tahun 2024 / Until the 2024 Annual GMS	Kementerian BUMN / Ministry of SOE



Seluruh anggota *Board of Directors* Perseroan yang menjabat untuk masing-masing periode telah memenuhi kriteria dan ketentuan yang disyaratkan dalam uji kepatutan dan kelayakan (*fit and proper test*) oleh Kementerian BUMN, sesuai Undang-Undang Perseroan Terbatas, Anggaran Dasar Perusahaan, peraturan terkait tata kelola perusahaan yang baik, serta peraturan dan ketentuan lain yang terkait.

APRESIASI

Sebagai penutup, kami sebagai *Board of Directors* menyampaikan rasa terima kasih kepada pemegang saham beserta seluruh pemangku kepentingan, mencakup mitra kerja, masyarakat, hingga regulator, atas kepercayaan dan dukungan yang telah diberikan. Kami menyampaikan apresiasi yang tinggi kepada *Board of Commissioners* atas arahan dan nasihat yang telah disampaikan selama tahun 2021. Seiring hal itu, kami juga menyampaikan apresiasi kepada seluruh Insan Waskita atas kerja keras, loyalitas, dan dedikasinya, hingga Waskita mampu melalui sejumlah tantangan serta dinamika usaha di tahun 2021 secara baik.

Kami optimistis kepercayaan, dukungan, dan kerja sama yang telah terjalin selama tahun 2021 dapat terus dijaga hingga ditingkatkan, guna pencapaian pertumbuhan bisnis secara kuat dan berkelanjutan di tahun-tahun mendatang. Kami optimistis Waskita mampu mewujudkan visinya untuk hadir sebagai perusahaan Indonesia terpercaya dan berkelanjutan di bidang konstruksi terintegrasi dan investasi, seiring pemenuhan kontribusi nyata secara berkesinambungan bagi Indonesia.

All members of the Company's Board of Directors who served for each period have met the criteria and conditions required in the fit and proper test by the Ministry of SOEs, in accordance with the Limited Liability Company Law, the Company's Articles of Association, regulations related to good corporate governance, as well as other relevant rules and regulations.

APPRECIATION

To conclude, the Board of Directors would like to express our gratitude to the shareholders and all stakeholders, including business partners, the community, and regulators, for the trust and support that has been given. We extend our high appreciation to the Board of Commissioners for the direction and advice that has been delivered throughout 2021. Along with that, we would also like to express our appreciation to all Waskita personnel for their hard work, loyalty, and dedication, so that Waskita was able to overcome a number of challenges and business dynamics in 2021 properly.

We are optimistic that the trust, support, and cooperation that has been established throughout 2021 can be maintained and improved, in order to achieve strong and sustainable business growth in the years to come. We are optimistic that Waskita will be able to realize its vision to be a trusted and sustainable Indonesian company in the field of integrated construction and investment, in line with fulfilling its concrete contribution on an ongoing basis for Indonesia.

Jakarta, Mei 2022 / May, 2022

Atas nama Direksi / On behalf of the Board of Directors

Destiawan Soewardjono

President Director

Direksi

Board of Directors

1. Destiawan Soewardjono
President Director

2. I Ketut Pasek Senjaya Putra
Director of Operation I

3. Arijanti Erfin
Director of Business Development & Quality,
Safety, Health & Environment

4. Bambang Rianto
Director of Operation II



**5. Hadjar Seti Adji**

Director of Human Capital Management &
System Development

6. Taufik Hendra Kusuma

Director of Finance and Risk Management

7. Gunadi

Director of Operation III



03

PROFIL PERUSAHAAN
COMPANY PROFILE







INFORMASI UMUM DAN IDENTITAS PERUSAHAAN

General Information And Company Identity



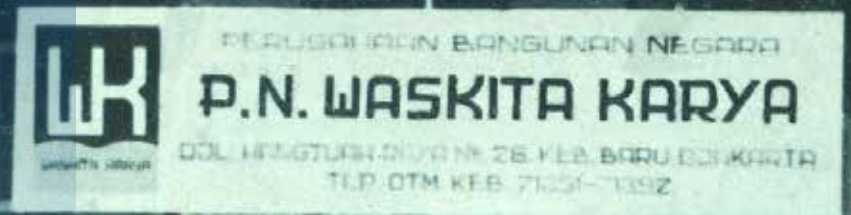


Nama Perusahaan / Company Name	PT Waskita Karya (Persero) Tbk
Bidang Usaha / Line of Business	Jasa Konstruksi, Pengembang di bidang jalan tol, beton pracetak, property/realty, dan Infrastruktur Lainnya. / Construction services, toll road development, precast, property/realty, and other infrastructure
Tanggal Pendirian / Date of Establishment	1 Januari 1961 / January 1, 1961
Dasar Hukum Pendirian / Legal Basis of Establishment	Akta No.80 tanggal 15 Maret 1973 yang dibuat di hadapan Kartini Muljadi, SH Notaris di Jakarta / Deed No.80 dated March 15, 1973 made before Kartini Muljadi, SH Notary in Jakarta
Kepemilikan / Ownership	<ul style="list-style-type: none"> • Pemerintah Republik Indonesia 82,48% / Government of the Republic of Indonesia 82.48% • Masyarakat 17,52% / Public 17.52%
Modal Dasar / Authorized Capital	Rp5.429.580.400.000
Modal Ditempatkan dan Disetor / Issued and Paid in Capital	Rp2.631.588.647.500
Total Aset (Dalam miliar Rupiah) / Total Assets (In billion Rupiah)	Rp103.601,61
Penawaran Umum Saham Perdana / Initial Public Offering	Saham Perseroan telah dicatatkan di Bursa Efek Indonesia (BEI) pada tanggal 19 Desember 2012 / The Company has listed its shares on the Indonesia Stock Exchange (IDX) on December 19, 2012
Kode Saham / Ticker Code	WSKT
Jumlah Pegawai / Total Employees	1.895 per 31 Desember 2021 / 1,895 as of December 31, 2021
Jaringan Usaha / Business Network	20 Business Unit, Branch dan Area Representative / 20 Business Units, Branches, and Area Representatives
Alamat Kantor Pusat / Head Office Address	Gedung Waskita Heritage Jl. MT Haryono Kav. No. 10, Cawang Jakarta, 13340, Indonesia Tel. +62 21 850 8510/20 Fax. +62 21 850 8506 Email: waskita@waskita.co.id
Situs Web / Website	www.waskita.co.id
Media Sosial / Social Media	Twitter : @waskita_karya Youtube. : PT Waskita Karya Instagram: waskita_karya Facebook : PT Waskita Karya
Kontak Perusahaan / Company Contact	Corporate Secretary Gedung Waskita Heritage Jl. MT Haryono Kav. No. 10, Cawang Jakarta, 13340, Indonesia Tel. +62 21 850 8510/20 Fax. +62 21 850 8506 Email: corporate.secretary@waskita.co.id
Pengaduan Gratifikasi / Gratification Report	https://wbs.waskita.co.id/frontend-upg
Whistleblowing System	<ul style="list-style-type: none"> • https://wbs.waskita.co.id/frontend • Tel./WA +62813 113 84811 • Email: wbs@waskita.co.id • Kotak Pengaduan WBS di lingkungan Perusahaan • Surat atau Lisan yang ditujukan kepada ketua pengelola WBS (SVP IA)



RIWAYAT SINGKAT PERUSAHAAN

Brief History Of The
Company



Sejarah Pendirian dan Perkembangan Perusahaan

PT Waskita Karya (Persero) Tbk, selanjutnya disebut dengan Waskita atau Perseroan, berdiri pada 1 Januari 1961. Kehadiran Waskita tak lepas dari langkah Pemerintah Indonesia melakukan nasionalisasi perusahaan-perusahaan asing yang bergerak di bidang usaha strategis, termasuk perusahaan konstruksi milik Belanda bernama “Volker Aannemings Maatschappij N.V.”. Nasionalisasi atau pengambilalihan tersebut dilakukan berdasarkan Keputusan Pemerintah No. 62/1961. Setelah itu, pada tahun 1973, status perusahaan resmi berubah menjadi Badan Usaha Milik Negara (BUMN).

History of Establishment and Development of the Company

PT Waskita Karya (Persero) Tbk, hereinafter referred to as Waskita or the Company, was established on January 1, 1961. The presence of Waskita cannot be separated from the action made by the Indonesian Government to nationalize foreign companies engaged in strategic lines of business, including a Dutch-owned construction company called “Volker Aannemings Maatschappij NV”. The nationalization or takeover was carried out based on Government Decree No. 62/1961. After that, in 1973, the Company’s status officially changed to State-Owned Enterprises (BUMN).



Perusahaan memulai penerbitan Obligasi PUB I tahap I di bulan November 2014 dengan peringkat A senilai Rp500 miliar. Di tahun yang sama, Perusahaan mendirikan beberapa anak perusahaan antara lain PT Waskita Toll Road, PT Waskita Beton Precast, PT Waskita Karya Realty dan PT Prima Multi Terminal.

The Company issued PUB I Bond phase I in November with A-rating amounting to Rp500 billion. In the same year, the Company established several subsidiaries including PT Waskita Toll Road, PT Waskita Beton Precast, PT Waskita Karya Realty, and PT Prima Multi Terminal.

Beragam proyek telah digarap Perusahaan, termasuk proyek-proyek yang melibatkan teknologi maju. Sebagai contoh, Waskita sukses membangun Bandara Soekarno-Hatta, Reaktor Serbaguna Siwabessy, dan PLTU Muara Karang di Jakarta. Perusahaan juga telah menyelesaikan berbagai Gedung bertingkat dengan reputasi baik, seperti BNI City (Gedung tertinggi di Indonesia), Gedung Kantor Bank Indonesia, Menara Graha Niaga, Menara Mandiri Plaza, Hotel Shangrila dan beberapa apartemen bertingkat. Tak hanya di Jakarta, Waskita juga hadir dengan berbagai proyek di kota-kota lain di Tanah Air. Selain itu, proyek Waskita juga ada di Uni Emirat Arab, Arab Saudi, Timor Leste, dan Malaysia.

The Company has worked on various projects, including projects that involve advanced technology. For example, Waskita's success in building Soekarno-Hatta Airport, Siwabessy Multipurpose Reactor, and Muara Karang PLTU in Jakarta. The Company has also completed various high-rise buildings with good reputation, such as BNI City (the tallest building in Indonesia), Bank Indonesia Office Building, Graha Niaga Tower, Mandiri Plaza Tower, Shangrila Hotel and several multi-storey apartments. Not only in Jakarta, Waskita also worked on various projects in other cities throughout the country. In addition, Waskita's projects also exist in the United Arab Emirates, Saudi Arabia, Timor Leste, and Malaysia.



Tahun 2012, tepatnya bulan Desember, Perusahaan menapaki babak baru dalam perjalanannya dengan melakukan Penawaran Saham Perdana di Bursa Efek Indonesia (BEI) dengan melepas kepemilikan saham sebesar lebih dari 30% kepada masyarakat, setelah sebelumnya pada bulan Mei 2012 Perusahaan menerbitkan obligasi senilai Rp75 miliar.

Perusahaan memulai penerbitan Obligasi PUB I tahap I di bulan November 2014 dengan peringkat A senilai Rp500 miliar. Di tahun yang sama, Perusahaan mendirikan beberapa anak perusahaan antara lain PT Waskita Toll Road, PT Waskita Beton Precast, PT Waskita Karya Realty dan PT Prima Multi Terminal.

Pada tahun 2015, Perusahaan memperoleh Penyertaan Modal Negara (PMN) sebesar Rp3,5 triliun serta Dana Publik sebesar Rp1,8 triliun sehingga total dari Dana Penawaran Umum Terbatas melalui *right issue* sebesar Rp5,3 triliun.

Pada September 2016, salah satu Anak Perusahaan, yaitu PT Waskita Beton Precast, melakukan Pencatatan Saham Perdana atau *Initial Publik Offering* (IPO) di Bursa Efek Indonesia pada bulan September 2016, dengan kode emiten WSBP. Pada tahun ini pula, Perusahaan mendirikan anak perusahaan baru, yaitu PT Waskita Karya Energi.

Pada tahun 2017, Perusahaan melalui PT Waskita Toll Road (WTR) memiliki hak konsesi sebanyak 18 ruas jalan tol dengan total panjang 997 Km di pulau Jawa dan Sumatera. WTR juga melakukan peningkatan modal perusahaan melalui *strategic partnership* dengan PT Sarana Multi Infrastruktur (Persero) dan PT Taspen (Persero) dengan nilai Rp3,5 triliun.

Sedangkan pada tahun 2018, Waskita menyelesaikan sejumlah proyek infrastruktur berstatus Proyek Strategis Nasional (PSN) seperti penyelesaian pembangunan ruas tol Transjawa (Jakarta-Surabaya) pada ruas jalan tol Pejagan-Pemalang, Pemalang-Batang, Batang-Semarang, Salatiga-Kartasura, Solo-Ngawi, dan Ngawi-Kertosono; pembangunan Light Rail Transit (LRT) Palembang; pembangunan Bandara Ahmad Yani; Kereta Api Bandara Soekarno Hatta; Bendungan Raknamo di NTT. Selain itu, Perusahaan juga berhasil mendapatkan pendanaan melalui penerbitan instrumen baru yakni skema Reksa Dana Penyertaan Terbatas (RDPT) pada PT Waskita Transjawa Toll Road.

In December 2012, the Company embarked on a new phase by conducting an initial public offering on the Indonesia Stock Exchange by releasing more than 30% ownership of shares to the public, following May 2012 bond issuance amounted to Rp75 billion.

The Company issued PUB I Bond phase I in November with A-rating amounted to Rp500 billion. In the same year, the Company established several subsidiaries including PT Waskita Toll Road, PT Waskita Beton Precast, PT Waskita Karya Realty and PT Prima Multi Terminal.

In 2015, the Company obtained State Capital Participation (PMN) amounting to Rp3.5 trillion and Public Funds amounting to Rp1.8 trillion, thus the total amount of Proceeds from Limited Public Offering through rights issues amounted to Rp5.3 trillion.

In September 2016, a subsidiary, PT Waskita Beton Precast, performed an Initial Public Offering (IPO) in the Indonesia Stock Exchange in September 2016, with the ticker code WSBP. The Company also established a new subsidiary in this year, namely PT Waskita Karya Energi.

In 2017, the Company through PT Waskita Toll Road (WTR) had concession rights for 18 toll roads with a total length of 997 km on Java and Sumatera islands. WTR also increased the Company's capital through a strategic partnership with PT Sarana Multi Infrastruktur (Persero) and PT Taspen (Persero) with a value of Rp3.5 trillion.

In 2018, Waskita completed a number of infrastructure projects with the status of National Strategic Projects (PSN) such as the completion of the construction of Transjawa (Jakarta-Surabaya) toll road on Pejagan-Pemalang, Pemalang-Batang, Batang-Semarang, Salatiga-Kartasura, Solo-Ngawi, and Ngawi-Kertosono section; Palembang Light Rail Transit (LRT); Ahmad Yani Airport; Soekarno Hatta Airport Train; Raknamo Dam in NTT. In addition, the Company has also succeeded in obtaining funding through the issuance of a new instrument, namely the Limited Participation Mutual Funds (RDPT) scheme at PT Waskita Transjawa Toll Road.



Pada tahun 2019, beberapa anak perusahaan melakukan perubahan nama, yaitu PT Waskita Karya Energi berubah nama menjadi PT Waskita Karya Infrastruktur dan PT Sriwijaya Markmore Persada menjadi PT Waskita Sriwijaya Tol. Pada tahun ini pula Perusahaan berhasil melakukan divestasi 2 (dua) ruas jalan tol, yakni Solo-Ngawi dan Ngawi-Kertosono.

Pada tahun 2020, ruas jalan tol yang berhasil diakuisisi Perusahaan sebanyak 19 ruas jalan tol dengan total panjang 1.087 Km. Di tahun ini pula, di mana Pandemi Covid-19 mulai mempengaruhi kegiatan perekonomian baik global maupun nasional. Masyarakat lebih ditekankan untuk melakukan kegiatan dari rumah secara daring (dalam jaringan) melalui pemanfaatan teknologi digital.

Merespons perubahan ini, Perusahaan melakukan terobosan digital dengan meluncurkan aplikasi "*Waskita Elaborate and Communication for Marketing Excellent*" atau disingkat "WELCOME", tepatnya pada 14 Desember 2020. WELCOME merupakan aplikasi berbasis web dan *mobile internet* yang berfungsi mengubah kebutuhan tender menjadi lebih *paperless* dan terintegrasi. Sehingga, keperluan pemasaran pun akan lebih mudah. Pun terkait dengan mengecek data-data apa yang ada di dalam sistem, baik data proyek maupun pelanggan.

Pada tahun 2021, Waskita melakukan Restrukturisasi keuangan Waskita Induk dengan 21 Bank dengan Nilai Rp29,25 Triliun (100% target), Restrukturisasi keuangan Anak Perusahaan sebesar Rp24,79 Triliun (86,26% target), Penerbitan Obligasi III 2021 dengan Penjaminan Pemerintah Sebesar Rp1,77 Triliun, Penjaminan Pemerintah untuk Fasilitas Modal Kerja Sebesar Rp8,07 Triliun dari Bank Himbara untuk pengerjaan 148 proyek infrastruktur eksisting, Divestasi 4 ruas tol Medan - Kualanamu - Tebing Tinggi (JMKT), Semarang - Batang (JSB), Cinere - Serpong (CSJ), dan Cibitung - Cilincing (CTP), Good Fund PMN 2021 telah diterima tahun 2021 untuk memperkuat struktur permodalan Perseroan dan Pelaksanaan perdagangan Rights Issue (HMETD) mulai 30 Desember 2021 - 12 Januari 2022.

In 2019, several subsidiaries changed their names, i.e. PT Waskita Karya Energi changed its name to PT Waskita Karya Infrastruktur and PT Sriwijaya Markmore Persada to PT Waskita Sriwijaya Tol. This year, the Company also succeeded in divesting 2 (two) toll roads, namely Solo-Ngawi and Ngawi-Kertosono.

In 2020, the Company successfully acquired 19 toll roads with a total length of 1,087 km. Also this year, the Covid-19 Pandemic began to affect economic activities both globally and nationally. The people is encouraged to perform activities from their home online (in the network) through the use of digital technology.

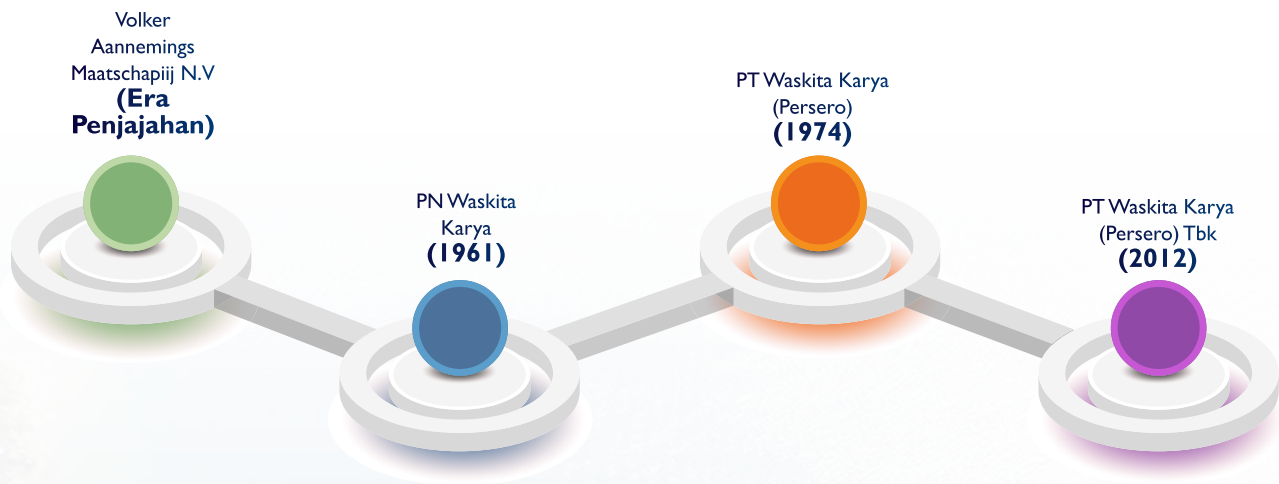
Responding to this change, the Company made a digital breakthrough by launching the application "*Waskita Elaborate and Communication for Marketing Excellent*" or abbreviated as "WELCOME" on December 14, 2020. WELCOME is a web-based and mobile internet application that functions to change the need for tenders to be more paperless and integrated, hence marketing needs will be easier and related to data checking, both project data and customer data, will also be easier.

In 2021, Waskita carried out financial restructuring of Waskita Holding with 21 Banks with a Value of Rp29.25 trillion (100% target), Financial Restructuring of Subsidiaries of Rp24.79 trillion (86.26% target), Issuance of Bonds III 2021 with a Government Guarantee of Rp1.77 trillion, Government Guarantee for a Working Capital Facility of Rp8.07 trillion from Himbara Bank for the construction of 148 existing infrastructure projects, Divestment of 4 Medan - Kualanamu - Tebing Tinggi (JMKT) toll road sections, Semarang - Batang (JSB), Cinere - Serpong (CSJ), and Cibitung - Cilincing (CTP), Good Fund PMN 2021 has been received in 2021 to strengthen the Company's capital structure and the implementation of Trading Rights Issue (HMETD) starting December 30, 2021 - January 12, 2022.



Perubahan Nama dan Status Badan Hukum

Change of Name and Legal Status



Sesuai dengan uraian riwayat singkat Perseroan, dari awal pendirian sampai dengan saat ini, Perseroan telah mengalami tiga kali perubahan nama. Pertama, dari semula bernama Occupation Era Volker Aannemings Maatschapij N.V pada Era Penjajahan, berdasarkan Keputusan Pemerintah No. 62/1961 tahun 1961 berubah nama menjadi Perusahaan Negara Waskita Karya. Perubahan kedua terjadi pada tanggal 15 Maret 1973 menjadi PT Waskita Karya (Persero) melalui Akta Pendirian No. 80 di hadapan Kartini Muljadi SH., Notaris di Jakarta. Seiring dengan Penawaran Umum Saham Perdana di Bursa Efek Indonesia yang dilaksanakan pada 19 Desember 2012, status Perseroan kembali berubah menjadi Perusahaan Terbuka yakni PT Waskita Karya (Persero) Tbk dengan kode saham WSKT.

In accordance with the brief history of the Company, from its inception to the present, the Company has undergone three changes of name. First, from Occupation Era Volker Aannemings Maatschapij N.V in the Colonial Era, was changed to Waskita Karya State Company based on Government Decree No. 62/1961 in 1961. The second change occurred on March 15, 1973 and became PT Waskita Karya (Persero) through the Deed of Establishment No. 80 before Kartini Muljadi SH, Notary in Jakarta. In line with the Initial Public Offering of Shares on the Indonesia Stock Exchange on December 19, 2012, the status of the Company changed to a Public Company and its name changed to PT Waskita Karya (Persero) Tbk with the ticker code WSKT.



FILOSOFI LOGO PERUSAHAAN

Philosophy of Company Logo

● Huruf “W” warna biru tua

Menggambarkan pelayanan terpadu dengan menghasilkan Produk & Jasa Konstruksi yang bermutu tinggi.

Dark blue color for “W”

Representing integrated services by creating high quality Construction Products & Services.



● Gambar elips dengan 5 potongan berwarna merah

Menggambarkan kesiapan dan rasa optimis untuk memenangkan Persaingan Global dengan selalu menjunjung tinggi 5 prinsip *Good Corporate Governance*.

An elliptical shape in red color divided into 5 parts

Representing preparedness and optimism to win the global competition by upholding 5 principles of Good Corporate Governance.

● Kata WASKITA

Berarti mampu memprediksi dan mengantisipasi perubahan lingkungan usaha pada masa mendatang.

The word “WASKITA”

Meaning capability for predicting and anticipating changes in business environment in the future.



BIDANG USAHA, PRODUK DAN JASA, SERTA WILAYAH JARINGAN USAHA

Line Of Business, Products And Services, And Business Network



BIDANG USAHA PERSEROAN

Berdasarkan pasal 3 Anggaran Dasar Perseroan yang terakhir diubah melalui Akta No. 11 tanggal 7 Oktober 2021 yang dibuat di hadapan Ashoya Ratam, S.H., M.Kn, Notaris, di Jakarta, Perseroan didirikan dengan maksud dan tujuan untuk berusaha di bidang industri konstruksi, industri pabrikan, jasa penyewaan, jasa keagenan, investasi, agro industri, pekerjaan terintegrasi (*Engineering, Procurement, and Construction/EPC*), perdagangan, pengelolaan kawasan, layanan jasa peningkatan kemampuan di bidang konstruksi, teknologi informasi, serta kepariwisataan serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat, untuk mendapat/mengejar keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

LINE OF BUSINESS

Based on article 3 of the Company's Articles of Association which was last amended by Deed No. 11 dated October 11, 2021 drawn up before Ashoya Ratam, SH, M.Kn, Notary, in Jakarta, the purposes and objectives of Company's establishment are to run business in the construction industry, manufacturing industry, rental services, agency services, investment, agro industry, integrated work (*Engineering, Procurement, and Construction/EPC*), trading, estate management, capacity building services in the fields of construction, information technology, tourism as well as optimizing the use of resources owned by the Company to produce high-quality goods and services that are highly competitive, to obtain/pursue profit to increase the value of the Company by implementing the principles of limited liability Company.



Perseroan didirikan dengan maksud dan tujuan untuk berusaha di bidang industri konstruksi, industri pabrikan, jasa penyewaan, jasa keagenan, investasi, agro industri, pekerjaan terintegrasi (*Engineering, Procurement, and Construction/EPC*), perdagangan, pengelolaan kawasan, layanan jasa peningkatan kemampuan di bidang konstruksi, teknologi informasi, serta kepariwisataan.

The Company's establishment are to run business in the construction industry, manufacturing industry, rental services, agency services, investment, agro industry, integrated work (*Engineering, Procurement, and Construction/EPC*), trading, estate management, capacity building services in the fields of construction, information technology, tourism.

Untuk melaksanakan maksud dan tujuan tersebut di atas, Perseroan dapat melaksanakan kegiatan usaha yaitu:

To carry out such purposes and objectives, the Company may undertake the following business activities.

Kegiatan Usaha Berdasarkan Anggaran Dasar / Business Activities Based on Articles of Association	Kegiatan Usaha yang Dijalankan Waskita / Business Activities Carried out by Waskita	
	Sudah / Done	Belum / Not Yet
Kegiatan Usaha / Main Business Activities		
Pekerjaan pelaksanaan konstruksi / Construction work	v	-
Jasa Penambangan / Mining services	-	v
Pekerjaan terintegrasi (<i>Engineering, Procurement and Construction-EPC</i>) / Integrated work (<i>Engineering, Procurement, and Construction-EPC</i>)	v	-
Rancang Bangun / Design	v	-
Building Manajemen / Building Management	-	v
Pabrikasi beban dan komponen bangunan / Manufacturing of building loads and components	v	-
Pabrikasi komponen dan peralatan konstruksi / Manufacturing of construction components and equipment	-	v
Pabrikasi barang logam, kayu, karet dan plastic / Manufacturing of metal, wood, rubber, and plastic goods	v	-



Kegiatan Usaha Berdasarkan Anggaran Dasar / Business Activities Based on Articles of Association	Kegiatan Usaha yang Dijalankan Waskita / Business Activities Carried out by Waskita	
	Sudah / Done	Belum / Not Yet
Penyewaan peralatan konstruksi / Rental of construction equipment	-	√
Layanan jasa keagenan bahan dan komponen bangunan serta peralatan konstruksi / Agency services for building materials and components and construction equipment	-	√
Investasi (penyertaan modal pada perusahaan lain) dan/atau pengelolaan usaha di bidang: 1. Prasarana dan dasar (infrastruktur); 2. Industry / Investment (equity participation in other companies) and/or business management in the fields of 1. Infrastructure and basic (infrastructure);	√	-
Ekspor impor / Export import	√	-
Perdagangan umum / General trading	-	√
System development	√	-
Pengelolaan Kawasan / Estate Management	√	-
Pengembangan / Development	√	-
Kegiatan Usaha Pendukung / Supporting Business Activities		
Layanan jasa konsultasi (konsultan) manajemen / Management consulting services (consultant)	-	√
Melakukan usaha di bidang agro industry / Engaged in agro industry business	√	-
Layanan jasa bidang teknologi informasi dan kepariwisataan / Information technology and tourism services.	√	-

PRODUK DAN JASA

Sesuai kegiatan usaha di atas, produk dan jasa yang diberikan oleh Perseroan terdiri dari tiga jenis usaha, yang masing-masing memiliki lini bisnis, sebagaimana dijelaskan dalam bagan:

Products and Services

In accordance with the above business activities, the products and services provided by the Company consist of three types of businesses, each of which has line of business, as described in the following chart:

Lini Bisnis / Business Lines



Jalan Tol / Toll Road

- Membangun dan mengoperasikan jalan tol
- Memiliki 16 ruas jalan tol di Jawa dan Sumatera
- 10 ruas tol sudah beroperasi dan 6 ruas tol sedang dalam pengerjaan.
- Build and operate toll roads
- Has 16 toll roads in Java and Sumatera
- 10 toll roads are already operating and 6 toll roads are under construction



Realty / Realty

- Pengembangan realty dan properti, fokus pada bangunan gedung seperti:
- Hotel
 - Apartemen
 - SOHO
 - Kantor
 - Mised Use.
- Realty and property development, focusing on buildings such as:
- Hotel
 - Apartments
 - SOHO
 - Office
 - Mised Use.



Infrastruktur Non Jalan Tol / Non-Toll Road Infrastructure

- Pengembangan proyek infrastruktur termasuk:
- Pembangkit listrik
 - Fasilitas pengelolaan air
 - Pipanisasi
 - Dll.
- Infrastructure project development, including:
- Power plants
 - Water management facilities
 - Pipeline
 - Etc.



Konstruksi / Construction

Konstruksi sipil dan gedung termasuk:

- Bandara
- Pelabuhan
- Jalan Raya
- Rel kereta api
- Jembatan
- Gedung
- Energi (power plant)
- DII.

Civil construction and building, including:

- Airport
- Bridge
- Port
- Building
- Highway
- Energy (power plant)
- Railroads
- Etc.



Beton Pra-Cetak / Precast Concrete

- mencatatkan saham di BEI pada tanggal 20 September 2016 dengan menerbitkan saham baru sebesar Rp5,2 triliun
- memproduksi produk beton berkualitas tinggi seperti:
 - Girder
 - Spun Pile
 - Box Culvert
 - Sheet Pile
 - DII.
- Listed shares on the IDX on September 20, 2016 by issuing new shares of Rp5.2 trillion
- Producing high quality concrete products such as:
 - Girder
 - Spun Pile
 - Box Culvert
 - Sheet Pile
 - Etc.



Pabrikasi Baja / Steel Manufacturing

Pabrikasi Baja di Cikande, Banten. Memproduksi baja menara transmisi dan guardrail jalan tol dengan kapasitas 4.000 ton/bulan.

Steel Manufacturing in Cikande, Banten. Producing steel transmission towers and toll road guardrails with a capacity of 4,000 tons/month.



JALANTOL

Perseroan memiliki investasi jalan tol yang terbagi dalam 6 (enam) wilayah di Indonesia yang meliputi Jakarta, Jawa Barat, Jawa Tengah, Jawa Timur, Sumatera Utara, dan Sumatera Selatan. Secara keseluruhan Panjang Konsesi Jalan yang dimiliki Perseroan sepanjang 729 kilometer dengan total investasi sebesar Rp729 triliun, dan Porsi Ekuitas mencapai Rp42 triliun.

Setiap daerah investasi memiliki beberapa proyek yang masih dalam tahap konstruksi, sudah beroperasi, dan sudah beroperasi sebagian. Berikut penjabarannya:

Toll Road

The Company's toll road investments are divided into 6 (six) regions in Indonesia which include Jakarta, West Java, Central Java, East Java, North Sumatera and South Sumatera. Overall, the length of the road concession owned by the Company is 729 kilometers with a total investment of Rp729 trillion, and the Equity Portion of Rp42 trillion.

Each investment area has several projects that are still in the construction stage, already in operation, and partially in operation. The following is the explanation:

Investasi Jalan Tol / Toll Road Investment

Porsi Ekuitas
Equity Portion

±42 triliun
trillion

Panjang Konsesnsi Jalan Tol
Length of Toll Road Concession

729 Kilometer

Total Investasi
Total Investment

±Rp729 triliun
trillion

- **Konstruksi / Construction**
- **Sudah Beroperasi / Already In Operation**
- **Sudah Beroperasi Sebagian / Partially In Operation**



Sumatera Utara

South Sumatera

- Kuala Tanjung – Tb Tinggi – Prapat (143 km)



Sumatera Selatan

South Sumatera

- Kayu Agung – Palembang – Betung (112 km)



Jawa Barat

West Java

- Ciawi – Sukabumi (54 km)
- Cileunyi – Sumedang – Dawuan (60 km)



Jakarta

- Bekasi – Cawang – Kp Melayu (16 km)
- Cimanggis – Cibitung (25 km)
- Depok – Antasari (28 km)



Jawa Tengah

Central Java

- Kanci – Pajagan (35 km)
- Pejagan – Pemalang (58 km)
- Pemalang – Batang (39 km)
- Yogyakarta – Bawen (75,82 km)



Jawa Timur

East Java

- Pasuruan – Probolinggo (44 km)
- Krian – legundi – Bunder – Manyar (38 km)

Lini Bisnis jalan tol dikelola oleh entitas anak, yaitu PT Waskita Karya Toll Road (WTR).

The toll road business is managed by subsidiary, namely PT Waskita Karya Toll Road (WTR).



REALTI

Kegiatan usaha lini bisnis realti antara lain pengembangan realti dan properti, serta fokus pada bangunan gedung seperti hotel, apartemen, SOHO, kantor, *mixed Use* dan juga rumah tapak.



Vasaka Solterra, Jakarta



Vasaka Bali, Bali



Vasaka Reiz Condo, Medan

Realty

Realty business activities include real estate and property development, and focus on buildings such as hotels, apartments, SOHOs, offices, mixed use and also landed houses.



Teraskita Hotel, Jakarta



Teraskita Hotel, Bandung



Teraskita Hotel, Makassar



Lini bisnis realti dikelola oleh entitas anak, yaitu PT Waskita Karya Realty (WKR). WKR memiliki 2 (dua) merek utama, yaitu Vasaka (residensial/superblock) dan Teraskita (hotel dan perkantoran). Hingga akhir tahun 2020, Perseroan mengelola dan melakukan pengembangan bisnis realti, yaitu:

The realty business is managed by subsidiary, namely PT Waskita Karya Realty (WKR). WKR has 2 (two) main brands, i.e. Vasaka (residential/superblock) and Teraskita (hotel and office). As of the end of 2020, the Company manages and develops the realty business as follows:

(dalam miliar Rupiah)

(in billion rupiah)

No.	Proyek / Project	Lokasi / Location	Area / Area	Nilai Investasi / Investment Value	Penggunaan / Used for	Harga Jual / Selling Price
1.	Teraskita Hotel Jakarta	Jakarta	0,3 Ha	340	Hotel & Office	402 (Room Rate)
2.	Teraskita Hotel Bandung	Bandung	0,2 Ha	130	Hotel & Office	670 (Room Rate)
3.	Teraskita Hotel Makassar	Makassar	0,2 Ha	150	Hotel & Office	500 (Room Rate)
4.	Brooklyn	Jakarta	1,0 Ha	920	Apartment, SOHO & Office	28 Mio/sqm
5.	Yukata Suites	Jakarta	0,5 Ha	790	Apartment	31 Mio/sqm
6.	Solterra	Jakarta	3,4 Ha	1.070	Apartment	29 Mio/sqm
7.	Nines Plaza & Residence	Jakarta	0,8 Ha	1.270	Mixed Use	27 Mio/sqm
8.	88 Avenue	Surabaya	3,4 Ha	1.120	Mixed Use	22 Mio/sqm
9.	Reiz Condo	Medan	0,7 Ha	820	Apartment & Condominium	25 Mio/sqm
10.	Vasaka Denpasar	Bali	12 Ha	1.160	Residential	2,5 Bio
11.	Waskita Rajawali Tower	Jakarta	0,6 Ha	540	Office	650 Bio/Unit
12.	Waskita Modern Realty	West Java	600 Ha	400	Mixed Use	-

INFRASTRUKTUR NON-JALAN TOL

Lini bisnis infrastruktur non-jalan tol memiliki kegiatan pengembangan proyek infrastruktur antara lain, pembangkit listrik, fasilitas pengelolaan air, pipanisasi dan lain-lain. Hingga akhir 2020, proyek yang sudah beroperasi, yaitu Pembangkit Listrik Mini Hidro 2x5 MW yang berlokasi di Sangir, Sumatera Barat. Pembangkit listrik ini beroperasi sejak tahun 2017 dengan total investasi sebesar Rp266 miliar.

NON-TOLL ROAD INFRASTRUCTURE

The non-toll road infrastructure line of business has infrastructure project development activities, among others, power plants, water management facilities, piping and others. Until the end of 2020, the project that has been operating are the 2x5 MW Mini Hydro Power Plant, is located in Sangir, West Sumatera. This power plant has been operating since 2017 with a total investment of Rp266 billion.



Pembangkit Listrik Mini Hidro 2 x 5 MW / Minihidro Power Plant 2 x 5 MW

Lini bisnis infrastruktur non-jalan tol dikelola oleh entitas anak, yaitu PT Waskita Karya Infrastruktur (WKI).

The non-toll road infrastructure business line is managed by subsidiary, namely PT Waskita Karya Infrastruktur (WKI).



KONSTRUKSI

Saat ini, Waskita tengah bertransformasi dalam mengembangkan bisnis melalui perluasan pasar konstruksi untuk meningkatkan daya saing dan nilai tambah. Guna mendukung hal tersebut, Perseroan pada tahun 2020 memiliki 5 (lima) Business Unit, yaitu:

1. Building Division

Spesialisasi pekerjaan Proyek Gedung, Bandara, Pengembangan Kawasan dan lain-lain termasuk proyek-proyek investasi di seluruh Indonesia.

2. Infrastructure I

Spesialisasi pekerjaan proyek-proyek Infrastruktur sipil non jalan dan jembatan seperti bendungan, bangunan air, Pelabuhan dan lain-lain termasuk proyek-proyek investasi di seluruh Indonesia.

3. Infrastructure II

Spesialisasi pekerjaan proyek-proyek Infrastruktur sipil jalan dan jembatan seperti Jalan, Jembatan, LRT, Jalur Kereta Api dan lain-lain termasuk proyek-proyek investasi di seluruh Indonesia.

4. EPC

Spesialisasi pekerjaan proyek-proyek EPC seperti Power Plant, Industrial Plant, Smelter, Transmisi-Distribusi Air, Listrik, Oil & Gas dan lain-lain termasuk proyek-proyek investasi di seluruh Indonesia.

5. Overseas

Spesialisasi pekerjaan proyek-proyek di Luar Negeri baik Gedung, Infrastruktur dan EPC termasuk proyek-proyek investasi di lokasi yang meliputi: Middle East Asia, South East Asia, South Asia, dan Africa.

CONSTRUCTION

Currently, Waskita is transforming in its business development through expanding the construction market to increase competitiveness and added value. To support this, the Company in 2020 has 5 (five) Business Units, namely:

1. Building Division

Specializing in works of building projects, airports, regional development and others including investment projects throughout Indonesia.

2. Infrastructure I

Specializing in works of civil non-road and bridge infrastructure projects such as dams, water structures, ports and others including investment projects throughout Indonesia.

3. Infrastructure II

Specializing in works of road and bridge civil infrastructure projects such as roads, bridges, LRT, railways and others including investment projects throughout Indonesia.

4. EPC

Specializing in works of EPC projects such as Power Plants, Industrial Plants, Smelters, Water Transmission-Distribution, Electricity, Oil & Gas and others including investment projects throughout Indonesia.

5. Overseas

Specializing in works of Overseas projects both Building, Infrastructure and EPC including investment projects in locations that include: Middle East Asia, South East Asia, South Asia and Africa.



BETON PRECAST

Lini bisnis beton pra-cetak atau *precast* memproduksi beton pra cetak berkualitas tinggi, seperti *girder*, *spun pile*, *box culvert*, *sheet pile* dan lain-lain. Seluruh proyek beton pra-cetak dikelola oleh PT Waskita Beton Precast (WSBP). Sejak 20 September 2016, WSBP mencatatkan sahamnya di Bursa Efek Indonesia dengan menerbitkan saham sebesar Rp5,2 triliun.

WSBP memiliki 2 (dua) lini bisnis yaitu *precast* dan *readymix*. Produksi *precast* WSBP didukung oleh 9 *plant*, yang berada di beberapa wilayah, yaitu:

- a. Gasing, Sumatera Selatan;
- b. Karawang, Jawa Barat;
- c. Bojonegara, Banten;
- d. Sidoarjo, Jawa Timur;
- e. Sadang, Jawa Barat;
- f. Cibitung, Jawa Barat;
- g. Subang, Jawa Barat;
- h. Klaten, Jawa Tengah;
- i. Kalijati, Jawa Barat.

PRECAST CONCRETE

The precast concrete line of business produces high quality precast concrete, such as girders, spun piles, box culverts, sheet piles and others. All precast concrete projects are managed by PT Waskita Beton Precast (WSBP). Since 20 September 2016, WSBP has listed its shares on the Indonesia Stock Exchange by issuing shares amounting to Rp5.2 trillion.

WSBP has 2 (two) business lines, namely precast and readymix. The WSBP precast production is supported by 9 plants, which are located in several areas as follows:

- a. Gasing, South Sumatera;
- b. Karawang, West Java;
- c. Bojonegara, Banten;
- d. Sidoarjo, East Java;
- e. Sadang, West Java;
- f. Cibitung, West Java;
- g. Subang, West Java;
- h. Klaten, Central Java;
- i. Kalijati, West Java.



Sementara *ready mix* diproduksi di 7 (tujuh) *batching plant* yang berada di beberapa wilayah, yaitu:

Jabodetabek : 24 *batching plant*;
 Jawa Barat : 3 *batching plant*;
 Jawa Tengah : 3 *batching plant*;
 Jawa Timur : 7 *batching plant*;
 Yogyakarta : 3 *batching plant*;
 Sumatera : 30 *batching plant*;
 Sulawesi : 3 *batching plant*.

Meanwhile, the *ready mix* is produced in 7 (seven) *batching plants* located in several regions as follows:

Jabodetabek : 24 *batching plants*;
 West Java : 3 *batching plants*;
 Central Java : 3 *batching plants*;
 East Java : 7 *batching plants*;
 Yogyakarta : 3 *batching plants*;
 Sumatera : 30 *batching plants*;
 Sulawesi : 3 *batching plants*.



PABRIKASI BAJA

Kegiatan lini bisnis pabrikasi baja antara lain memproduksi baja menara dan transmisi guardrail jalan tol dengan kapasitas 4000 ton per bulan. Wilayah usaha lini bisnis ini berada di Cikande, Banten. Produk pabrikasi baja Perseroan telah mendukung pasar domestik untuk proyek transmisi di Sumatera dan pembangunan jalan tol.

STEEL MANUFACTURING

The steel manufacturing line of business include producing steel towers and toll road guardrail transmissions with a capacity of 4000 tons per month. The line of business is located in Cikande, Banten. The Company's steel manufacturing products have supported the domestic market for transmission projects in Sumatera and toll road construction.

Produk / Product



Sementara lini bisnis pabrikasi baja dikelola oleh entitas anak, yaitu PT Waskita Karya Infrastruktur (WKI).

The steel manufacturing business is managed by subsidiary, namely PT Waskita Karya Infrastruktur (WKI).



PETA/JARINGAN WILAYAH USAHA

Map/Network of Business Areas



1. Aceh
2. Sumatera Utara / North Sumatera
3. Riau
4. Kepulauan Riau
5. Sumatera Barat/West Sumatera
6. Bengkulu
7. Sumatera Selatan/South Sumatera
8. Lampung
9. Kepulauan Bangka Belitung
10. Banten

11. Jakarta dan Kantor Pusat / Jakarta and Head Office
12. Jawa Barat / West Java
13. Jawa Tengah / Central Java
14. Yogyakarta
15. Jawa Timur / East Java
16. Kalimantan Barat / West Kalimantan
17. Kalimantan Selatan / South Kalimantan
18. Kalimantan Timur / East Kalimantan
19. Kalimantan Utara / North Kalimantan
20. Kalimantan Tengah / Central Kalimantan



- 21. Bali
- 22. Nusa Tenggara Barat / West Nusa Tenggara
- 23. Nusa Tenggara Timur / East Nusa Tenggara
- 24. Sulawesi Selatan / South Sulawesi
- 25. Sulawesi Tengah / Central Sulawesi
- 26. Sulawesi Tenggara / Southeast Sulawesi
- 27. Sulawesi Utara / North Sulawesi
- 28. Sulawesi Barat / West Sulawesi
- 29. Gorontalo
- 30. Maluku

- 31. Maluku Utara / North Maluku
- 32. Papua
- 33. Papua Barat / West Papua

Luar Negeri / Overseas:

- 34. Jeddah
- 35. Dubai

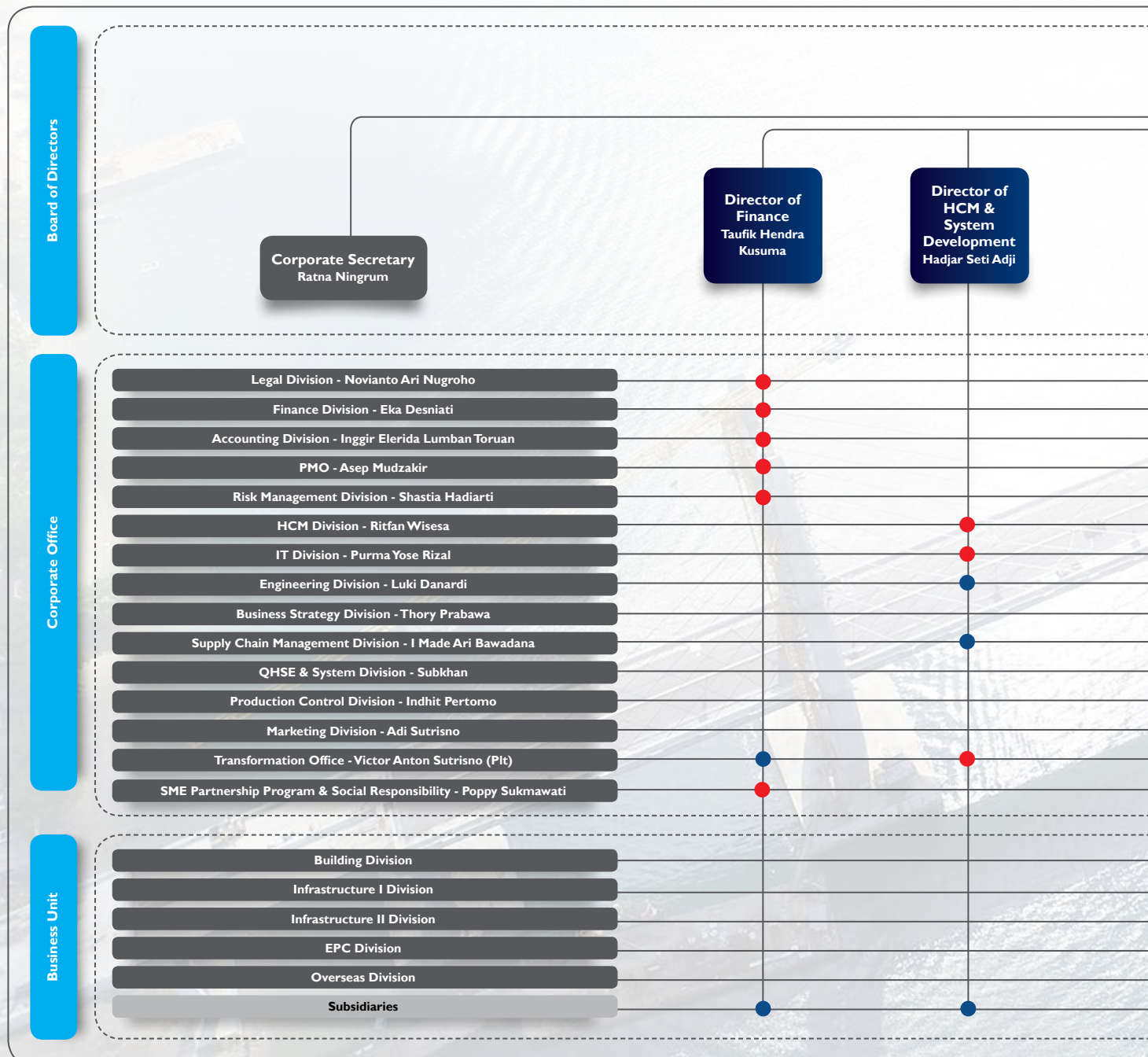


STRUKTUR ORGANISASI

Organizational Structure

Penyusunan struktur organisasi telah dikaji dan diselaraskan dengan Visi dan Misi serta mempertimbangkan perkembangan dan kebutuhan Perseroan. Penetapan struktur organisasi telah disetujui oleh *Board of Commissioner* dan ditetapkan serta disahkan oleh *Board of Director* yang terakhir diubah dan ditetapkan melalui Surat Keputusan *Board of Director* PT Waskita Karya (Persero) Tbk No. 35/SK/WK/2021 tanggal 29 Oktober 2021 tentang Perubahan Struktur Organisasi dan Jabatan pada Struktur Organisasi Perusahaan PT Waskita Karya (Persero) Tbk.

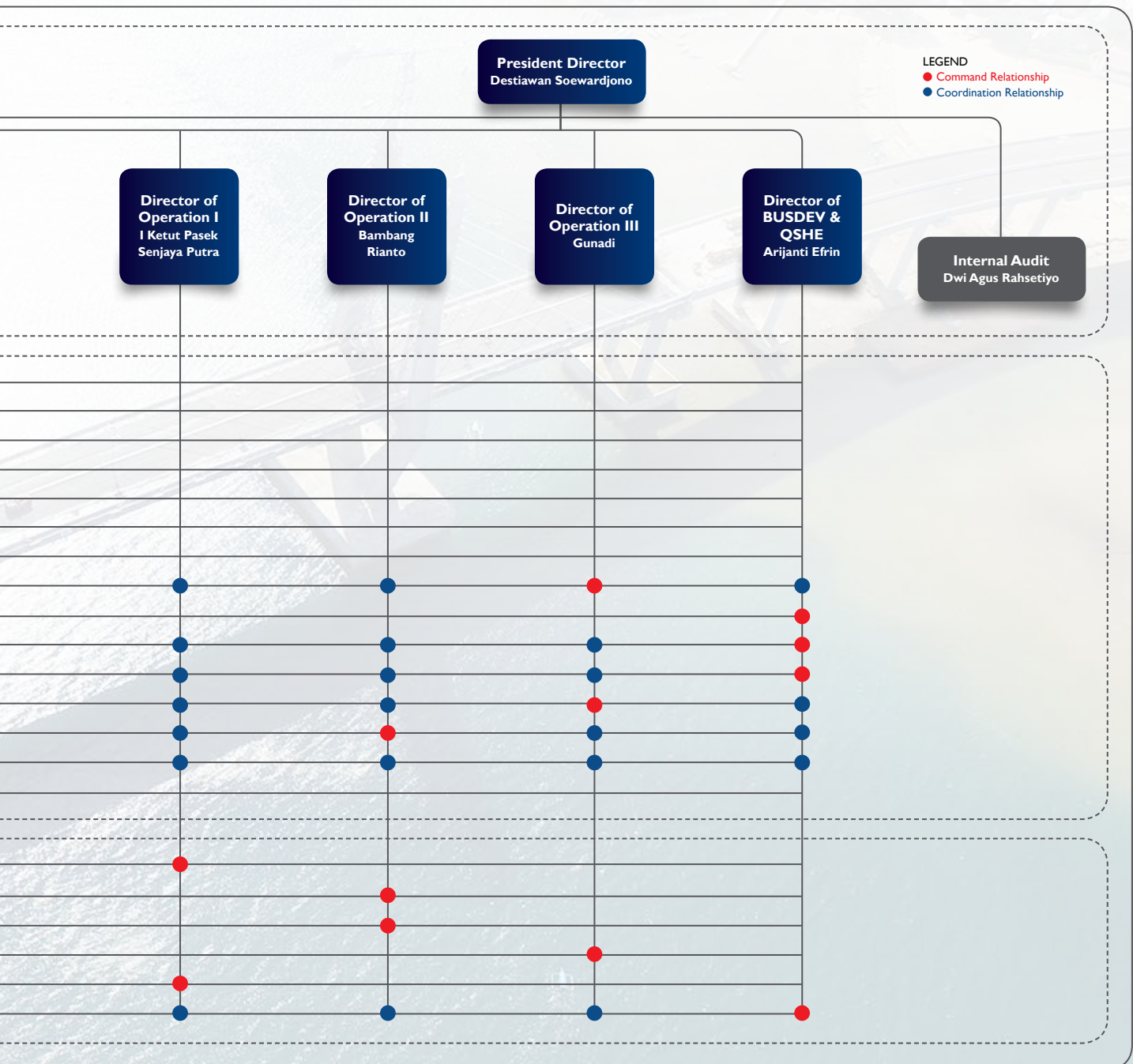
Berikut struktur organisasi Perusahaan per 31 Desember 2021:





The organizational structure has been reviewed and aligned with the Vision and Mission and takes into account the development and needs of the Company. The organizational structure has also been approved by Board of Commissioner as well as stipulated and endorsed by Board of Directors which was recently amended and determined through the Decree of Board of Directors of PT Waskita Karya (Persero) Tbk No. 35/SK/WK/2021 dated October 29, 2021 on Changes in Organization Structure and Position in Organization Structure of PT Waskita Karya (Persero) Tbk.

The following is the Company's organizational structure as of December 31, 2021:





Adapun wilayah kerja Perseroan, sesuai Surat Keputusan *Board of Director* tentang Struktur Organisasi Perseroan per 31 Desember 2021, Perseroan memiliki 5 (lima) Business Unit Division, yaitu:

As for the Company's operational, according to the Decree of Board of Directors regarding the Company's Organizational Structure as of December 31, 2020, the Company has 5 (five) Business Unit Divisions, namely:

Business Unit / Business Unit	Kedudukan / Location	Wilayah Operasi / Operational Area
<i>Building Division</i>	Jakarta	Daerah operasional meliputi seluruh Indonesia, berkedudukan di Jakarta dengan melaksanakan kegiatan Perusahaan dalam bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek gedung, bandara, pengembangan kawasan, jalan kereta api, LRT, pelabuhan laut/dermaga, penahan gelombang, <i>sewerage non equipment</i> dan lain-lain termasuk proyek-proyek investasi dan pengembangan terpilih yang ditetapkan oleh <i>Board of Director</i> dengan nilai kontrak \geq Rp200 Miliar. / Operational area covers all areas of Indonesia, domiciled in Jakarta by carrying out the Company's activities in the field of marketing to production for projects of building, airport, area development, railways, LRT, seaports/docks, wave breakers, sewerage non equipment and others, including selected investment and development projects as determined by Board of Directors with a contract value of \geq Rp200 billion.
<i>Infrastructure I Division</i>	Jakarta	Daerah operasional meliputi seluruh Indonesia, berkedudukan di Jakarta dengan melaksanakan kegiatan Perusahaan dalam bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek infrastruktur sipil non jalan dan jembatan seperti bendungan, irigasi, bangunan air, dan lain-lain termasuk proyek-proyek investasi dan pengembangan terpilih yang ditetapkan oleh <i>Board of Director</i> dengan nilai kontrak \geq Rp200 Miliar. / Operational area covers all areas of Indonesia, domiciled in Jakarta by carrying out the Company's activities in the marketing to production for non-road and bridge infrastructure projects such as dams, irrigation, water construction, and others, including selected investment and development projects as determined by Board of Directors with a contract value of \geq Rp200 billion.
<i>Infrastructure II Division</i>	Jakarta	Daerah operasional meliputi seluruh Indonesia, berkedudukan di Jakarta dengan melaksanakan kegiatan Perusahaan dalam bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek sipil jalan dan jembatan seperti jalan, jembatan, dan lain-lain termasuk proyek-proyek investasi dan pengembangan terpilih yang ditetapkan oleh <i>Board of Director</i> dengan nilai kontrak \geq Rp200 Miliar. / Operational area covers all areas of Indonesia, domiciled in Jakarta by carrying out the Company's activities in the field of marketing to production for road and bridge projects such as roads, bridges, and others, including selected investment and development projects as determined by Board of Director with a contract value of \geq Rp200 billion.



Business Unit / Business Unit	Kedudukan / Location	Wilayah Operasi / Operational Area
EPC Division	Jakarta	<p>Daerah operasional meliputi seluruh Indonesia, berkedudukan di Jakarta dengan melaksanakan kegiatan Perusahaan dalam bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek EPC seperti <i>power plant, industrial plant, smelter</i> transmisi – distribusi air, listrik, oil & gas dan lain-lain termasuk proyek-proyek investasi dan pengembangan terpilih yang ditetapkan oleh <i>Board of Director</i>, dengan tidak ada batasan nilai kontrak. / Operational area covers all areas of Indonesia, domiciled in Jakarta with carry out the Company's activities from marketing to production for EPC projects such as power plants, industrial plants, transmission smelters - distribution of water, electricity, oil & gas and others, including selected investment and development projects as determined by Board of Director, with no limit on the contract value.</p>
Overseas Division	Jakarta	<p>Daerah operasional di luar negeri, meliputi <i>Middle East Asia, South East Asia, South Asia</i>, dan Afrika, berkedudukan di Jakarta dengan melaksanakan kegiatan Perusahaan dalam pemasaran sampai dengan produk untuk pekerjaan proyek-proyek di luar negeri baik gedung, infrastruktur dan EPC termasuk proyek-proyek investasi dan pengembangan terpilih yang ditetapkan oleh <i>Board of Director</i>, dengan tidak ada batasan nilai kontrak, area <i>representative</i> berfungsi sebagai <i>Representative Office (RO)</i> yang menjalankan proses perintisan tender sampai dengan kontrak sesuai dengan area yang ditentukan dan berkoordinasi dengan <i>Marketing Manager Overseas Division</i>. / Operational area in overseas, including Middle East Asia, South East Asia, South Asia, and Africa, is domiciled in Jakarta and carry out the Company's activities in marketing to products for overseas projects, such as buildings, infrastructure and EPC, including selected investment and development projects as determined by the Board of Directors, with no limit on the contract value, area representative functions as the Representative Office (RO) which carries out the process of starting the tender up to the contract in accordance with the designated area and coordinates with the Marketing Manager of Overseas Division.</p>



VISI, MISI, DAN BUDAYA PERUSAHAAN

Vision, Mission, And Corporate Culture

VISI Vision

“Menjadi Perusahaan terdepan dalam Membangun Ekosistem yang Berkelanjutan”

“To be a leading company in creating a sustainable ecosystem”



MISI Mission

Meningkatkan Nilai Perusahaan yang berkelanjutan dengan:

1. Meningkatkan kompetensi sumber daya manusia berlandaskan nilai inti Perusahaan AKHLAK.
2. Menghadirkan produk dan jasa berkualitas terbaik dengan menggunakan teknologi terkini dan sistem terintegrasi.
3. Memperkuat pengelolaan keuangan, manajemen risiko dan tata kelola perusahaan.
4. Mengoptimalkan portfolio bisnis yang tepat & terukur serta menjadi agen pembangunan Pemerintah menuju Indonesia maju.
5. Memperluas jaringan bisnis internasional dengan menjadi pemain handal di pasar konstruksi global.
6. Memperhatikan kepedulian sosial dan keseimbangan lingkungan dalam aktivitas bisnis Perusahaan.

Sustainably improves the Company's value by:

1. Improving the competence of human resources based on the Company's core values AKHLAK.
2. Presenting the best quality products and services using the latest technology and integrated systems.
3. Strengthening financial management, risk management, and corporate governance.
4. Optimizing the appropriate & measurable business portfolio as well as being an agent of the Government's development towards advanced Indonesia.
5. Expanding international business network by becoming a reliable player in the global construction market.
6. Paying attention to social concerns and environmental balance in the Company's business activities.



STRATEGI PENCAPAIAN VISI DAN MISI

Guna mencapai Visi dan Misi, Perusahaan telah menyusun *grand strategy* dengan tema “Pertumbuhan Berkelanjutan atau Sustainable Growth, yang dibagi menjadi 5 (lima) strategi:

1. Diversifikasi Pendapatan

Menyeimbangkan portofolio investasi serta melakukan penetrasi pasar eksternal dan mengelola pendapatan berkelanjutan/*recurring income*.

2. Efisiensi Biaya

Efisiensi biaya dilakukan pada segala segmen Waskita dengan tetap menjaga margin laba usaha melalui perbaikan pada manajemen piutang serta peningkatan kualitas dan K3LM.

3. Pengelolaan Pendanaan

Pengelolaan pendanaan dilaksanakan dengan perencanaan dan pelaksanaan yang terstruktur, akurat, dan terkendali dengan tetap memenuhi *financial covenant* yang dipersyaratkan perbankan, menjaga *cost of fund* dan menjaga arus kas operasional yang positif.

4. Peningkatan Kapabilitas Internal

Peningkatan kapabilitas internal perusahaan untuk mendukung pertumbuhan, antara lain:

- a. Manajemen *cash flow*;
- b. Manajemen portofolio;
- c. Manajemen risiko;
- d. Standardisasi produksi;
- e. Optimalisasi dan integrasi sistem SAP;
- f. Pengembangan SDM.

5. Pengelolaan Risiko

Pengelolaan risiko yang terukur dan efektif melalui *Enterprise Risk Management Framework* (“ERM”) sebagai dasar dalam pengambilan keputusan *Board of Directors* agar dapat meningkatkan efektivitas dan efisiensi dalam mencapai tujuan perusahaan.

REVIEW VISI DAN MISI OLEH BOARD OF COMMISSIONER DAN BOARD OF DIRECTOR

Penetapan Visi dan Misi Waskita melalui kajian yang dilakukan secara mendalam dalam forum *Focus Group Discussion* (FGD) yang melibatkan Board of Directors, *Senior Vice President*, *Manager*, dan perwakilan pegawai milenial Perseroan untuk menyusun poin-poin penting sesuai dengan kebutuhan Perseroan dan tantangan yang dihadapi Perseroan di masa yang akan datang.

Berdasarkan FGD di atas serta arahan dari *Board of Commissioner* yang tertuang dalam Notulen Rapat *Board of Director* dan *Board of Commissioner* (Radirkom) tanggal 30 Oktober 2018, maka pada tanggal 5 November 2018, Visi dan Misi Perusahaan yang baru ditetapkan melalui surat keputusan *Board of Director* No. 36.7/SK/WK/2018.

Visi dan Misi tersebut direviu secara berkala setiap tahun dalam Rapat Umum Pemegang Saham Tahunan untuk memastikan relevansinya dengan perkembangan lingkungan bisnis serta tantangan yang dihadapi oleh Perseroan. Pada tahun 2021, Visi dan Misi Waskita direviu dalam RUPS yang berlangsung pada tanggal 27 April 2021.

Vision and Mission Achievement Strategy

In order to achieve its Vision and Mission, the Company has developed a grand strategy with the theme “Sustainable Growth”, which is divided into 5 (five) strategies:

1. Income Diversification

Balancing the investment portfolio as well as penetrating external markets and managing recurring income.

2. Cost Efficiency

Cost efficiency is carried out in all Waskita’s segments while maintaining operating profit margin through improvements in receivables management as well as quality and K3LM improvements.

3. Funding Management

Funding management is carried out with structured, accurate, and controlled planning and implementation while still meeting the financial covenants required by banks, maintaining cost of funds and maintaining positive operational cash flow.

4. Internal Capability Improvement

Increasing the Company’s internal capabilities to support its growth, including:

- a. Cash flow management;
- b. Portfolio management;
- c. Risk management;
- d. Production standardization;
- e. SAP system optimization and integration;
- f. HR Development.

5. Risk Management

Measurable and effective risk management through the *Enterprise Risk Management Framework* (“ERM”) as the basis for making decisions by Board of Directors in order to increase effectiveness and efficiency in achieving company goals.

REVIEW OF VISION AND MISSION BY BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Waskita’s Vision and Mission was stipulated through an in-depth study in the *Focus Group Discussion* (FGD) forum involving Board of Directors, *Senior Vice President*, *Managers*, and representatives of millennial employees of the Company to compile important points according to the Company’s needs and challenges that will be faced by the Company in the future.

Based on the FGD as well as the directive from Board of Commissioners as stated in the Minutes of Board of Directors and Board of Commissioner Meeting (Board Meeting) on October 30, 2018, then on November 5, 2018, the new Vision and Mission of the Company was stipulated through the Board of Directors Decree No. 36.7/SK/WK/2018.

The vision and mission are reviewed periodically every year at the Annual General Meeting of Shareholders to ensure its relevance to the development of business environment and the challenges faced by the Company. In 2020, Waskita’s Vision and Mission was reviewed at the GMS dated April 27, 2021.



BUDAYA PERUSAHAAN

Seiring dengan telah ditetapkan *core values* Badan Usaha Milik Negara (BUMN) yaitu AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif) sebagai identitas dan perekat budaya kerja yang mendukung peningkatan kinerja secara berkelanjutan di BUMN, Anak Perusahaan dan Perusahaan Afiliasi Terkonsolidasi, maka pada tahun 2021, Perseroan menetapkan perubahan Nilai-Nilai Budaya dan *Key Behaviour* pada Budaya Perusahaan, Anak Perusahaan dan Perusahaan Afiliasi Terkonsolidasi dengan Surat Keputusan *Board of Director* PT Waskita Karya (Persero) Tbk No. 74/SK/SK/2020 tentang Penetapan *Values* dan *Key Behaviour* Budaya Perusahaan, Anak Perusahaan dan Perusahaan Afiliasi Terkonsolidasi PT Waskita Karya (Persero) Tbk. *Core Values* & Panduan Perilaku Waskita Group adalah sebagai berikut:

CORPORATE CULTURE

In line with the core values of State-Owned Enterprises (SOE), namely AKHLAK (Trusted, Competent, Harmonious, Loyal, Adaptive and Collaborative) as an identity and work culture that supports sustainable performance improvement in SOE, Subsidiaries and Consolidated Affiliated Companies, then in 2020, the Company changed its Cultural Values and Key Behavior in the Corporate Culture of the Company, Subsidiaries and Consolidated Affiliated Companies with the Decree of Board of Directors of PT Waskita Karya (Persero) Tbk No. 74/SK/SK/2020 concerning Determination of Values and Key Behavior of Corporate Culture of the Company, Subsidiaries and Consolidated Affiliated Companies of PT Waskita Karya (Persero) Tbk. The Core Values & Key Behavior of Waskita Group are as follows:

Nilai Budaya / Cultural Values		Panduan Perilaku / Key Behavior
A	 AMANAH Trustworthy	Memegang Teguh Kepercayaan Yang Diberikan Upholding the Trust Given 1. Memenuhi janji dan komitmen / Keeping promises and commitments 2. Bertanggung jawab atas tugas, keputusan dan tindakan yang dilakukan / Responsible for their duties, decisions, and actions 3. Berpegang teguh pada nilai, moral, dan etik / Upholding moral and ethical values
K	 KOMPETEN Competent	Terus Belajar Dan Mengembangkan Kapabilitas Keep Learning and Developing Capabilities 1. Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah / Improving self-competence to answer the everchanging challenges 2. Membantu orang lain belajar / Helping others to learn 3. Menyelesaikan tugas dengan kualitas terbaik / Completing tasks with the best quality
H	 HARMONIS Harmonious	Saling Peduli dan Menghargai Perbedaan Caring for Each Other and Respecting Differences 1. Menghargai setiap orang apa pun latar belakangnya / Respecting everyone regardless of their backgrounds 2. Suka menolong orang lain / Fond of helping others 3. Membangun lingkungan kerja yang kondusif / Building a conducive work environment



L		LOYAL Loyal	<p>Berdedikasi dan Mengutamakan Kepentingan Bangsa dan Negara Dedicating and Prioritizing National and State Interest</p> <hr/> <ol style="list-style-type: none"> Menjaga nama baik sesama pegawai, pimpinan, BUMN, dan Negara / Keeping the good name of fellow employees, leaders, SOE, and the country Rela berkorban untuk mencapai tujuan yang lebih besar / Willing to sacrifice in achieving greater goals Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika / Obedient to the leader, as long as it is not conflicted with the laws and ethics
A		ADAPTIF Adaptive	<p>Terus Berinovasi dan Antusias dalam Menggerakkan Atau pun Menghadapi Perubahan Keep Innovating and Enthusiastic in Making or Facing Changes</p> <hr/> <ol style="list-style-type: none"> Cepat menyesuaikan diri untuk menjadi lebih baik / Quickly adaptable to improve Terus menerus melakukan perbaikan mengikuti perkembangan teknologi / Keep improving as technology development goes Bertindak proaktif / Being proactive
K		KOLABORATIF Collaborative	<p>Membangun Kerja Sama Yang Sinergis Building and Synergistic Cooperation</p> <hr/> <ol style="list-style-type: none"> Memberi kesempatan kepada berbagai pihak untuk berkontribusi / Giving opportunities to various parties to contribute Terbuka dalam bekerja sama untuk menghasilkan nilai tambah / Being open for collaboration in generating added value Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama / Mobilizing the use of various resources in achieving common goals

SOSIALISASI DAN INTERNALISASI TATA NILAI PERUSAHAAN

Sosialisasi dan internalisasi Tata Nilai Perusahaan dilakukan melalui program *On Boarding Program*, *Pembekalan Change Agent*, *Diseminasi Program Budaya* dan *Refreshment Penilaian Perilaku AKHLAK* yang dilakukan sebanyak 4 *batch* dalam rentang waktu antara Juli hingga September 2021. Acara ini, diikuti oleh *Corporate Office*, *Business Unit*, dan anak perusahaan, dengan total peserta sebanyak 688 orang.

SOCIALIZATION AND INTERNALIZATION OF CORPORATE VALUES

The dissemination and internalization of the Corporate Values was carried out through the *On Boarding Program*, *Change Agent Briefing*, *Cultural Program Dissemination* and *Refreshment of AKHLAK Behavior Assessment* conducted in 4 batches between July and September 2021. This event was attended by the *Corporate Office*, *Business Unit*, and subsidiaries, with a total of 688 participants.

No	Event	Tanggal / Date	Jumlah Peserta / Total Participants
1	Pelantikan dan Pembekalan <i>Change Agent</i> / <i>Change Agent Briefing and Inauguration</i>	8 Juli 2021 / July 8, 2021	236 peserta / participant
2	<i>Onboarding Program</i>	9-15 Agustus 2021 / Agustus 9-15, 2021	42 peserta / participant
3	<i>Refreshment Penilaian Perilaku AKHLAK</i> / <i>Refreshment of AKHLAK Behavior Assessment</i>	22-24 September 2021 / September 22-24, 2021	120 peserta / participant
4	<i>Diseminasi Program Budaya</i> / <i>Cultural Program Dissemination</i>	17 September 2021 / September 17, 2021	290 peserta / participant
TOTAL			688 Peserta / Participant



PROFIL BOARD OF COMMISSIONERS

Board Of Commissioners Profile



BADRODIN HAITI

President Commissioner/Independent Commissioner

Periode Jabatan / Term of Office	25 November 2016-RUPS 2021 Periode pertama / November 25, 2016 – 2021 GMS, First Period
Usia / Age	63 tahun / 63 years old
Tempat Tanggal Lahir / Place and Date of Birth	Jember, 24 Juli 1958 / Jember, July 24, 1958
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Jakarta Selatan / South Jakarta

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> - Akademi Kepolisian (1982) / Police Academy (1982) - Perguruan Tinggi Ilmu Kepolisian (PTIK) (1989) / Police College of Science (1989) - Sekolah Staf dan Pimpinan Polri (SESPIM) (1998) / School of Police Staff and Leadership (1998) - Pendidikan Lembaga Republik Indonesia (2003) / Agency Education of The Republic of Indonesia (2003) - Lemhanas Republik Indonesia (2003) / National Resilience Institute of The Republic of Indonesia (2003)
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Kapolri (2015-2016) / Chief of Police (2015-2016) - Wakapolri (2014-2015) / Deputy Chief of Police (2014-2015) - Kabaharkam (2013-2014) / Kabaharkam (2013-2014) - Asisten Operasi Polri (2011-2013) / Operations Assistant of Police (2011-2013)
Riwayat Penunjukan / Appointment History	<ul style="list-style-type: none"> - Diangkat sebagai <i>President Commissioner</i> berdasarkan Keputusan RUPSLB 2016 tanggal 25 November 2016. Pengangkatan ini merupakan periode pertama dengan masa jabatan 5 (lima) tahun ke depan atau pada RUPS Tahunan Perseroan tahun 2021. / Appointed as <i>President Commissioner</i> based on the 2016 EGMS Resolution dated November 25, 2016. This appointment is the first term with a term of office of 5 (five) years or until the Company's Annual GMS in 2021. - Pada tahun 2020, berdasarkan keputusan RUPS Tahunan Perseroan 2020 Tanggal 5 Juni 2020, beliau merangkap jabatan sebagai <i>Independent Commissioner</i> dengan masa jabatan hingga RUPS Tahunan Perseroan pada tahun 2021. / In 2020, based on the resolution of the Company's 2020 Annual GMS on June 5, 2020, he holds concurrent position as <i>Independent Commissioner</i> with a term of office until the Company's Annual GMS in 2021. - Pada tahun 2021, berdasarkan Akta no. 48 tanggal 27 April 2021, beliau menjabat sebagai Komisaris Utama merangkap sebagai Komisaris Independen dengan masa jabatan sesuai dengan Anggaran Dasar Perseroan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. / In 2021, based on Deed No. 48 dated April 27, 2021, he served as <i>President Commissioner cum Independent Commissioner</i> with a tenure in accordance with the Company's Articles of Association without prejudice to the right of the GMS to dismiss him at any time.
Rangkap Jabatan / Concurrent Position	Memiliki rangkap jabatan sebagai Komisaris Independen di Perseroan. / He also serves as <i>Independent Commissioner</i> in the Company.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of <i>Board of Commissioners</i> , members of <i>Board of Directors</i> , or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.



DANIS HIDAYAT SUMADILAGA

Commissioner

Periode Jabatan / Term of Office	5 Juni 2020 - RUPS Tahunan Perseroan Tahun 2025, Periode Kedua / June 5, 2020 – 2025 Annual GMS, Second Period
Usia / Age	61 tahun / 61 years old
Tempat Tanggal Lahir / Place and Date of Birth	Jakarta, 28 November 1960 / Jakarta, November 28, 1960
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Jakarta Selatan / South Jakarta

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> - Doktor Ilmu Manajemen Kekhususan Manajemen Strategik, Universitas Indonesia (2016) / Doctoral Specialization in Strategic Management, Universitas Indonesia (2016) - Master di bidang Teknik Transportasi dan Jalan Raya, University of New South Wales, Australia (1990), dan / Master of Engineering Science in Transportation and Highway Engineering from University of New South Wales, Australia (1990) - Sarjana Teknik Sipil dan Perencanaan, Institut Teknologi Bandung (1985) / Bachelor's Degree in Civil Engineering from Institut Teknologi Bandung (1985)
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Kepala Badan Penelitian dan Pengembangan Kementerian Pekerjaan Umum dan Perumahan Rakyat (2016-2018) / Head of Research and Development Agency of the Ministry of Public Works and Housing (2016-2018) - Staf Ahli Menteri Pekerjaan Umum Bidang Keterpaduan Pembangunan (2014-2016) / Expert Staff of the Ministry of Public Works for Development Integration (2014-2016) - Kepala Pusat Komunikasi Publik Kementerian Pekerjaan Umum (2013-2014) / Head of Public Communication Center of the Ministry of Public Works (2013-2014) - Kepala Pusat Pengolahan Data Kementerian Pekerjaan Umum (2010-2013), dan / Head of Data Processing Center of the Ministry of Public Works (2010-2013) - Direktur Bina Teknik Direktorat Jenderal Bina Marga (2007-2010) / Director of Technical Affairs Directorate General of Highways (2007-2010)
Riwayat Penunjukan / Appointment History	<ul style="list-style-type: none"> - Diangkat sebagai <i>Commissioner</i> Perseroan berdasarkan Keputusan RUPS Tahunan 2015 tanggal 24 April 2015. Pengangkatan ini merupakan periode pertama dengan masa jabatan 5 (lima) tahun, yaitu hingga RUPS Tahunan Perseroan tahun 2020. / Appointed as Commissioner of the Company based on the Resolution of the 2015 Annual GMS on April 24, 2015. This appointment is the first term with a term of office of 5 (five years) or until the Company's Annual GMS in 2020. - Pada tahun 2020, beliau diangkat kembali sebagai <i>Commissioner</i> Perseroan berdasarkan Keputusan RUPS Tahunan Perseroan tanggal 5 Juni 2020. Pengangkatan ini merupakan periode kedua dengan masa jabatan 5 (lima) tahun ke depan, yaitu hingga RUPS Tahunan Perseroan tahun 2025. / In 2020, he was reappointed as Commissioner of the Company based on the Resolution of the Company's Annual GMS on June 5, 2020. This appointment is the second term with a term of office of 5 (five) years or until the Company's Annual GMS in 2025.
Rangkap Jabatan / Concurrent Position	Selain menjabat sebagai <i>Commissioner</i> Perseroan, beliau tercatat menjabat sebagai Direktur Jenderal Cipta Karya, Kementerian Pekerjaan Umum (2018-sekarang). / In addition to serving as Commissioner of the Company, he also serves as the Director General of Human Settlements of the Ministry of Public Works (2018-present).
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.

* Bapak Danis Hidayat Sumadilaga diberhentikan dengan hormat berdasarkan Keputusan RUPS dengan akta No. 48 tanggal 27 April 2021. / Mr. Danis Hidayat Sumadilaga was honorably dismissed pursuant to GMS Resolutions by virtue of deed No. 48 dated April 27, 2021.



MOCHAMAD FADJROEL RACHMAN

Commissioner

Periode Jabatan / Term of Office	5 Juni 2020 - RUPS Tahunan Perseroan Tahun 2025, Periode Pertama / June 5, 2020 – 2025 Annual GMS, First Period
Usia / Age	57 tahun / 57 years old
Tempat Tanggal Lahir / Place and Date of Birth	Banjarmasin, 17 Januari 1964 / Banjarmasin, January 17, 1964
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Bandung

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> - Doktor Ilmu Komunikasi Universitas Indonesia (2015) / Doctor of Communication Science from Universitas Indonesia (2015) - Magister Hukum Ekonomi Universitas Indonesia (2011), dan / Master of Economic Law from the Universitas Indonesia (2011) - Sarjana Ekonomi Universitas Indonesia (1995) / Bachelor's Degree in Economics from Universitas Indonesia (1995)
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Juru Bicara Presiden Republik Indonesia (2019-sekarang), dan / Spokesperson for the President of the Republic of Indonesia (2019-present) - Komisaris Utama PT Adhi Karya (Persero) Tbk (2015-2019) / President Commissioner of PT Adhi Karya (Persero) Tbk (2015-2019)
Riwayat Penunjukan / Appointment History	Diangkat sebagai <i>Commissioner</i> Perseroan berdasarkan RUPS Tahunan Perseroan tanggal 5 Juni 2020. Pengangkatan ini merupakan periode pertama dengan masa jabatan 5 (lima) tahun ke depan, yaitu hingga RUPS Tahunan Perseroan tahun 2025. / Appointed as Commissioner of the Company based on the Company's Annual GMS on June 5, 2020. This appointment is the first term with a term of office of 5 (five) years or until the Company's Annual GMS in 2025.
Rangkap Jabatan / Concurrent Position	Selain menjabat sebagai <i>Commissioner</i> Perseroan, beliau juga menjabat sebagai Staf Khusus Presiden Republik Indonesia (2019-sekarang). / In addition to serving as Commissioner of the Company, he also serves as Special Staff to the President of the Republic of Indonesia (2019-present).
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.



ROBERT LEONARD MARBUN

Commissioner

Periode Jabatan / Term of Office	9 Mei 2019 - RUPS Tahunan Perseroan Tahun 2024, Periode Pertama / May 9, 2019 – 2024 Annual GMS, First Period
Usia / Age	51 tahun / 51 years old
Tempat Tanggal Lahir / Place and Date of Birth	Medan, 23 Juni 1970 / Medan, June 23, 1970
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Tangerang Selatan / South Tangerang

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> - Doktor di bidang Economic Development dari Kobe University (2004) / Doctorate in Economic Development from Kobe University (2004) - Master of Policy Analysis di bidang Economic Development dari Saitama University (2000), dan / Master of Policy Analysis in Economic Development from Saitama University (2000), and - Sarjana di bidang Hubungan Internasional dari Universitas Padjadjaran, Bandung (1989). / Bachelor of International Relations from Universitas Padjadjaran, Bandung (1989).
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Director of International and Inter-Institutional Customs (2016-2018), - Direktur Kepabeanan (2015-2016) / Director of Customs (2015-2016) - Kepala Kantor Cabang Direktorat Jenderal Bea dan Cukai Sulawesi (2012-2015), dan / Head of Branch Office of the Directorate General of Customs and Excise of Sulawesi (2012-2015) - Tenaga Pengkaji Bidang Pengawasan dan Penegakan Hukum Kepabeanan dan Cukai (2011-2012). / Assessor in Supervision and Enforcement of Customs and Excise Law (2011-2012).
Riwayat Penunjukan / Appointment History	Diangkat sebagai <i>Commissioner</i> Perseroan berdasarkan Keputusan RUPS Tahunan Perseroan tanggal 9 Mei 2019. Pengangkatan ini merupakan periode pertama dengan masa jabatan 5 (lima) tahun ke depan, yaitu pada RUPS Tahunan Perseroan tahun 2024. / Appointed as Commissioner of the Company based on the Resolution of the Company's Annual GMS on May 9, 2019. This appointment is the first term with a term of office of 5 (five) years or until the Company's Annual GMS in 2024.
Rangkap Jabatan / Concurrent Position	Selain menjabat sebagai <i>Commissioner</i> Perseroan, beliau juga menjabat sebagai Staf Ahli Menteri Keuangan Bidang Kebijakan Penerimaan Negara (2018-sekarang). / In addition to serving as the Commissioner of the Company, he also serves as an Expert Staff to the Minister of Finance in the Field of State Revenue Policy (2018-present).
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.

* Bapak Robert Leonard Marbun diberhentikan dengan hormat berdasarkan Keputusan RUPS dengan akta No. 48 tanggal 27 April 2021. / Mr. Robert Leonard Marbun was honorably dismissed pursuant to GMS Resolutions by virtue of Deed No. 48 dated April 27, 2021.



BAMBANG SETYO WAHYUDI

Independent Commissioner

Periode Jabatan / Term of Office	5 Juni 2020 - RUPS Tahunan Perseroan Tahun 2025, Periode Pertama / June 5, 2020 – 2025 Annual GMS, First Period
Usia / Age	64 tahun / 64 years old
Tempat Tanggal Lahir / Place and Date of Birth	Kediri, 26 Agustus 1957 / Kediri, August 26, 1957
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Depok

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> - Magister Manajemen dari Sekolah Tinggi Ilmu Ekonomi IPWI (2000) dan / Master in Management from the IPWI College of Economics (2000) - Sarjana Hukum dari Universitas Sebelas Maret (1983). / Bachelor of Laws from Universitas Sebelas Maret (1983)
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Komisaris PT Pelabuhan Indonesia I (Persero) (2017-2019), / Commissioner of PT Pelabuhan Indonesia I (Persero) (2017-2019), - Jaksa Agung Muda Perdata dan Tata Usaha Negara Kejakugung RI (2015), dan / Junior Attorney General for Civil and State Administration of the Republic of Indonesia (2015), and - Sekretaris JAM Perdata dan Tata Usaha Negara Kejakugung RI (2014). / Secretary of JAM Civil and State Administration of the RI Attorney General Office (2014).
Riwayat Penunjukan / Appointment History	Diangkat sebagai <i>Independent Commissioner</i> Perseroan berdasarkan RUPS Tahunan Perseroan tanggal 5 Juni 2020. Pengangkatan ini merupakan periode pertama dengan masa jabatan 5 (lima) tahun. Pengangkatan ini merupakan periode pertama dengan masa jabatan 5 (lima) tahun ke depan, yaitu hingga RUPS Tahunan Perseroan tahun 2025. / Appointed as the Company's Independent Commissioner based on the Company's Annual General Meeting of Shareholders on June 5, 2020. This appointment is the first term with a term office of 5 (five) years or until the Company's Annual GMS in 2025.
Rangkap Jabatan / Concurrent Position	Tidak memiliki rangkap jabatan di perusahaan lain. / Does not hold concurrent positions in other companies.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.

**MURADI****Independent Commissioner**

Periode Jabatan / Term of Office	6 April 2018 - RUPS Tahunan Perseroan Tahun 2023, Periode Pertama / April 6, 2018 – 2023 Annual GMS, First Period
Usia / Age	46 tahun / 46 years old
Tempat Tanggal Lahir / Place and Date of Birth	Jakarta, 10 Mei 1975 / Jakarta, May 10, 1975
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Bandung

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> - Doktor Faculty of Social and Behavioral Sciences di Flinders University, Australia (2012), - Master Kajian Strategic dari S. Rajaratnam, School of Internasional Studies, NTU, Singapore (2008), / Master Degree in Strategic Studies from S. Rajaratnam, School of International Studies, NTU, Singapore (2008), - Magister Ilmu Politik dari Universitas Indonesia (2003), serta / Master Degree in Political Science from the Universitas Indonesia (2003), and - Sarjana dari Universitas Padjadjaran, Bandung (2000). / Bachelor Degree from Universitas Padjadjaran, Bandung (2000).
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Ketua Komite Pemantau Manajemen Risiko, GCG & Investasi PT LEN Industri (2017-2018), / Chairman of the Risk Management, GCG & Investment Monitoring Committee of PT LEN Industri (2017-2018), - Staf Ahli Utama Bidang Politik, Pertahanan & Keamanan, Kantor Staf Presiden (KSP) (2016-2018), / Main Expert Staff for Politics, Defense & Security, Presidential Staff Office (2016-2018), - Komisaris PT LEN Industri (Persero) (2015-2018). / Commissioner of PT LEN Industri (Persero) (2015-2018).
Riwayat Penunjukan / Appointment History	Diangkat sebagai Independent <i>Commissioner</i> Perseroan berdasarkan Keputusan RUPS Tahunan 2018 tanggal 6 April 2018. Pengangkatan ini merupakan periode pertama dengan masa jabatan 5 (lima) tahun ke depan, yaitu hingga RUPS Tahunan Perseroan tahun 2023. / Appointed as the Independent Commissioner of the Company based on the Resolution of the 2018 Annual General Meeting of Shareholders on April 6 2018. This appointment is the first term with a term of 5 (five) years in the future, namely until the Company's Annual GMS in 2023.
Rangkap Jabatan / Concurrent Position	Selain menjabat sebagai <i>Independent Commissioner</i> Perseroan, beliau saat ini juga menjabat sebagai Ketua Pusat Studi Politik dan Keamanan, Universitas Padjadjaran (PSPK UNPAD) (2012-saat ini), Penasihat Ahli Kapolri Bidang Keamanan dan Politik (2015-saat ini), Direktur Program Pasca Sarjana Ilmu Politik (Magister & Doktoral), Universitas Padjadjaran (2016-saat ini). / In addition to serving as the Company's Independent Commissioner, he currently also serves as Chairman of Political and Security Study Center of Universitas Padjadjaran (PSPK UNPAD) (2012-present), Expert Advisor to the Chief of Police for Security and Politics (2015-present), Director of Post Graduate of Political Science (Master & Doctoral Degree) of Universitas Padjadjaran (2016-present).
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.



T. ISKANDAR

Commissioner

Periode Jabatan / Term of Office	27 April 2021 - RUPS Tahunan Perseroan Tahun 2026 / April 27, 2021 – 2026 Annual GMS
Usia / Age	57 tahun / 57 years old
Tempat Tanggal Lahir / Place and Date of Birth	Langsa, 16 Agustus 1964 / Langsa, August 16, 1964
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Bandung

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> - Universitas Syah Kuala (1990) - Institut Teknologi Bandung (2005)
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Staf Seksi Perencanaan Subdin Pengairan DPUP Dati I Irian Jaya di Dinas PU (1992-1993) / Staff of the Planning Section of the Irrigation Sub-Department of DPUP Dati I Irian Jaya at the Public Works Department (1992-1993) - Asisten O&P Proyek Irigasi Jayapura di Public Works Department (1993-1996) / Jayapura Irrigation Project O&M Assistant at Dinas PU (1993-1996) - Aspel Proyek Irigasi Jayapura di Dinas PU (1994-1997) / Aspel of Jayapura Irrigation Project at the Public Works Department (1994-1997) - Pimpinan Bagian Proyek Irigasi Nabire di Kementerian PUPR (1999-2000) / Head of the Nabire Irrigation Project Section at the Ministry of PUPR (1999-2000) - Pimpinan Bagian Proyek Irigasi Timor di Kementerian PUPR (1999-2000) / Head of the Timor Irrigation Project Section at the Ministry of PUPR (1999-2000) - Pimpro Pengembangan Air Tanah NTT di Kementerian PUPR (2004) / Manager of Development of NTT Groundwater at the Ministry of PUPR (2004) - Staf Proyek Irigasi NTT di Kementerian PUPR (2005-2006) / NTT Irrigation Project Staff at the Ministry of PUPR (2005-2006) - Satker NVT Irigasi NTT di Kementerian PUPR (2006) / NTT Irrigation NVT Work Unit at the Ministry of PUPR (2006) - Kepala Sub Bagian Tata Usaha, NTT (2007) / Head of Sub Division of Administration, NTT (2007) - PPK Ketatalaksanaan Satker BVWS NTT II di Kementerian PUPR (2007) / PPK Management of the BWS NTT II Work Unit at the Ministry of PUPR (2007) - Kepala Satker Balai Wilayah Sungai NTT II di Kementerian PUPR (2007-2008) / Head of Work Unit for the NTT II River Basin at the Ministry of PUPR (2007-2008) - Kepala Balai Wilayah Sungai NTT II di Kementerian PUPR (2007-2011) / Head of the NTT II River Basin Center at the Ministry of PUPR (2007-2011) - Kasubdit Evaluasi Kinerja di Kementerian PUPR (2011-2013) / Head of Sub-Directorate for Performance Evaluation at the Ministry of PUPR (2011-2013) - Kepala Balai Besar Wilayah Sungai Ciliwung Cisadane di Kementerian PUPR (2013-2017) / Head of the Ciliwung Cisadane River Basin Center at the Ministry of PUPR (2013-2017) - Kepala Balai Besar Wilayah Sungai Pompengan Jeneberang di Kementerian PUPR (2017-2019) / Head of the Pompengan Jeneberang River Basin Center at the Ministry of PUPR (2017-2019) - Sekretaris Dirjen Cipta Karya di Kementerian PUPR (2019-2020) / Secretary to the Director General of Human Settlements at the Ministry of PUPR (2019-2020) - Inspektur Jenderal di Kementerian PUPR (2020-2021) / Inspector General at the Ministry of PUPR (2020-2021)
Riwayat Penunjukan / Appointment History	<p>Diangkat sebagai Commissioner Perseroan berdasarkan Keputusan RUPS Tahunan 2021 tanggal 27 April 2021. Pengangkatan ini merupakan periode pertama dengan masa jabatan 5 (lima) tahun ke depan, yaitu hingga RUPS Tahunan Perseroan tahun 2026. / Appointed as Commissioner of the Company based on the Resolution of the 2021 Annual GMS on April 27, 2021. This appointment is the first term of office for the next 5 (five) years, namely until the Annual GMS of the Company in 2026.</p>
Rangkap Jabatan / Concurrent Position	Selain menjadi Commissioner di Perseroan, Beliau juga merangkap jabatan sebagai Inspektur Jendral Kementerian PUPR sejak tahun 2020-saat ini. / In addition to being a Commissioner in the Company, he also holds a concurrent position as Inspector General of the Ministry of PUPR (2020-present).
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Board of Commissioners lainnya, anggota Board of Directors, maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.



AHMAD ERANIYUSTIKA

Commissioner

Periode Jabatan / Term of Office	27 April 2021 - RUPS Tahunan Perseroan Tahun 2026 / April 27, 2021 – 2026 Annual GMS
Usia / Age	48 tahun / 48 years old
Tempat Tanggal Lahir / Place and Date of Birth	Ponorogo, 22 Maret 1973 / Ponorogo, March 22, 1973
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Jakarta

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> - Sarjana Ekonomi dari Universitas Brawijaya (1996) / Bachelor's Degree in Economics from Universitas Brawijaya (1996) - Master of Science dari Universitas Gottingen (2001) / Master of Science from Universitas Gottingen (2001) - Doctor of Philosophy dari Universitas Gottingen (2005) / Doctor of Philosophy from Universitas Gottingen (2005)
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Dosen di Fakultas Ekonomi & Bisnis Universitas Brawijaya (1997) / Lecturer at Faculty of Economics & Business at Universitas Brawijaya (1997) - Professor di Fakultas Ekonomi & Bisnis Universitas Brawijaya (2010-sekarang) / Professor at the Faculty of Economics & Business at Universitas Brawijaya (2010-present) - Executive Secretary di P3BE (1997-2002) / Executive Secretary at P3BE (1997-2002) - The Head of Publication of Indonesian Association (PPI) di Gottingen, Germany (2000-2005) / The Head of Publication of Indonesian Association (PPI) at Gottingen, Germany (2000-2005) - The Head of Scientific Studies of Indonesian Association (PPI) di Gottingen, Germany (2004-2005) / The Head of Scientific Studies of Indonesian Association (PPI) at Gottingen, Germany (2004-2005) - The Head of The Center for Scientific Documentation & Publication and BPFE di Universitas Brawijaya (2005-2007) / The Head of The Center for Scientific Documentation & Publication and BPFE at Universitas Brawijaya (2005-2007) - Executive Director di The Economic Reform Institute (2005-2008) / Executive Director at The Economic Reform Institute (2005-2008) - Faculty Director of Master Economics Program di Universitas Brawijaya (2007-2009) / Faculty Director of Master Economics Program at Universitas Brawijaya (2007-2009) - Executive Director di Institute for Development of Economics & Finance (2008-2015) / Executive Director at Institute for Development of Economics & Finance (2008-2015) - Asisten Dekan I di Universitas Brawijaya (2009-2010) / Assistant Dean I at Universitas Brawijaya (2009-2010) - Member BSBI di Bank Indonesia Supervision Agency (2010-2017) / BSBI Member at Bank Indonesia Supervision Agency (2010-2017) - Member of National Board di Indonesian Forum for budget Transparency (2011-2016) / Member of National Board at Indonesian Forum for budget Transparency (2011-2016) - The Head of Infrastructure Focus Group di ISEI (2012-2015) - The Head of Institutional Focus Group di ISEI (2015-2018) - The Head of Creative Economy Focus Group di ISEI (2018-sekarang) / The Head of Creative Economy Focus Group di ISEI (2018-present) - Dirjen Pembangunan Kawasan Pedesaan, di Kementerian Pembangunan Pedesaan Daerah Tertinggal dan Transmigrasi (2015-2018) / Director General of Rural Area Development, at the Ministry of Rural Development of Disadvantaged Regions and Transmigration (2015-2018) - Staf Khusus Presiden di KSP (2018-2019) / Presidential Special Staff at KSP (2018-2019) - Kepala Ikatan Alumni Universitas Brawijaya (2019-sekarang) / Head of Universitas Brawijaya Alumni Association (2019-present)
Riwayat Penunjukan / Appointment History	<p>Diangkat sebagai Commissioner Perseroan berdasarkan Keputusan RUPS Tahunan 2021 tanggal 27 April 2021. Pengangkatan ini merupakan periode pertama dengan masa jabatan 5 (lima) tahun ke depan, yaitu hingga RUPS Tahunan Perseroan tahun 2026. / Appointed as Commissioner of the Company based on the Resolution of the 2021 Annual GMS on April 27, 2021. This appointment is the first term of office for the next 5 (five) years, namely until the Annual GMS of the Company in 2026.</p>
Rangkap Jabatan / Concurrent Position	Memiliki rangkap jabatan baik di Deputi Kepala Satwapres sejak tahun 2020. / Has concurrent positions both at the Deputy Head of the Vice President Secretariat since 2020.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Board of Commissioners lainnya, anggota Board of Directors, maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.



DEDI SYARIF USMAN

Commissioner

Periode Jabatan / Term of Office	7 Oktober 2021 - RUPS Tahunan Perseroan Tahun 2026 / October 7, 2021 – 2026 Annual GMS
Usia / Age	56 tahun / 56 years old
Tempat Tanggal Lahir / Place and Date of Birth	Bandung, 22 April 1965 / Bandung, April 22, 1965
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Jakarta

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> - Universitas Katolik Parahyangan (1991) - University of Colorado at Denver (1998)
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Kepala Bagian Organisasi dan Kepatuhan Internal di DJKN (2011-2012) / Head of Internal Organization and Compliance Division at DJKN (2011-2012) - Direktur Barang Milik Negara di DJKN (2012-2013) / Director of State Property at DJKN (2012-2013) - Anggota Dewan Pengawas Gelora Bung Karno di Gelora Bung Karno (2012-2014) / Member of the Supervisory Board of the Gelora Bung Karno Stadium at the Gelora Bung Karno Stadium (2012-2014) - Anggota Dewan Komisaris di PT Pos Indonesia (Persero) (2013-2018) / Member of the Board of Commissioners at PT Pos Indonesia (Persero) (2013-2018) - Direktur Kekayaan Negara Dipisahkan di DJKN (2013-2019) / Director of State Assets Separated at DJKN (2013-2019) - Anggota Dewan Komisaris di PT Pelabuhan Indonesia III (Persero) (2018-2021) / Member of the Board of Commissioners at PT Pelabuhan Indonesia III (Persero) (2018-2021) - Anggota Dewan Pertimbangan di Politeknik Keuangan Negara STAN (2021-sekarang) / Member of the Advisory Board at Politeknik Keuangan Negara STAN (2021-present)
Riwayat Penunjukan / Appointment History	Diangkat sebagai Commissioner Perseroan berdasarkan Keputusan RUPS Luar Biasa 2021 tanggal 7 Oktober 2021. Pengangkatan ini merupakan periode pertama dengan masa jabatan 5 (lima) tahun ke depan, yaitu hingga RUPS Tahunan Perseroan tahun 2026. / Appointed as Commissioner of the Company based on the Resolution of the 2021 Extraordinary GMS on October 7, 2021. This appointment is the first term of office for the next 5 (five) years, namely until the Annual GMS of the Company in 2026.
Rangkap Jabatan / Concurrent Position	Selain menjadi <i>Commissioner</i> di Perseroan, Beliau juga merangkap jabat sebagai Sekretaris Ditjen Kekayaan Negara (DJKN) sejak tahun 2019. / In addition to being a Commissioner in the Company, he also serves as Secretary of the Directorate General of State Assets (DJKN) since 2019.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.



PROFIL BOARD OF DIRECTORS

Board of Directors Profile



DESTIAWAN SOEWARDJONO

President Director

Periode Jabatan / Term of Office	5 Juni 2020 – RUPS Tahunan Perseroan Tahun 2025, Periode Pertama / June 5, 2020 – 2025 Annual GMS, First Period
Usia / Age	60 tahun / 60 years old
Tempat Tanggal Lahir / Place and Date of Birth	Surabaya, 10 April 1961 / Surabaya, April 10, 1961
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Bekasi

Riwayat Pendidikan / Educational Background	- S2 Management Business Administration dari Universitas Gadjah Mada, Yogyakarta (2008) dan / Master in Management Business Administration from Universitas Gadjah Mada, Yogyakarta (2008), and - Sarjana Teknik Sipil, Universitas Brawijaya, Malang (1987). / Bachelor of Civil Engineering from Universitas Brawijaya, Malang (1987).
Riwayat Jabatan / Career Path	- Komisaris Utama PT Wijaya Karya Bangunan Gedung Tbk (WIKAGEDUNG) (2014-2021) / President Commissioner at PT Wijaya Karya Bangunan Gedung Tbk (WIKAGEDUNG) (2014-2021) - Director of Bulding and International Business PT Wijaya Karya (Persero) Tbk (2016-2020) / Director of Bulding and International Business at PT Wijaya Karya (Persero) Tbk (2016-2020) - Direktur Investment, Building and International Business PT Wijaya Karya (Persero) Tbk (2014-2015) / Director of Investment, Building and International Business at PT Wijaya Karya (Persero) Tbk (2014-2015), - Director of Operations IV PT Wijaya Karya (Persero) Tbk (2013-2014), dan / Director of Operations IV at PT Wijaya Karya (Persero) Tbk (2013-2014), and - General Manager of Overseas Department PT Wijaya Karya (Persero) Tbk (2012-2013). / General Manager of Overseas Department at PT Wijaya Karya (Persero) Tbk (2012-2013).
Riwayat Penunjukan / Appointment History	Diangkat sebagai <i>President Director</i> Perseroan berdasarkan Keputusan Rapat Umum Pemegang Saham Tahunan 2020 pada 5 Juni 2020. Pengangkatan ini merupakan periode pertama dengan masa jabatan sampai RUPS Tahunan ke-5 setelah pengangkatan pertama. / Appointed as <i>President Director</i> of the Company based on the Resolution of the 2020 Annual General Meeting of Shareholders on June 5, 2020. This appointment is the first period with a term of office until the 5th Annual GMS after the first appointment.
Rangkap Jabatan / Concurrent Position	Tidak memiliki rangkap jabatan di dalam maupun di luar Perseroan. / She has no concurrent position in and outside the Company.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of <i>Board of Commissioners</i> , members of <i>Board of Directors</i> , or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.



TAUFIK HENDRA KUSUMA

Director of Finance & Risk Management

Periode Jabatan / Term of Office	5 Juni 2020 – RUPS Tahunan Perseroan Tahun 2025, Periode Pertama / June 5, 2020 – 2025 Annual GMS, First Period
Usia / Age	45 tahun / 45 years old
Tempat Tanggal Lahir / Place and Date of Birth	Tanjung Karang, 27 Juli 1976 / Tanjung Karang, July 27, 1976
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Jakarta Selatan / South Jakarta

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> - Doktor Ilmu Ekonomi dan Keuangan Islam dari Universitas Trisakti & Markfield Institute of Higher Education (2018) / PhD in Islamic Economics and Finance from Universitas Trisakti & Markfield Institute of Higher Education (2018) - Doctor of Business Administration (DBA) Manajemen Strategik dari Prague University of Economics and Business (2022) / DBA in Strategic Management from Prague University of Economics and Business (2022) - Master of Business Administration (MBA) Keuangan dari Universitas Gadjah Mada (2010) / MBA in Finance from Universitas Gadjah Mada (2010) - Master in Laws dari Leeds Beckett University (2022) / Master in Laws from Leeds Beckett University (2022) - Sarjana Sains Terapan Akuntansi dari Sekolah Tinggi Akuntansi Negara (2002) / Bachelor of Applied Accounting Science from Sekolah Tinggi Akuntansi Negara (2002)
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Auditor Badan Pengawasan Keuangan dan Pembangunan (1996-2004) / Auditor of the Indonesia's National Government Internal Auditor (1996-2004) - Direktur & Senior Management Radiant Utama Group / Director & Senior Management at Radiant Utama Group (2005-2014) - Direktur PT HK Realtindo (2014-2017) / Director at PT HK Realtindo (2014-2017) - Komisaris PT Menara Antam Sejahtera (2015-2017) / Commissioner at PT Menara Antam Sejahtera (2015-2017) - Direktur & CEO PT Starone Mitra Telekomunikasi / Director & CEO PT Starone Mitra Telekomunikasi (2019-2020) - Kepala Grup Pajak PT Indosat Tbk (2017-2020) / Group Head Tax PT Indosat Tbk (2017-2020) - Komisaris PT Aplikanusa Lintasarta (2019-2020) / Commissioner at PT Aplikanusa Lintasarta (2019-2020) - Komisaris PT Artajasa Pembayaran Elektronik (2020) / Commissioner at PT Artajasa Pembayaran Elektronik (2020)
Riwayat Penunjukan / Appointment History	<p>Diangkat sebagai Director of Finance Perseroan berdasarkan Keputusan Rapat Umum Pemegang Saham Tahunan 2020 pada 5 Juni 2020. Pengangkatan ini merupakan periode pertama dengan masa jabatan sampai RUPS Tahunan ke-5 setelah pengangkatan pertama. Dialihugaskan dari semula Director of Finance menjadi Director of Finance and Risk Management dengan masa jabatan meneruskan sisa masa kanatan sebagaimana Keputusan RUPS Tahunan 27 April 2021. / Appointed as Director of Finance of the Company based on the Resolution of the 2020 Annual General Meeting of Shareholders on June 5, 2020. This appointment is the first period with a term of office until the 5th Annual General Meeting of Shareholders after the first appointment. Transferred from the original Director of Finance to Director of Finance and Risk Management with a term of office continuing the remaining term of office as determined by the Annual GMS dated April 27, 2021.</p>
Rangkap Jabatan / Concurrent Position	Memiliki rangkap jabatan sebagai Komisaris di PT Waskita Toll Road. / He also concurrently serves as Commissioner at PT Waskita Toll Road.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Board of Commissioners lainnya, anggota Board of Directors, maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.



HADJAR SETI ADJI

Director of Human Capital Management & System Development

Periode Jabatan / Term of Office	12 April 2018 – RUPS Tahunan Perseroan Tahun 2023, Periode Pertama / April 12, 2018 – 2023 Annual GMS, First Period
Usia / Age	56 tahun / 56 years old
Tempat Tanggal Lahir / Place and Date of Birth	Makassar, 14 November 1965 / Makassar, November 14, 1965
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Bogor

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> - Master Engineering of Science dari University of New South Wales (2002) dan / Master Engineering of Science from University of New South Wales (2002) and - Sarjana Teknik Sipil dari Universitas Diponegoro (1991). / Bachelor of Civil Engineering from Universitas Diponegoro (1991).
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Kepala Divisi Pengembangan Bisnis PT PP (Persero) Tbk (2016-2018), / Head of Business Development Division of PT PP (Persero) Tbk (2016-2018), - Kepala Divisi Riset & Teknologi PT PP (Persero) Tbk (2014- 2018), / Head of Research & Technology Division of PT PP (Persero) Tbk (2014-2018), - Kepala Divisi Manajemen Risiko PT PP (Persero) Tbk (2014-2015), / Head of Risk Management Division of PT PP (Persero) Tbk (2014-2015), - Kepala Cabang Utama Region Jakarta (2008-2014), / Head of the Main Branch of the Jakarta Region (2008-2014), - Kepala Divisi Sumber Daya Manusia PT PP (Persero) Tbk (2007-2008), dan / Head of Human Resources Division of PT PP (Persero) Tbk (2007-2008), - Kepala Bagian Teknik Divisi Operasi II PT PP (Persero) Tbk (Jakarta & Jawa Barat) (2006-2007). / Head of Engineering Department of Operations II Division of PT PP (Persero) Tbk (Jakarta & West Java) (2006-2007).
Riwayat Penunjukan / Appointment History	Diangkat sebagai <i>Director of Human Capital Management & System Development</i> Perseroan berdasarkan Keputusan Rapat Umum Pemegang Tahunan 2018 pada 12 April 2018. Beliau menduduki masa jabatan sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama. / Appointed as Director of Human Capital Management & System Development of the Company based on the Resolution of the 2018 Annual General Meeting of Shareholders on April 12, 2018. His term of office is until the 5th Annual General Meeting of Shareholders after the first appointment.
Rangkap Jabatan / Concurrent Position	Selain menjabat sebagai <i>Director of Human Capital Management & System Development</i> Perseroan, saat ini beliau juga menjabat sebagai Komisaris Utama PT Waskita Toll Road. / In addition to serving as Director of Human Capital Management & System Development of the Company, currently he also serves as Commissioner of PT Waskita Toll Road.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Memiliki 3.400 lembar saham Perseroan. / Owns 3,400 shares of the Company.



FERY HENDRIYANTO

Director of Business Development & Quality, Safety, Health & Environment

Periode Jabatan / Term of Office	9 Mei 2019 – RUPS Tahunan Perseroan Tahun 2023, Periode Pertama / May 9, 2019 – 2023 Annual GMS, First Period
Usia / Age	54 tahun / 54 years old
Tempat Tanggal Lahir / Place and Date of Birth	Yogyakarta, 22 April 1967 / Yogyakarta, April 22, 1967
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Bekasi

Riwayat Pendidikan / Educational Background	Sarjana Teknik Sipil dari Universitas Gadjah Mada (1992). / Bachelor of Civil Engineering from Universitas Gadjah Mada (1992).
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Director of Operation III PT Waskita Karya (Persero) Tbk (2018-2019), - Direktur Utama PT Wika Industri Konstruksi (2017-2018), / President Director of PT Wika Industri Konstruksi (2017-2018), - Direktur II PT Wika Beton Tbk (2016-2017), / Director II of PT Wika Beton Tbk (2016-2017) - Komisaris PT Citra Lautan Teduh (2014-2016), / Commissioner of PT Citra Lautan Teduh (2014-2016), - Komisaris PT Wijaya Karya Krakatau Beton (2013-2015), / Commissioner of PT Wijaya Karya Krakatau Beton (2013-2015), - Direktur Operasi I PT Wijaya Karya Beton (2013-2016), serta / Director of Operation I of PT Wika Beton (2013-2016), and - Direktur Teknik dan Produksi PT Wika Beton (2012-2013). / Director of Engineering and Production of PT Wika Beton (2011-2013).
Riwayat Penunjukan / Appointment History	Diangkat sebagai <i>Director of Business Development & Quality, Safety, Health & Environment</i> Perseroan berdasarkan Keputusan Rapat Umum Pemegang Tahunan 2019 pada 9 Mei 2019. Beliau menduduki masa jabatan sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama. / Appointed as Director of Business Development & Quality, Safety, Health & Environment of the Company based on the Resolution of the 2019 Annual General Meeting of Shareholders on May 9, 2019. His term of office is until the 5th Annual General Meeting of Shareholders after the first appointment.
Rangkap Jabatan / Concurrent Position	Selain menjabat sebagai <i>Director of Business Development & Quality, Safety, Health & Environment</i> Perseroan, saat ini beliau juga menjabat sebagai <i>President Commissioner</i> PT Waskita Beton Precast Tbk. / In addition to serving as Director of Business Development & Quality, Safety, Health & Environment of the Company, currently he also serves as <i>President Commissioner</i> of PT Waskita Beton Precast Tbk.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.

* Bapak Fery Hendriyanto diberhentikan secara hormat Bapak Fery Hendriyanto sebagai Director of Business Development & Quality, Safety, Health, & Environment sesuai dengan Keputusan RUPST tanggal 21 April 2021. / Mr. Fery Hendriyanto was honorably dismissed as Director of Business Development & Quality, Safety, Health, & Environment in accordance with the Resolution of the AGMS on April 21, 2021.



LUKI THETA HANDAYANI

Director of Business Development & Quality, Safety, Health & Environment

Periode Jabatan / Term of Office	27 April 2021 – RUPS Tahunan Perseroan Tahun 2026, Periode Pertama / April 27, 2021 –2026 Annual GMS, First Period
Usia / Age	52 tahun / 52 years old
Tempat Tanggal Lahir / Place and Date of Birth	Malang, 15 Januari 1969 / Malang, January 15, 1969
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Malang

Riwayat Pendidikan / Educational Background	Sarjana Arsitektur dari Universitas Brawijaya / Bachelor of Architecture from Universitas Brawijaya
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Kepala Seksi Desain dan Pemasaran PT Waskita Karya (Persero) Tbk (1995-1999) / Head of Design and Marketing Section at PT Waskita Karya (Persero) Tbk (1995-1999) - Kepala Unit Produksi PT Waskita Karya (Persero) Tbk (1999-2008) / Head of Production Unit at PT Waskita Karya (Persero) Tbk (1999-2008) - Staf Teknik PT Waskita Karya (Persero) Tbk (2008) / Technical Staff at PT Waskita Karya (Persero) Tbk (2008) - Kepala Proyek PT Waskita Karya (Persero) Tbk (2008-2012) / Project Head at PT Waskita Karya (Persero) Tbk (2008-2012) - Kepala Bagian Pemasaran dan Teknik PT Waskita Karya (Persero) Tbk (2012-2014) / Head of Marketing and Engineering Division at PT Waskita Karya (Persero) Tbk (2012-2014) - Business Development Director PT Waskita Karya Realty (2014-2019) / Business Development Director at PT Waskita Karya Realty (2014-2019) - Marketing & Sales Director PT Waskita Karya Realty (2019-2020) / Marketing & Sales Director at PT Waskita Karya Realty (2019-2020) - Presiden Direktur PT Waskita Karya Realty (2020-2021) / President Director at PT Waskita Karya Realty (2020-2021) - Director of Business Development & QHSE PT Waskita Karya (Persero) Tbk (2021) / Director of Business Development & QHSE at PT Waskita Karya (Persero) Tbk (2021)
Riwayat Penunjukan / Appointment History	Diangkat sebagai Director of Business Development & Quality, Safety, Health & Environment Perseroan berdasarkan Keputusan Rapat Umum Pemegang Tahunan 2021 pada 27 April 2021. Beliau menduduki masa jabatan sampai RUPS Luar Biasa pada tanggal 7 Oktober 2021. / Appointed as Director of Business Development & Quality, Safety, Health & Environment of the Company based on the Resolution of the 2021 Annual General Meeting of Shareholders on April 27, 2021. She served until the Extraordinary GMS on October 7, 2021.
Rangkap Jabatan / Concurrent Position	Tidak memiliki rangkap jabatan di dalam maupun di luar Perseroan. / She has no concurrent position in and outside the Company.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Board of Commissioners lainnya, anggota Board of Directors, maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.

* Ibu Luki Theta Handayani diberhentikan dengan hormat sebagai Director of Business Development & Quality, Safety, Health & Environment berdasarkan Keputusan RUPS Luar Biasa tanggal 7 Oktober 2021. / Mrs. Luki Theta Handayani was honorably dismissed as Director of Business Development & Quality, Safety, Health & Environment based on the Resolution of the Extraordinary GMS on October 7, 2021.



ARIJANTI EFRIN

Director of Business Development & Quality, Safety, Health & Environment

Periode Jabatan / Term of Office	7 Oktober 2021 – RUPS Tahunan Perseroan Tahun 2026, Periode Pertama / October 7, 2021 –2026 Annual GMS, First Period
Usia / Age	52 tahun / 52 years old
Tempat Tanggal Lahir / Place and Date of Birth	Jakarta, 24 Agustus 1969 / Jakarta, August 24, 1969
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Tangerang Selatan / South Tangerang

Riwayat Pendidikan / Educational Background	Sarjana Administrasi Negara dari Universitas Indonesia / Bachelor of State Administration from Universitas Indonesia
Riwayat Jabatan / Career Path	- Direktur Pemasaran PT Asuransi Jiwa Taspen (2017-2020) / Marketing Director at PT Asuransi Jiwa Taspen (2017-2020) - Direktur Pemasaran PT Asuransi ASEI Indonesia (2021) / Marketing Director at PT Asuransi ASEI Indonesia (2021) - Direktur HC & QHSE (2021) / Director of HC & QHSE (2021)
Riwayat Penunjukan / Appointment History	Diangkat sebagai Director of Business Development & Quality, Safety, Health & Environment Perseroan berdasarkan Keputusan Rapat Umum Pemegang Luar Biasa 2021 pada 7 Oktober 2021. Beliau menduduki masa jabatan sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama. / Appointed as Director of Business Development & Quality, Safety, Health & Environment of the Company based on the Resolution of the 2021 Extraordinary General Meeting of Shareholders on October 7, 2021. She served until the 5th Annual GMS after the first appointment.
Rangkap Jabatan / Concurrent Position	Tidak memiliki rangkap jabatan di dalam maupun di luar Perseroan. / She has no concurrent position in and outside the Company.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.



DIDIT OEMAR PRIHADI

Director of Operation I

Periode Jabatan / Term of Office	6 April 2018 – RUPS Tahunan 27 April 2021 / April 6, 2018 – Annual GMS on April 27, 2021
Usia / Age	61 tahun / 61 years old
Tempat Tanggal Lahir / Place and Date of Birth	Cimahi, 21 Mei 1960 / Cimahi, May 21, 1960
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Jakarta Selatan / South Jakarta

Riwayat Pendidikan / Educational Background	- Magister Manajemen dari Universitas Prasetiya Mulya (2003) dan / Master in Management from Prasetiya Mulya University (2003) and - Sarjana Teknik Sipil dari Universitas Indonesia (1987). / Bachelor of Civil Engineering from the University of Indonesia (1987).
Riwayat Jabatan / Career Path	- Direktur Operasional II PT Waskita Beton Precast Tbk (2017-2018), / Operational Director II of PT Waskita Beton Precast Tbk (2017-2018), - Direktur Utama PT Waskita Karya Realty (2014- 2017), / President Director of PT Waskita Karya Realty (2014-2017), - Kepala Divisi Realty PT Waskita Karya (Persero) Tbk (2012-2014), / Head of Realty Division of PT Waskita Karya (Persero) Tbk (2012-2014), - Kepala Divisi EPC PT Waskita Karya (Persero) Tbk (2011-2012), dan / Head of EPC Division PT Waskita Karya (Persero) Tbk (2011-2013) and - Kepala Satuan Pengawas Intern PT Waskita Karya (Persero) Tbk (2010-2011). / Head of the Internal Supervisory Unit of PT Waskita Karya (Persero) Tbk (2010-2011).
Riwayat Penunjukan / Appointment History	Diangkat sebagai <i>Director of Operation I</i> Perseroan berdasarkan Keputusan Rapat Umum Pemegang Tahunan 2018 pada 6 April 2018. Beliau menduduki masa jabatan sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama. / Appointed as Director of Operation I of the Company based on the Resolution of the 2018 Annual General Meeting of Shareholders on April 6, 2018. His term of office is until the 5th Annual General Meeting of Shareholders after the first appointment.
Rangkap Jabatan / Concurrent Position	Selain menjabat sebagai <i>Director of Operation I</i> Perseroan, saat ini beliau juga menjabat sebagai President Commissioner PT Waskita Karya Infrastruktur. / In addition to serving as Director of Operation I of the Company, currently he also serves as President Commissioner of PT Waskita Karya Infrastruktur.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Memiliki 20.000 lembar saham Perseroan. / Owns 20,000 shares of the Company

* Bapak Didit Oemar Prihadi telah diberhentikan dengan hormat dari jabatannya sebagai Director of Operation I sesuai Keputusan RUPS Tahunan 27 April 2021. / Mr. Didit Oemar Prihadi was honorably dismissed from his position as Director of Operation I pursuant to the Resolution of the Annual GMS on April 27, 2021.



I KETUT PASEK SENJAYA PUTRA

Director of Operation I

Periode Jabatan / Term of Office	27 April 2021 – RUPS Tahunan Perseroan Tahun 2026, Periode Pertama / April 27, 2021 –2026 Annual GMS, First Period
Usia / Age	49 tahun / 49 years old
Tempat Tanggal Lahir / Place and Date of Birth	Mataram, 10 November 1972 / Mataram, November 10, 1972
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Bogor

Riwayat Pendidikan / Educational Background	- Sarjana Teknik Sipil dari Universitas Gadjah Mada (1996) / Bachelor of Civil Engineering from Universitas Gadjah Mada (1996) - Magister Manajemen Bisnis dari Institut Pertanian Bogor (2017) / Master of Business Management from Institut Pertanian Bogor (2017)
Riwayat Jabatan / Career Path	- General Manager Departemen Pemasaran PT Wijaya Karya (Persero) Tbk (2017-2019) / General Manager of Marketing Department at PT Wijaya Karya (Persero) Tbk (2017-2019) - Direktur Operasi PT Wijaya Karya Beton Tbk (2019-2020) / Director of Operational at PT Wijaya Karya Beton Tbk (2019-2020) - Direktur Operasi dan Supply Chain Management PT Wijaya Karya Beton Tbk (2020-2021) / Director of Operation and Supply Chain Management at PT Wijaya Karya Beton Tbk (2020-2021)
Riwayat Penunjukan / Appointment History	Diangkat sebagai Director of Operation I Perseroan berdasarkan Keputusan Rapat Umum Pemegang Tahunan 2021 pada 27 April 2021. Beliau menduduki masa jabatan sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama. / Appointed as Director of Operation I of the Company based on the Resolution of the 2021 Annual General Meeting of Shareholders on April 27, 2021. He served until the 5th Annual GMS after the First appointment.
Rangkap Jabatan / Concurrent Position	Memiliki rangkap jabatan sebagai Komisaris Utama di PT Waskita Karya Realty. / He concurrently serves as President Commissioner at PT Waskita Karya Realty
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Board of Commissioners lainnya, anggota Board of Directors, maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.



BAMBANG RIANTO
Director of Operation II

Periode Jabatan / Term of Office	6 April 2018 – RUPS Tahunan Perseroan Tahun 2022, Periode Pertama / April 6, 2018 – 2022 Annual GMS, First Period
Usia / Age	49 tahun / 49 years old
Tempat Tanggal Lahir / Place and Date of Birth	Jakarta, 16 Agustus 1972 / Jakarta, August 16, 1972
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Jakarta Selatan / South Jakarta

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> - Sarjana Teknik Sipil dari Universitas Borobudur, Jakarta (1997). / Bachelor of Civil Engineering from the Borobudur University, Jakarta (1997). - Magister Manajemen Bisnis dari Universitas Bina Nusantara (BINUS); Jakarta (2021) / Master of Business Management from Universitas Bina Nusantara (BINUS); Jakarta (2021)
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Direktur Operasi III Kantor PT Waskita Karya (Persero) Tbk (2017-2018), / Director of Operations III of PT Waskita Karya (Persero) Tbk (2017-2018), - Direktur Utama PT PP Urban (2016-2017), / President Director of PT PP Urban (2016-2017), - Kepala Divisi Pemasaran PT PP (Persero) Tbk (2014-2016), / Head of Marketing Division of PT PP (Persero) Tbk (2014-2016), - Head of Marketing for Private Sector PT PP (Persero) Tbk (2013-2014), dan / Head of Marketing for Private Sector of PT PP (Persero) Tbk (2013-2014), and - Direktur Utama PT Gitanusa Sarana Niaga (Anak Perusahaan PT PP (Persero) Tbk) (2011-2013). / President Director of PT Gitanusa Sarana Niaga (Subsidiary of PT PP (Persero) Tbk) (2011-2013).
Riwayat Penunjukan / Appointment History	Diangkat sebagai <i>Director of Operation II</i> Perseroan berdasarkan Keputusan Rapat Umum Pemegang Tahunan 2018 pada 6 April 2018. Beliau menduduki masa jabatan sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama. / Appointed as Director of Operation II of the Company based on the Resolution of the 2018 Annual General Meeting of Shareholders on April 6, 2018. His term of office is until the 5th Annual General Meeting of Shareholders after the first appointment.
Rangkap Jabatan / Concurrent Position	Selain menjabat sebagai <i>Director of Operation II</i> Perseroan, saat ini beliau juga menjabat sebagai <i>President Commissioner PT Waskita Beton Precast Tbk.</i> / In addition to serving as Director of Operation II of the Company, currently he also serves as President Commissioner of PT Waskita Beton Precast Tbk.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Memiliki 200.000 lembar saham Perseroan. / Owns 200,000 shares of the Company.

**GUNADI****Director of Operation III**

Periode Jabatan / Term of Office	9 Mei 2019 – RUPS Tahunan Perseroan 2024, Periode Pertama / May 9, 2019 – 2024 Annual GMS, First Period
Usia / Age	53 tahun / 53 years old
Tempat Tanggal Lahir / Place and Date of Birth	Purworejo, 24 Agustus 1968 / Purworejo, August 24, 1968
Kewarganegaraan / Nationality	Indonesia / Indonesian
Domisili / Domicile	Jakarta Timur / East Jakarta

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> - Sarjana Teknik Sipil dari Universitas Sebelas Maret, Surakarta (1993) dan / Bachelor of Civil Engineering from Universitas Sebelas Maret, Surakarta (1993) and - S2 Manajemen Keuangan di Institut Bisnis Nusantara (IBN) (2019). / Master of Financial Management from Institut Bisnis Nusantara (IBN) (2019).
Riwayat Jabatan / Career Path	<ul style="list-style-type: none"> - Direktur Utama PT Waskita Karya Infrastruktur (2019), / President Director of PT Waskita Karya Infrastruktur (2019), - Senior Vice President – Division VI PT Waskita Karya (Persero) Tbk (2018-2019), / Senior Vice President – Division VI PT Waskita Karya (Persero) Tbk (2018-2019), - Kepala Divisi VI PT Waskita Karya (Persero) Tbk (2017-2018), / Head of Division VI of PT Waskita Karya (Persero) Tbk (2017-2018), - Wakil Kepala Divisi VI PT Waskita Karya (Persero) Tbk (2016-2017), / Deputy Head of Division VI of PT Waskita Karya (Persero) Tbk (2016-2017), - Kepala Proyek Utama Proyek Jalan Tol PPKA Palembang Divisi Gedung PT Waskita Karya (Persero) Tbk (2015-2016), dan / Head of Main Project PPKA Palembang Toll Road Building Division PT Waskita Karya (Persero) Tbk (2015-2016), and - Kepala Cabang Malaysia PT Waskita Karya (Persero) Tbk (2013-2015). / Head of Malaysia Branch (2013-2015).
Riwayat Penunjukan / Appointment History	Diangkat sebagai <i>Director of Operations III</i> Perseroan berdasarkan Keputusan Rapat Umum Pemegang Tahunan 2019 pada 9 Mei 2019. Beliau menduduki masa jabatan sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama. / Appointed as <i>Director of Operations III</i> of the Company based on the Resolution of the 2019 Annual General Meeting of Shareholders on May 9, 2019. His term of office is until the 5th Annual General Meeting of Shareholders after the first appointment.
Rangkap Jabatan / Concurrent Position	Selain menjabat sebagai <i>Director of Operation III</i> Perseroan, saat ini beliau juga menjabat sebagai <i>President Commissioner PT Waskita Karya Infrastruktur</i> . / In addition to serving as <i>Director of Operation III</i> of the Company, currently he also serves as <i>President Commissioner of PT Waskita Karya Infrastruktur</i> .
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota <i>Board of Commissioners</i> lainnya, anggota <i>Board of Directors</i> , maupun Pemegang Saham Utama. / Has no affiliation with other members of <i>Board of Commissioners</i> , members of <i>Board of Directors</i> , or Major Shareholders.
Kepemilikan Saham WSKT / WSKT Share Ownership	Tidak memiliki saham Perseroan. / Does not own the Company's shares.



PROFIL PEJABAT EKSEKUTIF

Executive Official Profile



Dwi Agus Rahsetiyo

SVP – Internal Audit

Kewarganegaraan : Indonesia
Usia : 54 tahun
Domisili : Jakarta

Beliau diangkat sebagai Pjs. SVP - Internal Audit berdasarkan SK *Board of Directors* No. 93/SK/WK/PEN/2020 tanggal 1 Oktober 2020. Beliau mendapat gelar S2 Water Resources Development di Indian Institute of Technology – Roorkee, India (2002). Sebelumnya, beliau pernah menjabat sebagai Pj. SVP – *Technology, Research, Engineering, & Knowledge Management (TREK) Division* (2020).

Nationality : Indonesian
Age : 54 years old
Domicile : Jakarta

Appointed as Acting SVP - Internal Audit based on the Decree of Board of Directors No. 93/SK/WK/PEN/2020 dated October 1, 2020. Obtained a Master in Water Resources Development at the Indian Institute of Technology - Roorkee, India (2002). Previously served as Acting SVP - *Technology, Research, Engineering, & Knowledge Management (TREK) Division* (2020).



Ratna Ningrum

SVP – Corporate Secretary

Kewarganegaraan : Indonesia
Usia : 52 tahun
Domisili : Bekasi

Beliau diangkat sebagai SVP – *Corporate Secretary* berdasarkan SK *Board of Directors* No. 110/SK/WK/PEN/2020 tanggal 1 November 2020. Beliau mendapatkan gelar S2 MBA di Institut Teknologi Bandung (2008). Sebelumnya, beliau menjabat sebagai SVP – *Human Capital Management Division* (2019-2020).

Nationality : Indonesian
Age : 52 years old
Domicile : Bekasi

Appointed as SVP - Corporate Secretary based on the Decree of Board of Directors No. 110/SK/WK/PEN/ 2020 dated November 1, 2020. Earned a Master degree in MBA at Bandung Institute of Technology (2008). Previously served as SVP - *Human Capital Management Division* (2019-2020).



Novianto Ari Nugroho

SVP - Legal Division

Kewarganegaraan : Indonesia
Usia : 56 tahun
Domisili : Jakarta

Beliau diangkat sebagai SVP - *Legal Division* berdasarkan SK *Board of Directors* No. 03/SK/WK/2019 tanggal 1 April 2019 yang diperbarui dengan SK *Board of Directors* No. 66/SK/WK/PEN/2020 tanggal 1 Agustus 2020. Beliau memperoleh gelar S2 Hukum Bisnis di Universitas Riau (2003). Sebelumnya, beliau menjabat sebagai Direktur Keuangan PT Cibitung Tanjung Priok Port Tollways (2017-2019).

Nationality : Indonesian
Age : 56 years old
Domicile : Jakarta

Appointed as SVP - Legal Division based on the Decree of Board of Directors No. 03/SK/WK/2019 dated April 1, 2019 as updated by the Decree of Board of Directors No. 66/SK/WK/PEN/2020 dated August 1, 2020. Obtained a Master degree in Business Law at the University of Riau (2003). Previously served as Finance Director of PT Cibitung Tanjung Priok Port Tollways (2017-2019).



Thory Prabawa

SVP - Business Strategy Division

Kewarganegaraan : Indonesia
Usia : 49 tahun
Domisili : Jakarta

Beliau diangkat sebagai SVP – *Business Strategy Division* berdasarkan SK *Board of Directors* No. 66/SK/WK/PEN/2020 tahun 1 Agustus 2020. Beliau memperoleh gelar Magister Ilmu Manajemen jurusan Perbankan dan Keuangan di Universitas Indonesia (1999). Sebelumnya, beliau menjabat sebagai *Portfolio Management Manager* (2019-2020).

Nationality : Indonesian
Age : 49 years old
Domicile : Jakarta

Appointed as SVP – Business Strategy Division based on SK Board of Directors No. 66/SK/WK/PEN/2020 on August 1, 2020. He obtained a Masters in Management Science majoring in Banking and Finance at Universitas Indonesia (1999). Previously, he served as *Portfolio Management Manager* (2019-2020).



Eka Desniati

SVP – Finance Division

Kewarganegaraan : Indonesia

Usia : 35 tahun

Domisili : Jakarta

Beliau diangkat sebagai Pjs. SVP - *Finance Division* berdasarkan SK *Board of Directors* No. 88.I/SK/WK/PEN/2020 tanggal 1 Oktober 2020. Beliau memperoleh gelar SI Manajemen di Universitas Airlangga (2008). Sebelumnya, beliau pernah menjabat sebagai Pjs. SVP – *Risk Management Division* (2020).

Nationality : Indonesian

Age : 35 years old

Domicile : Jakarta

Appointed as Acting SVP - Finance Division based on the Decree of Board of Directors No. 88.I/SK/WK/PEN/2020 dated October 1, 2020. Obtained a Bachelor of Management at Airlangga University (2008) Previously served as Acting SVP - Risk Management Division (2020).



Inggir Elerida Lumban Toruan

SVP – Accounting Division

Kewarganegaraan : Indonesia

Usia : 51 tahun

Domisili : Jakarta

Beliau diangkat sebagai SVP - *Accounting Division* berdasarkan SK *Board of Directors* No. 27/ SK/WK/PEN/2019 tanggal 20 Maret 2019 yang diperbarui dengan SK *Board of Directors* No. 66/SK/WK/PEN/2020 tanggal 1 Agustus 2020. Beliau meraih gelar SI Akuntansi di Universitas Sumatera Utara, Medan (1995). Sebelumnya, beliau pernah bekerja sebagai Audit Manager, RSM AAJ Associates (1996–2013).

Nationality : Indonesian

Age : 51 years old

Domicile : Jakarta

Appointed as SVP - Accounting Division based on the Decree of Board of Directors No. 27/SK/WK/PEN/2019 dated March 20, 2019 as updated by the Decree of Board of Directors No. 66/ SK/WK/PEN/2020 dated August 1, 2020. Earned a Bachelor degree in Accounting at the University of North Sumatera, Medan (1995). Previously worked as Audit Manager, RSM AAJ Associates (1996–2013).



Ritfan Wisesa

SVP – Human Capital Management Division

Kewarganegaraan : Indonesia
Usia : 35 tahun
Domisili : Jakarta

Beliau diangkat sebagai Pjs. SVP - *Human Capital Management Division* berdasarkan SK Board of Directors No. 83/SK/WK/PEN/2021 tanggal 1 Juli 2021. Beliau memperoleh gelar S2 MM di Universitas Prasetiya Mulya, Jakarta (2019). Sebelumnya, beliau menjabat sebagai *Performance & Talent Management Manager* (2020).

Nationality : Indonesian
Age : 35 years old
Domicile : Jakarta

Appointed as Acting. SVP - Human Capital Management Division based on Decree of the Board of Directors No. 83/SK/WK/PEN/2021 dated July 1, 2021. He obtained his Master's Degree in MM at Universitas Prasetiya Mulya, Jakarta (2019). Previously, he served as Performance & Talent Management Manager (2020).



Purma Yose Rizal

SVP – Information Technology Division

Kewarganegaraan : Indonesia
Usia : 53 tahun
Domisili : Tangerang Selatan

Beliau diangkat sebagai *Senior Vice President of EPC Division* berdasarkan SK Board of Directors No. 25/SK/WK/PEN/2021 tanggal 23 Februari 2021 yang diperbarui dengan SK Board of Directors No. 83/SK/WK/PEN/2021 tanggal 1 Juli 2021. Beliau meraih gelar SI Teknik Sipil dari Universitas Andalas (1992). Sebelumnya, beliau menjabat sebagai *Senior Vice President of EPC Division* (2020).

Nationality : Indonesian
Age : 53 years old
Domicile : South Tangerang

Appointed as Senior Vice President of EPC Division based on Decree of the Board of Directors No. 25/SK/WK/PEN/2021 dated February 23, 2021, which was updated by Decree of the Board of Directors No. 83/SK/WK/PEN/2021 dated July 1, 2021. He holds a Bachelor's degree in Civil Engineering from Universitas Andalas (1992). Previously, he served as Senior Vice President of EPC Division (2020).



Luki Danardi

SVP – Engineering Division

Kewarganegaraan : Indonesia
 Usia : 36 tahun
 Domisili : Tangerang Selatan

Beliau diangkat sebagai Pjs. SVP – *Technology, Research, Engineering, & Knowledge Management Division* berdasarkan SK Board of Directors No. 93/SK/WK/PEN/2020 tanggal 1 Oktober 2020 yang diperbarui dengan SK Board of Directors No. 83/SK/WK/PEN/2021 tanggal 1 Juli 2021. Beliau memperoleh gelar S2 Civil Engineering di The University of Tokyo, Jepang (2013). Sebelumnya, beliau menjabat sebagai *Engineering & Standardisation Manager* di Divisi II (2020).

Nationality : Indonesian
 Age : 36 years old
 Domicile : South Tangerang

Appointed as Acting. SVP – *Technology, Research, Engineering, & Knowledge Management Division* based on Decree of the Board of Directors No. 93/SK/WK/PEN/2020 dated October 1, 2020 as updated by Decree of the Board of Directors No. 83/SK/WK/PEN/2021 dated July 1, 2021. He obtained his Master's degree in Civil Engineering at The University of Tokyo, Japan (2013). Previously, he served as *Engineering & Standardization Manager* in Division II (2020).



Indhit Pertomo

SVP – Production Control Division

Kewarganegaraan : Indonesia
 Usia : 52 tahun
 Domisili : Depok

Beliau diangkat sebagai SVP - *Human Capital Management Division* berdasarkan SK Board of Directors No. 83/SK/WK/PEN/2021 tanggal 1 Juli 2021. Beliau memperoleh gelar S1 Teknik Sipil di Universitas Islam Indonesia, Yogyakarta (2003). Sebelumnya, beliau menjabat sebagai SVP – *Human Capital Management Division* (2021).

Nationality : Indonesian
 Age : 52 years old
 Domicile : Depok

Appointed as SVP - *Human Capital Management Division* based on Decree of the Board of Directors No. 83/SK/WK/PEN/2021 dated July 1, 2021. He obtained a Bachelor's degree in Civil Engineering at Universitas Islam Indonesia, Yogyakarta (2003). Previously, he served as SVP – *Human Capital Management Division* (2021).



Subkhan

SVP – QHSE & System Division

Kewarganegaraan : Indonesia
Usia : 36 tahun
Domisili : Bekasi

Beliau diangkat sebagai SVP – QHSE & System Division berdasarkan SK Board of Directors No. 66/SK/WK/PEN/2020 tanggal 1 Agustus 2020. Beliau meraih gelar Magister Pengelolaan Sumber Daya Air di Institut Teknologi Bandung (2016). Sebelumnya, beliau menjabat sebagai SVP – Quality, Health, Safety & Environment Division (2018-2019).

Nationality : Indonesian
Age : 36 years old
Domicile: Bekasi

Appointed as SVP – QHSE & System Division based on Decree of the Board of Directors No. 66/SK/WK/PEN/2020 dated August 1, 2020. He holds a Master's degree in Water Resources Management at Institut Teknologi Bandung (2016). Previously, he served as SVP – Quality, Health, Safety & Environment Division (2018-2019).



Adi Sutrisno

SVP – Marketing Division

Kewarganegaraan : Indonesia
Usia : 55 tahun
Domisili : Jakarta

Beliau diangkat sebagai SVP - Marketing Division berdasarkan SK Board of Directors No. 27/SK/ WK/PEN/2019 tanggal 20 Maret 2019 yang diperbarui dengan SK Board of Directors No. 66/SK/ WK/PEN/2020 tanggal 1 Agustus 2020. Beliau mendapatkan gelar S2 Manajemen bidang Marketing di Universitas Riau (2017). Sebelumnya, beliau menjabat sebagai Wakil Kepala Divisi VI (2017-2018).

Nationality : Indonesian
Age : 55 years old
Domicile : Jakarta

Appointed as SVP - Marketing Division based on Decree of the Board of Directors No. 27/SK/WK/PEN/2019 dated March 20, 2019, which was updated by Decree of the Board of Directors No. 66/SK/WK/PEN/2020 dated August 1, 2020. He earned a Master's degree in Management in Marketing at Universitas Riau (2017). Previously, he served as Deputy Head of Division VI (2017-2018).



I Made Aribawadana

SVP – Supply Chain Management Division

Kewarganegaraan : Indonesia

Usia : 50 tahun

Domisili : Jakarta

Beliau diangkat sebagai Pj. SVP - *Supply Chain Management Division* berdasarkan SK *Board of Directors* No. 99/SK/WK/PEN/2021 tanggal 18 Agustus 2021. Beliau mendapatkan gelar SI Teknik Sipil di Universitas Mpu Tantular Jakarta (2000). Sebelumnya, beliau menjabat sebagai *Supply Chain Centre of Excellence Manager* merangkap *Supply Chain Logistic Inventory & Waste Management Manager* (2020).

Nationality : Indonesian

Age : 50 years old

Domicile : Jakarta

Appointed as Acting. SVP - Supply Chain Management Division based on Decree of the Board of Directors No. 99/SK/WK/PEN/2021 dated August 18, 2021. He earned a Bachelor's degree in Civil Engineering at Universitas Mpu Tantular, Jakarta (2000). Previously, he served as Supply Chain Center of Excellence Manager cum Supply Chain Logistic Inventory & Waste Management Manager (2020).

Shastia Hadiarti

SVP – Risk Management Division

Kewarganegaraan : Indonesia

Usia : 34 tahun

Domisili : Jakarta

Beliau diangkat sebagai SVP - *Risk Management Division* berdasarkan SK *Board of Directors* No.01/SK/WK/PEN/2021 tanggal 12 Januari 2021 yang diperbarui dengan SK *Board of Directors* No.83/SK/WK/PEN/2021 tanggal 1 Juli 2021. Beliau mendapatkan gelar S2 MM di Universitas Indonesia Jakarta (2011). Sebelumnya, beliau menjabat sebagai SVP – *Corporate Secretary* (2020).

Nationality : Indonesian

Age : 34 years old

Domicile : Jakarta

She was appointed as SVP - Risk Management Division based on Decree of the Board of Directors No.01/SK/WK/PEN/2021 dated January 12, 2021, which was updated by Decree of the Board of Directors No.83/SK/WK/PEN/2021 dated July 1, 2021. She earned her Master's Degree in MM at the Universitas Indonesia Jakarta (2011). Previously, she served as SVP – Corporate Secretary (2020).



Asep Mudzakir

Head – Project Management Office

Kewarganegaraan : Indonesia

Usia : 35 tahun

Domisili : Jakarta

Nationality : Indonesian

Age : 35 years old

Domicile : Jakarta

Beliau diangkat sebagai *Head – Project Management Office* berdasarkan SK *Board of Directors* No. 88.I/SK/WK/PEN/2020 tanggal 22 September 2020 yang diperbarui dengan SK *Board of Directors* No. 83/SK/WK/PEN/2021 tanggal 1 Juli 2021. Beliau memperoleh gelar S2 MM di Universitas Prasetiya Mulya, Jakarta (2019). Sebelumnya, beliau menjabat sebagai SVP – *Finance Division* (2020).

He was appointed as *Head – Project Management Office* based on Decree of the Board of Directors No. 88.I/SK/WK/PEN/2020 dated September 22, 2020 which was updated by Decree of the Board of Directors No. 83/SK/WK/PEN/2021 dated July 1, 2021. He obtained his Master's Degree in MM at Universitas Prasetiya Mulya, Jakarta (2019). Previously, he served as SVP – *Finance Division* (2020).



PROFIL PEJABAT BUSINESS UNIT

Business Unit Official Profile



Anak Agung Gede Sumadi

Senior Vice President – Building Division

Kewarganegaraan : Indonesia

Usia : 52 tahun

Domisili : Denpasar Selatan, Bali

Beliau diangkat sebagai *Senior Vice President of Building Division* berdasarkan SK Board of Director No.08/SK/WK/PEN/2021 tanggal 21 Januari 2021 yang diperbarui dengan SK Board of Director No. SK Board of Directors No.83/SK/WK/PEN/2021 tanggal 1 Juli 2021. Beliau mendapatkan gelar SI Teknik Sipil Universitas Atmajaya, Yogyakarta (1993). Sebelumnya, beliau pernah menjabat sebagai *Vice President of Building Division* (2018-2020), Kepala Bagian Pengendalian I (2017-2018) dan *Project Manager* (2003-2017).

Nationality : Indonesian

Age : 52 years old

Domicile : South Denpasar, Bali

He was appointed as Vice President - Building Division based on Decree of the Board of Director No.08/SK/WK/PEN/2021 dated January 21, 2021, which was updated with Decree of the Board of Director No.83/SK/WK/PEN/2021 dated July 1, 2021. He earned a Bachelor's Degree in Civil Engineering from Universitas Atmajaya, Yogyakarta (1993). He previously served as Vice President of Building Division (2018-2020), Control I Manager (2017-2018), and Project Manager (2003-2017).



Masudi Jauhari

Vice President – Building Division

Kewarganegaraan : Indonesia

Usia : 54 tahun

Domisili : Malang, Jawa Timur

Beliau diangkat sebagai *Vice President of Building Division* berdasarkan SK Board of Director No. 08/SK/WK/PEN/2021 tanggal 21 Januari 2021 yang diperbarui dengan SK Board of Director No. SK Board of Directors No. 83/SK/WK/PEN/2021 tanggal 1 Juli 2021. Beliau mendapatkan gelar SI Arsitektur Institut Teknologi Nasional Malang (1991). Sebelumnya, beliau pernah menjabat sebagai *Production, Equipment & Risk Manager* (2020-2021), *Project Manager* (2015-2020) dan Kepala Bagian Pengendalian (2011-2015).

Nationality : Indonesian

Age : 54 years old

Domicile : Malang, East Java

He was appointed as Vice President of Building Division based on Decree of the Board of Director No. 08/SK/WK/PEN/2021 dated January 21, 2021, which was updated with the Decree of the Board of Directors No. 83/SK/WK/PEN/2021 dated July 1, 2021. He earned a Bachelor's degree in Architecture from Institut Teknologi Nasional Malang (1991). He previously served as Equipment & Risk Manager (2020-2021), Project Manager (2015-2020) and Head of Control (2011-2015).



I Nyoman Agus Pastima

Senior Vice President – Infrastructure I Division

Kewarganegaraan : Indonesia
Usia : 55 tahun
Domisili : Denpasar, Bali

Beliau diangkat sebagai *Senior Vice President of Infrastructure I Division* berdasarkan SK *Board of Director* No.25/SK/WK/PEN/2021 tanggal 23 Februari 2021. Beliau meraih gelar Sarjana Teknik Sipil dari Universitas Teknologi Sepuluh November (1990). Sebelumnya, beliau menjabat *Vice President – Infrastructure 2 Division* (2020), *Vice President – Infrastructure I Division* (2019-2020) dan *Vice President – Division V* (2018-2019).

Nationality : Indonesian
Age : 55 years old
Domicile : Denpasar, Bali

Appointed as Senior Vice President of Infrastructure I Division based on Decree of the Board of Director No. 25/SK/WK/PEN/2021 dated February 23, 2021. He holds a Bachelor's degree in Civil Engineering from Universitas Teknologi Sepuluh November (1990). Previously, he served as Vice President – Infrastructure 2 Division (2020), Vice President – Infrastructure I Division (2019-2020) and Vice President – Division V (2018-2019).



Lasino

Vice President – Infrastructure I Division

Kewarganegaraan : Indonesia
Usia : 53 tahun
Domisili : Jakarta

Beliau diangkat sebagai *Pj. Vice President of Infrastructure I Division* berdasarkan SK *Board of Directors* No. 25/SK/WK/PEN/2021 tanggal 23 Februari 2021. Beliau mendapatkan gelar Magister (S2) Teknik Sipil dari Universitas Trisakti Jakarta (2021). Sebelumnya, beliau pernah menjabat sebagai *Quantity Surveyor Manager* (2019-2021) dan *Project Manager* (2010-2019).

Nationality : Indonesian
Age : 53 years old
Domicile : Jakarta

Appointed as Acting Vice President of Infrastructure I Division based on Decree of the Board of Directors No. 25/SK/WK/PEN/2021 dated February 23, 2021. He obtained a Master's degree (S2) in Civil Engineering from Universitas Trisakti, Jakarta (2021). Previously, he served as Quantity Surveyor Manager (2019-2021) and Project Manager (2010-2019).



Sugiharto

Senior Vice President – Infrastructure II Division

Kewarganegaraan : Indonesia
Usia : 52 tahun
Domisili : Surabaya, Jawa Timur

Beliau diangkat sebagai *Senior Vice President of Infrastructure II Division* berdasarkan SK Board of Director No.25/SK/WK/PEN/2021 tanggal 23 Februari 2021. Beliau memperoleh gelar Magister (S2) Ekonomi dari Universitas 17 Agustus 1945 (2018). Sebelumnya, beliau pernah menjabat sebagai *Vice President of Infrastructure 2 Division Procurement (2019-2020)*, *Logistic & Equipment Manager Division VII (1 Juli 2018-31 Maret 2019)* dan *Vice President Division VII (26 Juni 2018-31 Maret 2019, serta Pj Wakil Kepala Divisi VII (22 Juni 2017-31 Desember 2018)*.

Nationality : Indonesian
Age : 52 years old
Domicile : Surabaya, East Java

Appointed as Senior Vice President of Infrastructure II Division based on Decree of the Board of Director No. 25/SK/WK/PEN/2021 dated February 23, 2021. He obtained a Master's degree (S2) in Economics from Universitas 17 Agustus 1945 (2018). Previously, he served as Vice President of Infrastructure 2 Division Procurement (2019-2020), Logistics & Equipment Manager Division VII (1 July 2018-31 March 2019) and Vice President Division VII (26 June 2018-31 March 2019, as well as Acting Deputy Head of Division VII (22 June 2017-31 December 2018).



Fatkhur Rozaq

Vice President – Infrastructure II Division

Kewarganegaraan : Indonesia
Usia : 43 tahun
Domisili : Jakarta

Beliau diangkat sebagai *Pj. Vice President of Infrastructure II Division* berdasarkan SK Board of Directors No. 25/SK/WK/PEN/2021 tanggal 23 Februari 2021. Beliau mendapatkan gelar Sarjana (S1) Teknik Sipil dari Institut Teknologi Sepuluh Nopember Surabaya (2002). Sebelumnya, beliau pernah menjabat sebagai *Engineering & Standardisation Manager (2020-2021)* dan *Project Manager (2016-2020)*.

Nationality : Indonesian
Age : 43 years old
Domicile : Jakarta

Appointed as Acting Vice President of Infrastructure II Division based on Decree of the Board of Directors No. 25/SK/WK/PEN/2021 dated February 23, 2021. He earned a Bachelor's degree (S1) in Civil Engineering from Institut Teknologi Sepuluh Nopember, Surabaya (2002). Previously, he served as Engineering & Standardization Manager (2020-2021) and Project Manager (2016-2020).



AS Wisnu Wijayanto

Senior Vice President – EPC Division

Kewarganegaraan : Indonesia

Usia : 49 tahun

Domisili : Boyolali, Jawa Tengah

Beliau diangkat sebagai Pj. *Senior Vice President of EPC Division* berdasarkan SK *Board of Directors* No. 25/SK/WK/PEN/2021 tanggal 23 Februari 2021. Beliau mendapatkan gelar Sarjana Teknik Sipil dari Universitas Diponegoro Semarang (2002). Sebelumnya, beliau pernah menjabat sebagai *Vice President EPC Division* (2019-2021) dan *Vice President Division VIII* (2018-2019).

Nationality : Indonesian

Age : 49 years old

Domicile : Boyolali, Central Java

Appointed as Acting, Senior Vice President of EPC Division based on Decree of the Board of Directors No. 25/SK/WK/PEN/2021 dated February 23, 2021. He earned a Bachelor's degree in Civil Engineering from Universitas Diponegoro, Semarang (2002). Previously, he served as Vice President of EPC Division (2019-2021) and Vice President of Division VIII (2018-2019).



Dhetik Ariyanto

Vice President – EPC Division

Kewarganegaraan : Indonesia

Usia : 42 tahun

Domisili : Bandung, Jawa Barat

Beliau diangkat sebagai Pj. *Vice President of EPC Division* berdasarkan SK *Board of Directors* No.25/SK/WK/PEN/2021 tanggal 23 Februari 2021. Beliau mendapatkan gelar Magister (S2) Manajemen dari Universitas Gadjah Mada Jakarta (2020). Sebelumnya, beliau pernah menjabat sebagai *Production, Equipment & Risk Manager* (2020-2021) dan *Project Manager* (2015-2020).

Nationality : Indonesian

Age : 42 years old

Domicile : Bandung, West Java

Appointed as Acting, Vice President of EPC Division based on Decree of the Board of Directors No. 25/SK/WK/PEN/2021 dated February 23, 2021. He received a Masters (S2) degree in Management from Universitas Gadjah Mada (2020). Previously, he served as Production, Equipment & Risk Manager (2020-2021) and Project Manager (2015-2020).



Arief Hardiyanto

Vice President – Overseas Division

Kewarganegaraan : Indonesia

Usia : 55 tahun

Domisili : Bogor, Jawa Barat

Nationality : Indonesian

Age : 55 years old

Domicile : Bogor, West Java

Beliau diangkat sebagai *Senior Vice President of Overseas Division* berdasarkan SK *Board of Directors* No. 66/SK/WK/PEN/2020 tanggal 01 Agustus 2020. Beliau mendapatkan gelar Sarjana (S1) Teknik Sipil dari Universitas Diponegoro (1991). Beliau menjabat sebagai *Vice President Infrastructure 3 Division* (1 Agustus 2019-31 Juli 2020) dan *Project Manager Infrastruktur I Division* (1 April 2019-31 Agustus 2019), *Project Manager – Proyek Jalan Tol Kayu Agung Palembang Betung Paket II Seksi I, Divisi VI* (1 Juni 2018-31 Maret 2019).

He was appointed as *Senior Vice President of Overseas Division* based on Decree of the Board of Directors No. 31.I/SK/WK/PEN/2021 dated March 1, 2021. He earned a Bachelor's degree (S1) in Civil Engineering from Universitas Diponegoro (1991). Previously, he served as *Vice President EPC Division* (2020-2021), *Vice President Infrastructure 3 Division* (August 1, 2019-July 31, 2020) and *Project Manager Infrastructure I Division* (April 1, 2019- August 31, 2019), *Project Manager – Project Kayu Agung Palembang Betung Toll Road Package II Section I, Division VI* (June 1 2018-March 31, 2019).



DEMOGRAFI PEGAWAI DAN PENGEMBANGAN KOMPETENSI

Employee Demography and Competency Development

Demografi Pegawai

Per 31 Desember 2021 jumlah pegawai Perseroan mencapai 1.895 orang, mengalami penurunan dari tahun sebelumnya yang berjumlah 1.956 orang. Adanya penurunan ini terutama disebabkan oleh pegawai pensiun.

PT Waskita Karya (Persero) Tbk memiliki kebijakan untuk melakukan penerimaan, penilaian kinerja, remunerasi, serta pengembangan karier pegawai tanpa membedakan suku, agama, ras, golongan, gender dan kondisi fisik yang bersangkutan. Hal ini dapat terlihat dari tabel-tabel yang disajikan berikut ini:

Jumlah Pegawai berdasarkan Level Organisasi

Tabel Jumlah Pegawai Berdasarkan Level Jabatan

(dalam satuan orang)

Level Jabatan / Position Level	2021			2020		
	Pria / Male	Wanita / Female	Total	Pria / Male	Wanita / Female	Total
SVP	15	4	19	15	4	19
VP	4	0	4	5	0	5
Manager	82	18	100	84	10	94
Unit Manager	16	4	20	-	-	-
Direktur Anak Perusahaan	19	1	20	17	1	18
GM Anak Perusahaan	11	2	13	7	2	9
Manager AP/VP AP	39	15	54	39	14	53
Senior Expert	4	1	5	3	2	5
Expert	29	3	32	20	7	27
Junior Expert	55	18	73	42	12	54
Project Manager	102	1	103	101	0	101
Kepala Plant/Pimpro/Project Director AP	7	2	9	13	1	14
Site Manager	418	21	439	413	23	436
Superintendent	91	0	91	159	8	167
Site Officer	468	15	483	546	23	569
Officer	315	107	422	277	105	382
On The Job Training	7	1	8	3	0	3
Jumlah / Total	1.682	213	1.895	1.744	212	1.956

Employee Demography

As of December 31, 2021, the Company has 1,895 employees, a decrease from the previous year which were 1,956 employees. The decrease in the number of employees was mainly due to retired employees.

PT Waskita Karya (Persero) Tbk has a policy to conduct recruitment, performance appraisal, remuneration, and career development of its employees regardless of ethnicity, religion, race, class, gender and physical conditions. This can be seen from the below tables:

Total Employees by Organization Level

Table of Total Employees by Position Level

(in person)



Jumlah Pegawai berdasarkan Tingkat Pendidikan

Tabel Jumlah Pegawai Berdasarkan Tingkat Pendidikan

(dalam satuan orang)

Jenjang Pendidikan / Education	2021			2020		
	Pria / Male	Wanita / Female	Total	Pria / Male	Wanita / Female	Total
Strata 2 / Master's Degree	160	27	187	60	18	78
Strata 1 / Bachelor's Degree	1.295	172	1.467	1.484	177	1.661
Diploma 3 / 3-year diploma	133	13	146	116	16	132
SLTA / Senior High School	94	1	95	84	1	85
Jumlah / Total	1.682	213	1.895	1.744	212	1.956

Total Employees by Education

Table of Total Employees by Education

(in person)

Jumlah Pegawai berdasarkan Status Kepegawaian

Tabel Jumlah Pegawai berdasarkan Status Kepegawaian

(dalam satuan orang)

Status Kepegawaian / Employment Status	2021			2020		
	Pria / Male	Wanita / Female	Total	Pria / Male	Wanita / Female	Total
Pegawai Tetap / Permanent	1.493	181	1.674	1.606	189	1.795
Pegawai Tidak Tetap / Contract	189	32	221	131	30	161
Jumlah / Total	1.682	213	1.895	1.737	219	1.956

Total Employees by Employment Status

Table of Total Employees by Employment Status

(in person)

Jumlah Pegawai berdasarkan Rentang Usia

Tabel Jumlah Pegawai Berdasarkan Rentang Usia

(dalam satuan orang)

Rentang Usia / Age Range	2021			2020		
	Pria / Male	Wanita / Female	Total	Pria / Male	Wanita / Female	Total
>55 tahun / >55 years old	12	2	14	5	1	6
46-55 tahun / 46-55 years old	303	25	328	351	23	374
36-45 tahun / 36-45 years old	266	24	290	293	24	317
26-35 tahun / 26-35 years old	1.070	155	1.225	920	149	1.069
18-25 tahun / 18-25 years old	31	7	38	175	15	190
Jumlah / Total	1.682	213	1.895	1.744	212	1.956

Total Employees by Age Range

Table of Total Employees by Age Range

(in person)

Jumlah Pegawai berdasarkan Kompetensi

Tabel Jumlah Pegawai berdasarkan Kompetensi

(dalam satuan orang)

Kompetensi	2021			2020		
	Pria / Male	Wanita / Female	Total	Pria / Male	Wanita / Female	Total
Pegawai Teknik / Technical Employees	1.309	109	1.418	1.345	111	1.456
Pegawai Non-Teknik / Non-Technical Employees	373	104	477	399	101	500
Jumlah / Total	1.682	213	1.895	1.744	212	1.956

Total Employees by Competency

Table of Total Employees by Competency

(in person)



Jumlah Pegawai berdasarkan Gender

Tabel Jumlah Pegawai berdasarkan Gender

(dalam satuan orang)

Gender	2021	2020
Laki-laki / Male	1.682	1.744
Perempuan / Female	213	212
Jumlah / Total	1.895	1.956

Total Employees by Gender

Table of Total Employees by Gender

(in person)

PENGEMBANGAN KOMPETENSI PEGAWAI

Demi mencapai tujuan yang telah ditetapkan, Perseroan harus memiliki sumber daya manusia atau *human capital* (HC) yang berkualitas. Perseroan berkomitmen untuk mengembangkan sumber daya manusia yang memiliki integritas tinggi, memiliki kompetensi yang berstandar internasional, produktivitas yang tinggi, serta berorientasi kepada keunggulan produk dan layanan.

Oleh karena itu, Perseroan memberikan perhatian kepada pelatihan dan pengembangan kompetensi di seluruh aspek operasional Perseroan secara terencana dan berkelanjutan.

Kebijakan

Pengembangan kompetensi SDM yang dilaksanakan Perseroan adalah sebagai berikut:

- Pendidikan**, meliputi Tugas Belajar di mana Perseroan memberikan beasiswa pendidikan bergelar S2 di dalam negeri yang biayanya ditanggung oleh Perseroan dan ditempuh di luar waktu kerja. Sementara untuk beasiswa pendidikan bergelar S2 di luar negeri, biayanya ditanggung Perseroan dan pegawai dibebaskan dari pekerjaan dan Izin Belajar, di mana Pendidikan bergelar (S1, S2, atau S3) di dalam negeri ditempuh di luar waktu kerja dengan biaya ditanggung sendiri oleh pegawai. Sementara untuk pendidikan bergelar S2 di luar negeri, pegawai diharuskan mengajukan cuti di luar tanggungan Perseroan dan sudah bekerja pada Perseroan minimal 2 (dua) tahun di Perseroan.
- Sertifikasi Keahlian**, meliputi Sertifikasi Eksternal, diselenggarakan dalam bidang konstruksi yang ditekuni Perseroan dan Sertifikasi Keahlian diberikan pada jabatan-jabatan internal. Saat ini, jabatan-jabatan yang disertifikasi secara internal antara lain pada posisi *Project Manager*, *Site Operational Manager*, *Site Manager*, dan *General Superintendent*.

EMPLOYEE COMPETENCY DEVELOPMENT

In order to achieve the stated goals, the Company must possess high quality human capital (HC). The Company is committed to creating human capital who have high integrity, international standardized competencies, high productivity, and are oriented towards product and service excellence.

Therefore, the Company pays attention to training and competency development in the entire operational aspects in a planned and sustainable manner.

Policy

Human Capital competency development carried out by the Company is as follows:

- Education**, including Study Assignment where the Company provides scholarships with a Master degree in the country, the costs are borne by the Company and taken outside of working hours. Meanwhile, for scholarships with a Master degree abroad, the costs are borne by the Company and employees are exempted from work and Study Permit i.e. degree education (Bachelor, Master, of Doctoral Degree) in the country is taken outside of working hours at the employee's own expense. As for education with a Master degree abroad, employees are required to apply for unpaid leave and have been working for the Company for at least 2 (two) years.
- Expertise Certification**, including External Certification in the construction sector which is occupied by the Company and Expertise Certification given to internal positions. Currently, internally certified positions include *Project Manager*, *Site Operational Manager*, *Site Manager*, and *General Superintendent* positions.



3. Pelatihan dan Pengembangan, Beberapa program pelatihan dan pengembangan yang diadakan oleh Perseroan dan dilaksanakan dalam setiap tahunnya antara lain: *Leadership Development Program for Director & Commissioner, Leadership Development Program for General Manager, Leadership Development Program for Middle Manager, Leadership Development Program for Project Manager and Superintendent, Leadership Development Program for Junior Management, Leadership Development Program for Legal,* Pelatihan Kompetensi Teknis dan Pelatihan Kompetensi Perilaku.

3. Training and Development, Annual training and development programs held by the Company and implemented include: *Leadership Development Program for Director & Commissioner, Leadership Development Program for General Manager, Leadership Development Program for Middle Manager, Leadership Development Program for Project Manager and Superintendent, Leadership Development Program for Junior Management, and Leadership Development Program for Legal, Technical Competency Training and Behavioral Competency Training.*

Pengembangan Kompetensi

Kebijakan Waskita untuk memberikan kesempatan yang sama bagi pegawainya di tiap level jabatan tercermin dalam tabel berikut:

Competency Development

Waskita's policy of providing equal opportunities for employees at each level of position is reflected in the following table:

Pengembangan Kompetensi berdasarkan Level Jabatan dan Kesetaraan Gender Tahun 2021

Competency Development Based on Position Level and Gender Equality in 2021

Level Jabatan / Position Level	Jenis Pendidikan dan Pelatihan / Type of Education and Training	Tujuan Pendidikan dan Pelatihan / Objective of Education and Training	Jumlah Peserta / Total Peserta		
			L	P	Jumlah / Total
BOC	Pengembangan / Development	Memperoleh wawasan dan pengembangan diri / Gaining insights and self-development	7	0	7
BOD	Pengembangan / Development	Memperoleh wawasan dan pengembangan diri / Gaining insights and self-development	6	1	7
SVP/VP	Pengembangan / Development	Memperoleh wawasan dan pengembangan diri / Gaining insights and self-development	18	5	23
Manager	Pelatihan & Sertifikasi / Training & Certification	Meningkatkan potensi & kinerja pegawai / Increasing employee potential & performance	84	17	101
Expert	Pelatihan & Sertifikasi / Training & Certification	Meningkatkan potensi & kinerja pegawai / Increasing employee potential & performance	67	14	81
Project Manager	Pelatihan & Sertifikasi / Training & Certification	Meningkatkan potensi & kinerja pegawai / Increasing employee potential & performance	105	1	106
Site Manager	Pelatihan & Sertifikasi / Training & Certification	Meningkatkan potensi & kinerja pegawai / Increasing employee potential & performance	502	19	521
Officer	Pelatihan & Sertifikasi / Training & Certification	Meningkatkan potensi & kinerja pegawai / Increasing employee potential & performance	308	95	404

Biaya Pengembangan Kompetensi

Competency Development Costs

Uraian / Description	2021	2020	Peningkatan / Increase	
			Nominal / Nominal	Persentase / Percentage
Pendidikan dan Pelatihan / Education and Training	Rp.7.239.093.094	Rp4.605.971.069	Rp2.633.122.025	57,17%



KOMPOSISI PEMEGANG SAHAM

Shareholders Composition

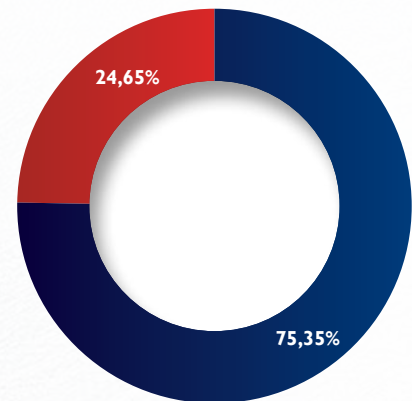
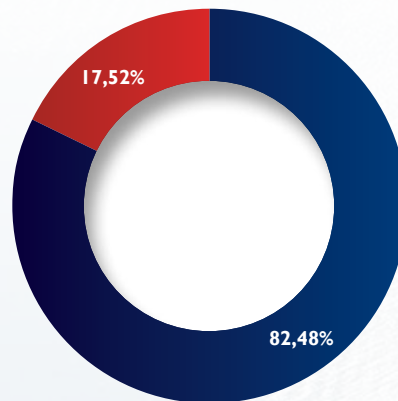
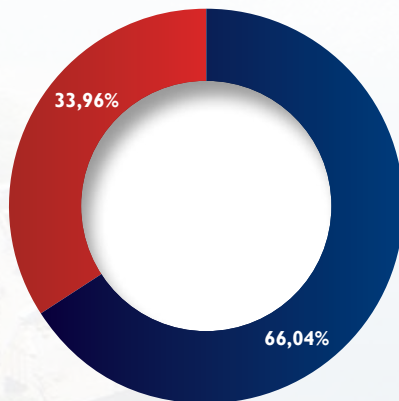
Bagan Komposisi Pemegang Saham Perseroan per 31 Desember 2021

Chart of the Company's Shareholders Composition as of December 31, 2021

Per 30 November 2021 Before Rights Issue
Before Rights Issue as of November 30, 2021

Per 31 Desember 2021
as of December 31, 2021

Per 31 Januari 2022 After Rights Issue 2021
After Rights Issue 2021 as of January 31, 2022



■ Pemerintah / Government ■ Publik / Public

■ Pemerintah / Government ■ Publik / Public

■ Pemerintah / Government ■ Publik / Public

Tabel Komposisi Pemegang Saham Perseroan per 31 Desember 2021

Table of the Company's Shareholders Composition as of December 31, 2021

No	Kepemilikan Saham / Shareholding	Jumlah Pemegang Saham / Total Shareholders	Jumlah Saham / Total Shares	Persentase Kepemilikan / Ownership Percentage
Pemodal Nasional / National Investor				
1	Pemerintah Republik Indonesia / Government of the Republic of Indonesia	1	21.705.633.362	82,48
2	Perorangan Indonesia / Individual the Republic of Indonesia	101,352	2.463.148.394	9,36
3	Dana Pensiun / Pension Fund	82	896.232.864	3,41
4	Reksadana / Mutual Funds	104	375.648.326	1,43
5	Perseroan Terbatas / Limited Liability Company	149	245.509.508	0,93
6	Asuransi / Insurance	43	116.226.835	0,44
7	Yayasan / Foundation	9	23.029.552	0,09
8	Koperasi / Cooperative	11	9.509.500	0,04
9	Bank / Banks	2	4.013.500	0,02
Sub Total		101,753	25.838.951.841	98,19
Pemodal Asing / Foreign Investor				
1	Badan Usaha Asing / Foreign Corporation	145	471.646.414	1,79
2	Perorangan Asing / Foreign Individual	214	5.288.220	0,02
Sub Total		359	476.934.634	1,81
Jumlah / Total		102,112	26.315.886.475	100,00



Tabel Kelompok Pemegang Saham Perseroan per 31 Desember 2021 Table of The Company's Group of Shareholders as of December 31, 2021

Kelompok Pemegang Saham / Shareholders Group	Jumlah Saham (lembar) / Total Shares	% Kepemilikan / % Ownership	Jumlah Pemegang Saham / Total Shareholders
Domestik / Domestic			
Individu / Individual	2.463.148.394	9,36%	101.352
Institusi / Institution	23.375.803.447	88,83%	401
Jumlah / Total	25.838.951.841	98,19%	101.753
Asing / Foreign			
Individu / Individual	5.288.220	0,02%	214
Institusi / Institution	471.646.414	1,79%	145
Jumlah / Total	476.934.634	1,81%	359

Komposisi 20 Pemegang Saham Terbesar Waskita

Berikut merupakan daftar 20 pemegang saham terbesar Waskita per 31 Desember 2021.

Waskita's Top 20 Shareholders

The following is a list of the 20 top shareholders of Waskita as of December 31, 2021.

No.	Pemegang Saham / Shareholders	Jumlah Saham (Lembar) / Total Shares	Persentase Kepemilikan (%) / Ownership Percentage (%)
1.	Pemerintah Republik Indonesia	21.705.633.362	82,48
2.	BPJS Ketenagakerjaan	592.968.233	2,25
3.	Taspen	235.054.600	0,89
4.	Ashmore	173.867.368	0,66
5.	J.P Morgan	173.721.749	0,66
6.	State Street Bank	136.648.153	0,52
7.	Citibank	81.656.617	0,31
8.	HPAM	69.389.900	0,26
9.	Phintraco Group	54.753.900	0,21
10.	Manulife	43.689.600	0,17
11.	Telkom	34.627.120	0,13
12.	Bahana	32.163.096	0,12
13.	Indo Premier IM	31.775.599	0,12
14.	Surya Cipta Teknik	30.000.000	0,10
15.	Sun Life	25.774.900	0,10
16.	Sinar Indah Group	32.852.200	0,08
17.	Bank Of New York Mellon	19.913.191	0,08
18.	Schroders	18.710.200	0,07
19.	PPA Investasi Efek (AFS)	21.061.708	0,07
20.	PT Pelayaran Multi Jaya Samudera	16.071.500	0,06

Tabel Komposisi Pemegang Saham Waskita yang Mencapai 5% atau lebih Table of Waskita's Shareholders of 5% or More

Nama / Name	Jumlah Saham / Total Shares	Persentase Kepemilikan / Ownership Percentage
Pemerintah Republik Indonesia / Government of the Republic of Indonesia	21.705.633.362	82,48%



Tabel Komposisi Kelompok Pemegang Saham Masyarakat Kurang dari 5% **Table of Public Shareholders of Less than 5%**

No.	Kepemilikan Saham / Shareholding	Jumlah Pemegang Saham / Total Shareholders	Jumlah Saham (Lembar) / Total Shares	Persentase Kepemilikan (%) / Ownership Percentage (%)
Nasional / Domestic				
1.	Perorangan Indonesia / Indonesian individual	101.352	2.463.148.394	9,36%
2.	Koperasi / Cooperative	11	9.509.500	0,04%
3.	Yayasan / Foundation	9	23.029.552	0,09%
4.	Dana Pensiun / Pension Fund	82	896.232.864	3,41%
5.	Asuransi / Insurance	43	116.226.835	0,44 %
6.	Perseroan Terbatas / Limited Liability Company	149	245.509.508	0,93%
7.	Reksadana / Mutual Fund	104	375.648.326	1,43%
Sub Total		101.753	25.838.951.841	98,19%
Asing / Foreign				
1.	Perorangan Asing / Foreign Individual	214	5.288.220	0,02%
2.	Badan Usaha Asing / Foreign Corporation	145	471.646.414	1,79%
Sub Total		359	476.934.634	1,81%

Tabel Kepemilikan Saham Board of Commissioner dan Board of Director Waskita **Table of Share Ownership of Board of Commissioner and Board of Director of Waskita**

No.	Nama / Name	Jabatan / Position	Jumlah Saham / Total Shares	Persentase Kepemilikan / Ownership Percentage
Board of Commissioner				
1.	Badrodin Haiti	President Commissioner/Independent Commissioner	0	0
2.	Bambang Setyo Wahyudi	Independent Commissioner	0	0
3.	Muradi	Independent Commissioner	0	0
4.	T. Iskandar	Commissioner	0	0
5.	Ahmad Erani Yustika	Commissioner	0	0
6.	Dedi Syarif Usman	Commissioner	0	0
7.	Mochamad Fadjoel Rachman	Commissioner	0	0
Board of Director				
1.	Destiawan Soewardjono	President Director	0	0
2.	Taufik Hendra Kusuma	Director of Finance & Risk Management	0	0
3.	Hadjar Seti Adji	Director of Human Capital Management & System Development	3.400	0,000000129%
4.	Arijanti Erfin	Director of Business Development & Quality, Safety, Health & Environment	0	0
5.	I Ketut Pasek Senjaya Putra	Director of Operation I	0	0
6.	Bambang Rianto	Director of Operation II	200.000	0,000007600%
7.	Gunadi	Director of Operation III	0	0
Total			203.400	0,000007729%

Informasi tentang Pemegang Saham Utama/Pengendali hingga Nama Pemilik Akhir

Pemegang saham utama Perseroan adalah Negara Republik Indonesia, yang diwakili oleh Pemerintah Republik Indonesia/ Kementerian Badan Usaha Milik Negara (BUMN), dengan kepemilikan sebesar 82,48% atau 21.705.633.362 lembar Saham. Pemerintah Republik Indonesia sekaligus menjadi nama pemilik akhir dari Perseroan.

Information on Major/Controlling Shareholders to the Name of Ultimate Owner Entity

The major shareholder of the Company is the the Republic of Indonesia, represented by the Government of the Republic of Indonesia/Ministry of State-Owned Enterprises (SOE), with ownership of 82.48% or 21,705,633,362 shares. The Government of the Republic of Indonesia is also the final owner of the Company.



DAFTAR ENTITAS ANAK SERTA INFORMASI TENTANG ENTITAS ASOSIASI, JOINT VENTURE (JV) DAN SPECIAL PURPOSE VEHICLE (SPV)

List of Subsidiaries and Information on Associates, Joint Venture (JV) and Special Purpose Vehicle (SPV)

Nama / Name	Bidang Usaha / Line of Business	Kepemilikan Saham / Share Ownership	Tanggal dan Tahun Pendirian / Date and Year of Establishment	Status Operasi / Operational Status	Jumlah Aset (Rp-Juta) / Total Assets (Rp-million)		Domisili / Domicile
					2021	2020	
PT Waskita Beton Precast Tbk	Produksi Beton Pracetak / Precast Concrete Production	59,99%	7 Oktober 2014 / October 7, 2014	Beroperasi / Operating	6.882	10.829	Dalam negeri / Domestic
PT Waskita Toll Road	Investasi Jalan Tol / Toll Road Investment	81,48%	19 Juni 2014 / June 19, 2014		59.272	132.290	
PT Waskita Karya Realty	Investasi Properti/ Realty / Property/Realty Investment	99,99%	16 Oktober 2014 / October 16, 2014		5.805	5.427	
PT Waskita Karya Infrastruktur	Investasi Infrastruktur Non Jalan Tol / Non-Toll Road Infrastructure Investment	99,99%	4 Maret 2016 / March 4, 2016		966	602	

Penjelasan singkat mengenai masing-masing Entitas Anak diuraikan sebagai berikut:

Brief description of each of Subsidiary is as follows:



PT WASKITA BETON PRECAST TBK

PT Waskita Beton Precast Tbk atau "WSBP" terbentuk resmi sebagai entitas anak usaha PT Waskita Karya (Persero) Tbk pada 7 Oktober 2014, berdasarkan Akta Pendirian No. 10 tanggal 7 Oktober 2014, dibuat di hadapan Notaris Fathiah Helmi, S.H. yang berdomisili di Jakarta; dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia No.AHU-29347.40.10.2014.Tahun 2014 tanggal 14 Oktober 2014. Perseroan mencatatkan saham perdananya di Bursa Efek Indonesia (BEI) pada 20 September 2016. Dengan lini bisnis di bidang *precast*, *readymix*, dan jasa konstruksi, perusahaan memiliki *plant*, *batching plant*, dan *quarry* yang tersebar di wilayah Indonesia.

PT WASKITA BETON PRECAST TBK

PT Waskita Beton Precast Tbk or "WSBP" was officially formed as a subsidiary of PT Waskita Karya (Persero) Tbk on October 7, 2014, based on the Deed of Establishment No. 10 dated 7 October 2014, made before the Notary Fathiah Helmi, S.H. who is domiciled in Jakarta; and has been passed by the Minister of Law and Human Rights No.AHU- 29347.40.10.2014.Tahun 2014 dated 14 October 2014. The Company listed its initial public offering on the Indonesia Stock Exchange (IDX) on September 20, 2016. With the business in the field of *precast*, *readymix*, and construction services, the Company has plants, batching plants and quarries spread across Indonesia.



Manajemen Kunci PT Waskita Beton Precast Tbk per 31 Desember 2021

Key Management of PT Waskita Beton Precast Tbk as of December 31, 2021

Dewan Komisaris / Board of Commissioners	
Komisaris Utama / President Commissioner	Bambang Rianto Fery Hendriyanto**
Komisaris / Commissioners	Agus Budiman Manalu
	Abdul Ghofarrozin
	Eka Desniati
	Hadi Sucahyono
	I Gusti Ngurah Putra**
	Suhendro Bakri**
Direksi / Board of Directors	
Direktur Utama / President Director	FX Purbayu Ratsunu Mochamad Cholis Prihanto*
Direktur / Directors	Asep Mudzakir
	Sugiharto
	Heri Supriyadi
	Subknan
	Mohamad Nur Sodik*
	Arijanti Erfin*

*Menjabat sampai RUPS tanggal 17 Desember 2021 / Served until GMS dated December 17, 2021

**Menjabat sampai RUPST tanggal 14 Mei 2021 / Served until AGMS dated May 14, 2021



PT WASKITA TOLL ROAD

PT Waskita Toll Road (WTR) berdiri secara resmi pada 19 Juni 2014 berdasarkan Akta Pendirian Perseroan Terbatas No. 62 tanggal 19 Juni 2014, yang dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta, yang telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Nomor AHU-14734.40.102014 tanggal 25 Juni 2014. Sesuai Anggaran Dasar Perusahaan (WTR) Maksud dan tujuan berdirinya PT Waskita Toll Road adalah untuk melakukan pengembangan, bisnis, operasi dan pengelolaan jalan tol dan infrastruktur lainnya di Indonesia, baik yang dilakukan secara langsung atau melalui anak perusahaan.

PT WASKITA TOLL ROAD

PT Waskita Toll Road (WTR) was officially established on June 19, 2014 based on the Deed of Establishment of a Limited Liability Company No. 62 dated June 19, 2014, drawn up before Fathiah Helmi, SH, Notary in Jakarta, which was approved by the Minister of Law and Human Rights No. AHU-14734.40.102014 dated June 25, 2014 in accordance with the Company's (WTR) Articles of Association. The purpose and objective of PT Waskita Toll Road establishment is to carry out development, business, operation and management of toll roads and other infrastructure in Indonesia, either directly or through subsidiaries.



Manajemen Kunci PT Waskita Toll Road per 31 Desember 2021

Key Management of PT Waskita Toll Road as of December 31, 2021

Dewan Komisaris / Board of Commissioners	
Komisaris Utama / President Commissioner	Hadjar Seti Adji
Komisaris / Commissioners	Taufik Hendra Kusuma
	Rony Hanityo Aprianto
	Ermanza
	Eri Wibowo
Direksi / Board of Directors	
Direktur Utama / President Director	Septiawan Andri Purwanto
Direktur / Directors	Mokh. Sadali
	Edie Rizliyanto
	Farida Astuti
	Rudi Purnomo



PT WASKITA KARYA REALTY

Di tahun 2012, PT Waskita Karya Realty selanjutnya disebut dengan “Waskita Realty” atau “WKR”, merupakan salah satu bentuk diversifikasi lini bisnis oleh PT Waskita Karya (Persero) Tbk untuk berfokus pada penyediaan layanan yang andal di sektor properti di Indonesia. Baru pada tanggal 16 Oktober 2014, PT Waskita Karya (Persero) Tbk sebagai perusahaan induk melakukan spin-off di perusahaan, yang menandai peresmian Waskita Realty sebagai anak perusahaan dari PT Waskita Karya (Persero) Tbk.

Waskita Realty sendiri memiliki 5 (lima) pilar bisnis yaitu Regular Development, AeroCity Development, Industrial City Development, Transit-Oriented Development dan Township Development. Sesuai dengan pilar bisnis tersebut, Waskita Realty berfokus pada bidang industri Property Developer yang mengembangkan usaha Apartemen, Office Tower, Landed Housing, dan Mixed Use di Indonesia.

PT WASKITA KARYA REALTY

In 2012, PT Waskita Karya Realty, hereinafter referred to as “Waskita Realty” or “WKR”, is a form of business diversification by PT Waskita Karya (Persero) Tbk to focus on providing reliable services in the property sector in Indonesia. On October 16, 2014, PT Waskita Karya (Persero) Tbk as holding Company did a spin-off on the company, which marked the inauguration of Waskita Realty as a subsidiary of PT Waskita Karya (Persero) Tbk.

Waskita Realty itself has 5 (five) business pillars, namely Regular Development, AeroCity Development, Industrial City Development, Transit-Oriented Development and Township Development. In accordance with these business pillars, Waskita Realty focuses on Property Developer industry that develops Apartments, Office Towers, Landed Housing, and Mixed Use businesses in Indonesia.



Manajemen Kunci PT Waskita Karya Realty per 31 Desember 2021

Key Management of PT Waskita Karya Realty as of December 31, 2021

Dewan Komisaris / Board of Commissioners	
Komisaris Utama / President Commissioner	I Ketut Pasek Senjaya Putra
Komisaris / Commissioners	Luki Theta Handayani
	Bane Raja Manalu
	Sukmawati Sukarno
	Suroso Hadi Siswoyo
Direksi / Board of Directors	
Direktur Utama / President Director	Eri Prananto
Direktur / Directors	Ghozy Perdana
	Ign. Joko Herwanto
	Anak Agung Gede Oka
	Dimas Ricky Wahyu Adityo



PT WASKITA KARYA INFRASTRUKTUR

PT Waskita Karya Infrastruktur (WKI) sebelumnya bernama PT Waskita Karya Energi didirikan berdasarkan Akta Notaris No. 5 tanggal 4 Maret 2016 yang dibuat oleh Fathiah Helmi, S.H., Notaris di Jakarta dan disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU.AH.0019486.AH.01.TAHUN 2016 Tanggal 15 April 2016. Sebanyak 99,999% saham WKI dimiliki oleh PT Waskita Karya (Persero) Tbk dan 1 (satu) lembar saham atau setara dengan 0,001% dimiliki oleh

PT WASKITA KARYA INFRASTRUKTUR

PT Waskita Karya Infrastruktur (WKI), previously known as PT Waskita Karya Energi, was established based on Notarial Deed No. 5 dated March 4, 2016 drawn up before Fathiah Helmi, SH, Notary in Jakarta and legalized by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No: AHU.AH.0019486.AH.01. Year 2016 dated April 15, 2016. 99.999% of WKI shares are owned by PT Waskita Karya (Persero) Tbk and 1 (one) or 0.001% share is owned by Koperasi Waskita. The



Koperasi Waskita. Perubahan nama dan anggaran dasar dari PT Waskita Karya Energi menjadi PT Waskita Karya Infrastruktur disahkan dengan Akta Notaris No. 109 tanggal 26 Februari 2019 oleh Jose Dima Satria, S.H.,M.Kn. di Jakarta. Sementara maksud dan tujuan berdirinya WKI yaitu menjalankan usaha investasi dalam bidang Industri penciptaan energi yang bermutu tinggi dan infrastruktur yang berdaya saing kuat, menciptakan peluang-peluang pekerjaan konstruksi serta mengejar keuntungan guna meningkatkan nilai perseroan dengan menerapkan prinsip-prinsip hukum Perseroan Terbatas dan *Good Corporate Governance*.

change of name and articles of association from PT Waskita Karya Energi to PT Waskita Karya Infrastruktur was ratified by Notarial Deed No.109 dated February 26, 2019 drawn up before Jose Dima Satria, S.H., M.Kn. in Jakarta. The purposes and objectives of WKI establishment are to carry out investment businesses in high quality energy creation industry and highly competitive infrastructure, create construction job opportunities and pursue profits in order to increase corporate value by applying the legal principles of Limited Liability Companies and Good Corporate Governance.

Manajemen Kunci PT Waskita Karya Infrastruktur per 31 Desember 2021

Key Management of PT Waskita Karya Infrastruktur as of December 31, 2021

Dewan Komisaris / Board of Commissioners	
Komisaris Utama / President Commissioner	Gunadi
Komisaris / Commissioners	Ferry Akbar Pasaribu
	Eddy Kristanto
Direksi / Board of Directors	
Direktur Utama / President Director	Eko Widiyanto
Direktur / Directors	Darmanta
	Oktarina Kartifa Ayu
	Ikhwan Zamroni



ENTITAS ANAK TIDAK LANGSUNG

Indirect Subsidiaries

Nama / Name	Bidang Usaha / Line of Business	Kepemilikan Saham / Share Ownership	Tanggal dan Tahun Pendirian / Date and Year of Establishment	Status Operasi / Operational Status	Jumlah Aset (Rp-Juta) / Total Assets (Rp-million)		Domisili / Domicile
					2021	2020	
Entitas Anak Tidak Langsung dari PT Waskita Toll Road / Indirect Subsidiary from PT Waskita Toll Road							
PT Kresna Kusuma Dyandra Marga	Pengusahaan Jalan Tol/ Investasi Jalan Tol / Toll Road Concession/Toll Road Investment	69,70%	20 Desember 1996 / December 20, 1996	Beroperasi secara partial / Partially operating	9.427	9.352	Dalam negeri / Domestic
PT Cimanggis Cibitung Tollways		90%	22 Februari 2008 / February 22, 2008		8.590	7.840	
PT Waskita Bumi Wira		99,90%	20 Agustus 2014 / August 20, 2014	12.111	11.942		
PT Pemalang Batang Toll Road		60%	15 Juni 2006 / June 15, 2006	Beroperasi / Operating	7.708	7.923	
PT Waskita Sriwijaya Tol		98,18%	18 November 2011 / November 18, 2011	Beroperasi secara partial / Partially operating	13.197	12.373	
PT Trans Jabar Tol		99,99%	19 Juli 2007 / July 19, 2007	6.245	6.299		
PT Citra Waspphutowa	Investasi Jalan Tol Depok- Antasari / Toll Road Investment Depok - Antasari	18,2%	13 Januari 2006 / January 13, 2006	Beroperasi secara partial / Partially operating	4.748	5.442	
PT Citra Karya Jabar Tol	Pengusahaan Jalan Tol/Investasi Jalan Tol / Toll Road Concession/ Toll Road Investment	15%	30 Januari 2017 / January 30, 2017	Belum Beroperasi / Not operating yet	4.491	2.921	
PT Pejagan Pemalang Toll Road	Pengusahaan Jalan Tol/Investasi Jalan Tol / Toll Road Concession/ Toll Road Investments	99,99%	15 Juni 2006 / June 15, 2006	Beroperasi / Operating	7.439	7.416	
PT Semesta Marga Raya		77,69%	31 Oktober 2005 / October 31, 2005		3.405	3.592	
PT Trans Jawa Paspro Jalan Tol		99,99%	21 Mei 2017 / May 21, 2017	Beroperasi secara partial / Partially operating	4.662	4.995	
PT Utama Marga Waskita		2,96%	20 Februari 2017 / February 20, 2017	Belum Beroperasi / Not operating yet	6.266	6.003	



Nama / Name	Bidang Usaha / Line of Business	Kepemilikan Saham / Share Ownership	Tanggal dan Tahun Pendirian / Date and Year of Establishment	Status Operasi / Operational Status	Jumlah Aset (Rp-Juta) / Total Assets (Rp-million)		Domisili / Domicile
					2021	2020	
Entitas Anak Tidak Langsung dari PT Waskita Karya Realty / Indirect Subsidiary from PT Waskita Karya Realty							
PT Waskita Fim Perkasa Realty (WFPR)	Pembangunan, Perdagangan dan Pengembangan Proyek Properti / Construction, Trade and Property Project Development	60%	31 Mei 2018 / May 31, 2018	Beroperasi / Operating	1.183	925	Dalam negeri / Domestic
PT Waskita Modern Realty (WMR)		60%	17 Mei 2018 / May 17, 2018		419	399	
PT Hotel Karya Indonesia		25%	10 Oktober 2018 / October 10, 2018		68	67	
Entitas Anak Tidak Langsung dari PT Waskita Karya Infrastruktur / Indirect Subsidiary from PT Waskita Karya Infrastruktur							
PT Waskita Sangir Energi	Pengusahaan Pengoperasian Pembangkit Listrik / Power Plant Operations	94%	11 Juli 2013 / July 11, 2013	Beroperasi secara penuh / Fully operating	382	356	Dalam negeri / Domestic
PT Waskita Wado Energi		99%	15 April 2016 / April 15, 2016	Belum Beroperasi / Not operating yet	20	15	
PT Prima Multi Terminal	Pelabuhan / Port	20%	26 September 2014 / September 26, 2014	Telah Beroperasi / Operating	3.781	3.971	
PT PP Sinergi Banjaratma	Rest Area	20%	7 Februari 2019 / February 7, 2019	Telah Beroperasi / Operating	161	162	
PT Jasamarga Jogja Bawen	Pengusahaan Jalan Tol/Investasi Jalan Tol / Toll Road Concession/Toll Road Investment	12,5%	11 November 2020 / November 11, 2020	Belum Beroperasi / Not operating yet	123	37 (angka setoran modal awal)	



STRUKTUR GRUP PERUSAHAAN

Group Structure of the Company

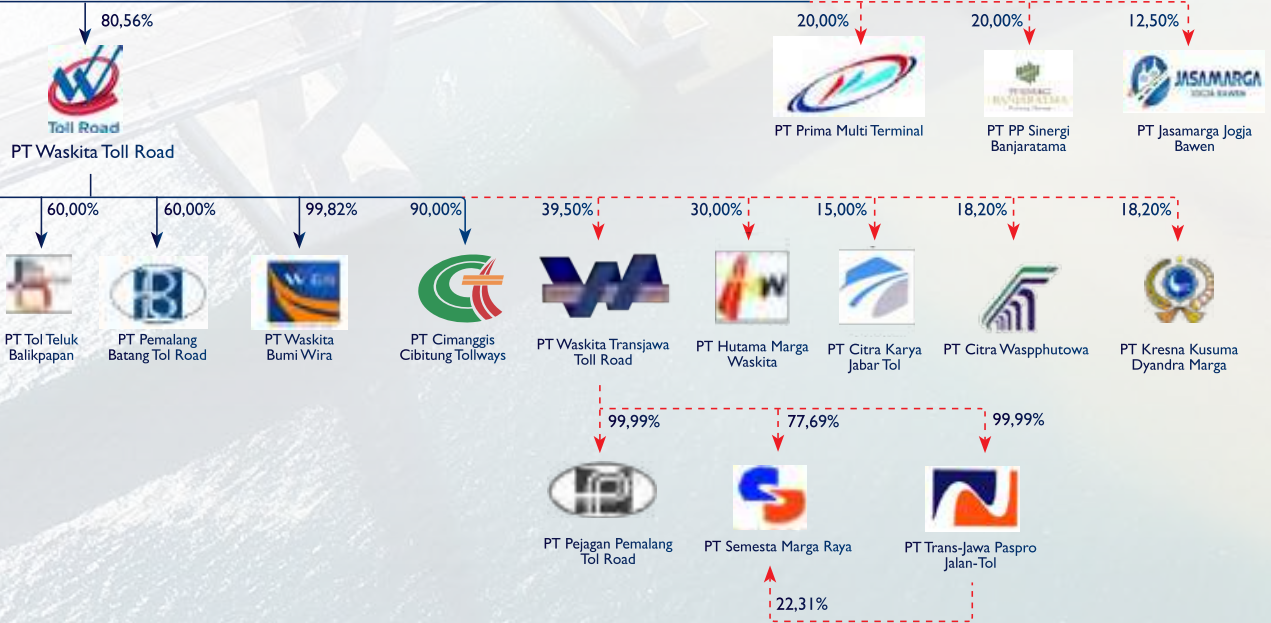
Hingga akhir 31 Desember 2021, Waskita tidak memiliki entitas *Joint Venture (JV)* dan *Special Vehicle Purpose (SPV)*.

As of December 31, 2021, Waskita did not have *Joint Venture (JV)* entity and *Special Vehicle Purpose (SPV)*.





**Publik /
Public**
17,52%





KRONOLOGIS PENERBITAN DAN/ATAU PENCATATAN OBLIGASI

Chronology of Bond Listing and/or Issuance

Hingga akhir tahun 2021, Perseroan telah menerbitkan obligasi sebanyak 1 (satu) kali, dengan kronologi tercantum pada tabel berikut:

As of the end of 2021, the Company issued bonds once, with the chronology listed in the following table:

No.	Nama Obligasi / Name of Bonds	Seri / Series	Denominasi / Denomination	Jumlah Pokok (Rp Juta) / Principle Amount (Rp Million)	Tingkat Bunga / Interest Rate	Jangka Waktu / Tenor	Jatuh Tempo / Due Date	Peringkat / Rating	Status / Status
1.	Obligasi Berkelanjutan I Waskita Karya Tahun 2003 / Sustainable Bonds I Waskita Karya Year 2003	A	Rupiah	53.750	14,00%	3 (tiga tahun) / 3 (three) years	Minggu, 19 November 2006 / Sunday, November 19, 2006	IdBBB	Lunas / Paid
		B	Rupiah	46.250	14,25%	5 (lima tahun) / 5 (five years)	Rabu, 19 November 2008 / Wednesday, November 19, 2008		Lunas / Paid
2.	Obligasi Berkelanjutan II Waskita Karya Tahun 2012 / Sustainable Bonds II Waskita Karya Year 2012	A	Rupiah	75.000	8,75%	3 (tiga tahun) / 3 (three) years	Jumat, 5 Juni 2015 / Friday, June 5, 2015	Id A-	Lunas / Paid
		B	Rupiah	675.000	9,75%	5 (lima tahun) / 5 (five years)	Senin, 5 Juni 2017 / Monday, June 5, 2017		Lunas / Paid
3.	PUB I Obligasi Waskita Karya Tahap I Tahun 2014 / Sustainable Bonds I Waskita Karya Phase I Year 2014	A	Rupiah	500.000	10,40%	3 (tiga tahun) / 3 (three) years	Selasa, 16 Oktober 2018 / Tuesday, October 16, 2018	Id A-	Lunas / Paid
4.	PUB I Obligasi Waskita Karya Tahap II Tahun 2015 / Sustainable Bonds I Waskita Karya Phase II Year 2015	A	Rupiah	350.000	10,40%	3 (tiga tahun) / 3 (three) years	Selasa, 18 November 2014 / Tuesday, November 18, 2014	Id A	Lunas / Paid
		B	Rupiah	1.150.000	11,10%	5 (lima tahun) / 5 (five years)	Jumat, 16 Oktober 2020 / Friday, October 16, 2020	IdBBB	Lunas / Paid
5.	PUB II Obligasi Waskita Karya Tahap I Tahun 2016 / Sustainable Bonds II Waskita Karya Phase I Year 2016	A	Rupiah	2.000.000	9,25%	3 (tiga tahun) / 3 (three) years	Senin, 10 Juni 2019 / Monday, June 10, 2019	Id A-	Lunas / Paid
6.	PUB II Obligasi Waskita Karya Tahap II Tahun 2016 / Sustainable Bonds II Waskita Karya Phase II Year 2016	A	Rupiah	900.000	8,50%	5 (lima tahun) / 5 (five years)	Selasa, 28 September 2021 / Tuesday, September 28, 2021	IdBBB	Lunas / Paid
		B	Rupiah	1.150.000	8,50%	5 (lima tahun) / 5 (five years)	Jumat, 16 Oktober 2020 / Friday, October 16, 2020	IdBBB	Lunas / Paid
7.	PUB II Obligasi Waskita Karya Tahap III Tahun 2017 / Sustainable Bonds II Waskita Karya Phase III Year 2017	A	Rupiah	747.000	8,50%	3 (tiga tahun) / 3 (three) years	Jumat, 21 Februari 2020 / Friday, February 21, 2020	Id A-	Lunas / Paid
		B	Rupiah	910.000	9,00%	3 (tiga tahun) / 3 (three) years	Senin, 21 Februari 2022 / Monday, February 21, 2022	IdBBB	Belum Jatuh Tempo / Outstanding
8.	PUB III Obligasi Waskita Karya Tahap I Tahun 2017 / Sustainable Bonds III Waskita Karya Phase I Year 2017	A	Rupiah	1.369.000	8,00%	3 (tiga tahun) / 3 (three) years	Selasa, 6 Oktober 2020 / Tuesday, October 6, 2020	IdBBB	Lunas / Paid
		B	Rupiah	1.631.000	8,50%	5 (lima tahun) / 5 (five years)	Kamis, 6 Oktober 2022 / Thursday, October 6, 2022		Belum Lunas / Not Paid yet
9.	PUB III Obligasi Waskita Karya Tahap II Tahun 2018 / Sustainable Bonds III Waskita Karya Phase II Year 2018	A	Rupiah	1.175.000	7,75%	3 (tiga tahun) / 3 (three) years	Selasa, 23 Februari 2021 / Tuesday, February 23, 2021	IdBBB	Lunas / Paid
		B	Rupiah	2.276.000	8,25%	5 (lima tahun) / 5 (five years)	Kamis, 23 Februari 2023 / Thursday, February 23, 2023		Belum Jatuh Tempo / Outstanding
10.	PUB III Obligasi Waskita Karya Tahap III Tahun 2018 / Sustainable Bonds III Waskita Karya Phase III Year 2018	A	Rupiah	761.000	9,00%	3 (tiga tahun) / 3 (three) years	Selasa, 28 September 2021 / Tuesday, September 28, 2021	IdBBB	Lunas / Paid
		B	Rupiah	941.750	9,75%	5 (lima tahun) / 5 (five years)	Kamis, 28 September 2023 / Thursday, September 28, 2023		Belum Jatuh Tempo / Outstanding
11.	PUB III Obligasi Waskita Karya Tahap IV Tahun 2019 / Sustainable Bonds III Waskita Karya Phase IV Year 2019	A	Rupiah	484.000	9,00%	3 (tiga tahun) / 3 (three) years	Senin, 16 Mei 2022 / Monday, May 16, 2022	IdBBB	Lunas / Paid
		B	Rupiah	1.361.750	9,75%	5 (lima tahun) / 5 (five years)	Kamis, 16 Mei 2024 / Thursday, May 16, 2024		Belum Jatuh Tempo / Outstanding
12.	Obligasi Berkelanjutan IV Waskita Karya Tahap I Tahun 2020 / Sustainable Bonds IV Waskita Karya Phase IV Year 2020	A	Rupiah	135.500	10,75%	3 (tiga tahun) / 3 (three) years	Minggu, 6 Agustus 2023 / Sunday, August 6, 2023	IdBBB	Belum Jatuh Tempo / Outstanding



No.	Nama Obligasi / Name of Bonds	Seri / Series	Denominasi / Denomination	Jumlah Pokok (Rp Juta) / Principle Amount (Rp Million)	Tingkat Bunga / Interest Rate	Jangka Waktu / Tenor	Jatuh Tempo / Due Date	Peringkat / Rating	Status / Status
13.	Obligasi III Waskita Karya Tahun 2021 / Bonds III Waskita Karya Year 2021	A	Rupiah	722.000	6,1%	5 (lima tahun) / 5 (five years)	Kamis, 24 September 2026 / Thursday, September 24, 2026	idAAA	Belum Jatuh Tempo / Outstanding
		B	Rupiah	1.051.000	6,8%	7 (tujuh tahun) / 7 (seven years)	Minggu, 24 September 2028 / Sunday, September 24, 2028	idAAA	Belum Jatuh Tempo / Outstanding

KRONOLOGIS PENERBITAN DAN PENCATATAN SAHAM

Share-Listing Chronology

Pada tanggal 10 Desember 2012, Perseroan memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) berdasarkan Surat Keputusan No.S14012/BL/2012. Pada tanggal 17 Desember 2012, sesuai surat No.S-08414/BEI.PPJ/12-2012, PT Bursa Efek Indonesia menyetujui penawaran efek PT Waskita Karya (Persero) Tbk di Bursa Efek Indonesia kepada masyarakat atas 3.082.315.000 saham dengan nilai nominal Rp100 per saham dan harga penawaran Rp380 per saham.

On December 10, 2012, the Company received effective statement from Chairman of Capital Market Supervisory Board and Financial Institution (BAPEPAM-LK) pursuant to Decision Letter No. S14012/BL/2012. On December 17, 2012, PT Bursa Efek Indonesia approved securities offering of PT Waskita Karya (Persero) Tbk at the Indonesia Stock Exchange for 3,082,315,000 common stocks with nominal value of Rp100 per share and offering price of Rp380 per share to public.

Nama Bursa Tempat Saham Perusahaan Dicatatkan

Seluruh saham Waskita telah dicatatkan pada Bursa Efek Indonesia.

Stock Exchange Where the Company's Shares are Listed

All of Waskita's shares have been listed on the Indonesia Stock Exchange.

Aksi Korporasi / Corporate Action	Nilai Nominal per Saham / Nominal Value per Share	Pemerintah RI / Government of the Republic of Indonesia		Publik / Public	Saham Pembelian Kembali / Share Buyback	Jumlah Saham / Total Shares
		Saham Seri A / Series A Share	Saham Seri B / Series B Share			
IPO di Bursa Efek Indonesia / IPO on Indonesia Stock Exchange	Rp100	1	6.549.920.999	3.082.315.000	-	9.632.236.000
PUT I dalam rangka HMETD (Rights Issue) / PUT I for Rights Issue	Rp100	1	8.963.697.886	4.603.775.673	-	13.567.473.560
Obligasi Tahap III Waskita Karya Tahap I Tahun 2021 / Bonds Phase III Waskita Karya I Year 2021	Rp100	1	21.705.633.361	4.610.253.113	-	26.315.886.475

KRONOLOGIS PENERBITAN DAN/ATAU PENCATATAN EFEK LAINNYA

Name and Address of Supporting Institutions and/or Professionals

Hingga tanggal 31 Desember 2021, Perusahaan tidak menerbitkan efek lainnya dalam bentuk apa pun. Dengan demikian tidak terdapat informasi terkait nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan efek lainnya, dan tanggal jatuh tempo efek lainnya; nilai penawaran efek lainnya; nama bursa di mana efek lainnya dicatatkan; dan peringkat efek.

As of December 31, 2021, the Company has not issued other securities in any form. Therefore, there is no information regarding names of other securities, year of issuance of other securities, interest rates/ returns of other securities, and maturity dates of other securities; issuance value of other securities; name of stock exchange on which other securities are listed; and rating of securities.



NAMA DAN ALAMAT LEMBAGA DAN/ATAU PROFESI PENUNJANG

Name and Address of Supporting Institutions and/or Professionals

DAFTAR LEMBAGA PENUNJANG

LIST OF SUPPORTING INSTITUTIONS

Biro Administrasi Efek

Share Registrar

Nama Lembaga / Institution Name	PT Datindo Entrycom
Alamat / Address	Jl. Hayam Wuruk No. 28, Jakarta
Nomor & Tanggal STTD / STTD Number & Date	KEP.16/PM/1991 tanggal 19 April 1995 / KEP.16/PM/1991 dated April 19, 1995
Pedoman Kerja / Work Guidelines	Peraturan Pasar Modal dan Peraturan Otoritas Jasa Keuangan / Capital Market Regulations and Financial Services Authority Regulations
Surat Penunjukan / Letter of Appointment	1. 23/SPK/WK/CORSEC/2021 2. 68/SPK/WK/CORSEC/2021 3. 23/SPK/WK/TPW/2021
Periode Penunjukan / Appointment Period	2021
Jasa yang Diberikan / Service Rendered	1. Penyelenggaraan Rapat Umum Pemegang Saham Tahunan Tahun Buku 2020 / Organizing the Annual General Meeting of Shareholders for 2020 Fiscal Year 2. Penyelenggaraan Rapat Umum Pemegang Saham Luar Biasa Tahun 2021 / Organizing the 2021 Extraordinary General Meeting of Shareholders 3. Jasa BAE Dalam Rangka Rights Issue dengan HMETD / BAE Services for Rights Issue with Preemptive Rights
Biaya Jasa / Service Fee	1. Rp102.000.000 2. Rp102.000.000 3. Rp150.000.000

Biro Administrasi Efek

Share Registrar

Nama Lembaga / Institution Name	PT Datindo Entrycom
Alamat / Address	Jl. Hayam Wuruk No. 28, Jakarta
Nomor & Tanggal STTD / STTD Number & Date	KEP.16/PM/1991 tanggal 19 April 1995 / KEP.16/PM/1991 dated April 19, 1995
Pedoman Kerja / Work Guidelines	Peraturan Pasar Modal dan Peraturan Otoritas Jasa Keuangan / Capital Market Regulations and Financial Services Authority Regulations
Surat Penunjukan / Letter of Appointment	28/SPK/WK/CORSEC/2020
Periode Penunjukan / Appointment Period	2020
Jasa yang Diberikan / Service Rendered	Rapat Umum Pemegang Saham Tahunan Tahun Buku 2019 / Annual General Meeting of Shareholders for the 2019 Fiscal Year
Biaya Jasa / Service Fee	Rp146.300.000

Lembaga Pemeringkat

Rating Agencies

Nama Lembaga / Institution Name	PT Pemeringkat Efek Indonesia (PEFINDO)
Alamat / Address	Panin Tower Senayan City, 17th Floor, Jl. Asia Afrika Lot. 19, Gelora, RT.1/RW.3, Gelora, Kecamatan Tanah Abang, Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 12220
Nomor & Tanggal STTD / STTD Number & Date	1487/24.3.4/31.71.07.1001/1.826.42/2016 tanggal 26 Agustus 2016 / 1487/24.3.4/31.71.07.1001/1.826.42/2016 dated August 26, 2016
Pedoman Kerja / Work Guidelines	147B/PPJP/PEF-DIR/XI/2020
Surat Penunjukan / Letter of Appointment	2053/WK/DIR/2020; 2048/WK/DIR/2020
Periode Penunjukan / Appointment Period	3 November 2020 s.d selesai / November 3, 2020 until completion
Jasa yang Diberikan / Service Rendered	Biaya Pemeringkatan untuk Obligasi yang telah terbit yaitu sebesar 0,05% dari jumlah keseluruhan nilai emisi Obligasi yang telah terbit / Rating fee for issued Bonds is 0.05% of the total value of issued Bonds
Biaya Jasa / Service Fee	Rp125.000.000



Lembaga Pemerangkat

Rating Agencies

Nama Lembaga / Institution Name	PT Pemerangkat Efek Indonesia (PEFINDO)
Alamat / Address	Panin Tower Senayan City, 17th Floor, Jl. Asia Afrika Lot. 19, Gelora, RT.1/RW.3, Gelora, Kecamatan Tanah Abang, Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 12220
Nomor & Tanggal STTD / STTD Number & Date	1487/24.3.4/31.71.07.1001/1.826.42/2016 tanggal 26 Agustus 2016 / 1487/24.3.4/31.71.07.1001/1.826.42/2016 dated August 26, 2016
Pedoman Kerja / Work Guidelines	147B/PPJP/PEF-DIR/XI/2020
Surat Penunjukan / Letter of Appointment	2053/WK/DIR/2020; 2048/WK/DIR/2020
Periode Penunjukan / Appointment Period	3 November 2020 s.d selesai / November 3, 2020 until completion
Jasa yang Diberikan / Service Rendered	Biaya jasa Pemantauan Tahunan belum termasuk PPN 10%, di mana Total Aset atau Penjualan / Annual Monitoring Service Fee exclude 10% VAT, which is Total Assets or Sales
Biaya Jasa / Service Fee	Rp175.000.000

Wali Amanat

Trustee

Nama Lembaga / Institution Name	PT Bank Mega
Alamat / Address	Menara Bank Mega Lt. 16, Jl. Kapten P.Tendean No. 12-14A, Jakarta 12790
Nomor & Tanggal STTD / STTD Number & Date	No. 20/STTD-WA/PM/2000 tanggal 2 Agustus 2000 / No. 20/STTD-WA/PM/2000 dated August 2, 2000
Pedoman Kerja / Work Guidelines	12/SPK/WK/FIN/2020
Surat Penunjukan / Letter of Appointment	7704.3/WK/FIN/2020
Periode Penunjukan / Appointment Period	27 Oktober 2020 s.d selesai / October 27, 2020 until completion
Jasa yang Diberikan / Service Rendered	Jasa Wali Amanat / Trustee Services
Biaya Jasa / Service Fee	Rp75.000.000

Informasi Perdagangan dan Pencatatan Saham :

Bursa Efek Indonesia

Gedung Bursa Efek Indonesia
Jl. Jend Sudirman Kav. 52-53
Jakarta 12190, Indonesia
Tel: +62 21 515 0515
Email: callcenter@idx.co.id
Website: www.idx.co.id

Trading Information and Share-listing

Indonesia Stock Exchange

Gedung Bursa Efek Indonesia
Jl. Jend Sudirman Kav. 52-53
Jakarta 12190, Indonesia
Tel: +62 21 515 0515
Email: callcenter@idx.co.id
Website: www.idx.co.id

Kantor Akuntan Publik

Public Accounting Firm

Nama Lembaga / Institution Name	Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan
Alamat / Address	Cyber 2 Tower Lantai 20 Jl. H.R Rasuna Said Blok X-5 Jakarta 12950
Nomor & Tanggal STTD / STTD Number & Date	STTD.KAP-00036/PM.22/2017
Pedoman Kerja / Work Guidelines	Standar Audit yang Ditetapkan oleh Institut Akuntan Publik Indonesia Audit / Standards set by the Indonesian Institute of Certified Public Accountants
Surat Penunjukan / Letter of Appointment	L.22.3/P/WK/2021
Periode Penunjukan / Appointment Period	Tahun Buku 2021 / 2021 Fiscal Year
Jasa yang Diberikan / Service Rendered	Audit Umum atas Laporan Keuangan Konsolidasian, Evaluasi Kinerja, Audit Kepatuhan, dan Audit Program Kemitraan dan Bina Lingkungan (PKBL) PT Waskita Karya (Persero) Tbk dan Entitas Anak / General Audit of the Consolidated Financial Statements, Performance Evaluation, Compliance Audit, and Partnership and Community Development Program (PKBL) Audit of PT Waskita Karya (Persero) Tbk and its Subsidiarie
Biaya Jasa / Service Fee	Rp3.685.000.000,- Termasuk PPh / Including Income Tax



Konsultan Hukum

Legal Consultant

Nama Lembaga / Institution Name	Wardhana Kristanto Lawyers
Alamat / Address	Pulomas Office Park, Building II, 3rd floor Suite 01-02 Jl. Jend. Ahmad Yani No. 2 Jakarta 13210
Nomor & Tanggal STTD / STTD Number & Date	STTD.KH-166/PM.2/2018 tanggal 26 Juni 2018 / STTD.KH-166/PM.2/2018 dated June 26, 2018
Pedoman Kerja / Work Guidelines	Himpunan Konsultan Hukum Pasar Modal / Capital Market Legal Consultant Association
Surat Penunjukan / Letter of Appointment	02/SPK/WK/TPW/2021
Periode Penunjukan / Appointment Period	2021
Jasa yang Diberikan / Service Rendered	Jasa Konsultan Hukum dalam Rangka Penerbitan Hak Memesan Efek Terlebih Dahulu atau <i>Right Issue</i> . / Legal Consulting Services for Right Issue
Biaya Jasa / Service Fee	Rp410.000.000

Konsultan Hukum

Legal Consultant

Nama Lembaga / Institution Name	Wardhana Kristanto Lawyers
Alamat / Address	Pulomas Office Park, Building II, 3rd floor Suite 01-02 Jl. Jend. Ahmad Yani No. 2 Jakarta 13210
Nomor & Tanggal STTD / STTD Number & Date	STTD.KH-166/PM.2/2018 tanggal 26 Juni 2018 / STTD.KH-166/PM.2/2018 dated June 26, 2018
Pedoman Kerja / Work Guidelines	Himpunan Konsultan Hukum Pasar Modal / Capital Market Legal Consultant Association
Surat Penunjukan / Letter of Appointment	87/WK/LEGAL/2021
Periode Penunjukan / Appointment Period	2021
Jasa yang Diberikan / Service Rendered	Jasa konsultan hukum dalam rangka Penerbitan Obligasi III / Legal consulting services for Issuance of Bonds III
Biaya Jasa / Service Fee	Rp400.000.000

Konsultan Hukum

Legal Consultant

Nama Lembaga / Institution Name	Wardhana Kristanto Lawyers
Alamat / Address	Pulomas Office Park, Building II, 3rd floor Suite 01-02 Jl. Jend. Ahmad Yani No. 2 Jakarta 13210
Nomor & Tanggal STTD / STTD Number & Date	STTD.KH-166/PM.2/2018 tanggal 26 Juni 2018 / STTD.KH-166/PM.2/2018 dated June 26, 2018
Pedoman Kerja / Work Guidelines	Himpunan Konsultan Hukum Pasar Modal / Capital Market Legal Consultant Association
Surat Penunjukan / Letter of Appointment	232/WK/LEGAL/2021
Periode Penunjukan / Appointment Period	2021
Jasa yang Diberikan / Service Rendered	Jasa Konsultan Hukum dalam rangka Penerbitan Obligasi IV dan Sukuk Mudharabah I / Legal Consulting Services for the Issuance of Bonds IV and Sukuk Mudharabah I
Biaya Jasa / Service Fee	Rp425.000.000



Notaris

Notary

Nama Lembaga / Institution Name	Ashoya Ratam, S.H., M.Sc., M.Kn
Alamat / Address	Jl. Suryo No. 54, RT.4/RW.4, Rw.Bar., Kby Baru, Jakarta Selatan, 12180
Nomor & Tanggal STTD / STTD Number & Date	STTD.N-54/PM.22/2018 tanggal 26 Maret 2018 / STTD.N-54/PM.22/2018 dated March 26, 2018
Pedoman Kerja / Work Guidelines	Ikatan Notaris Indonesia / Indonesian Notary Association
Surat Penunjukan / Letter of Appointment	03/SPK/WK/TPW/2021
Periode Penunjukan / Appointment Period	2021
Jasa yang Diberikan / Service Rendered	Jasa Notaris dalam rangka Penerbitan Hak Memesan Efek Terlebih Dahulu / Rights Issue / Notary Services for Rights Issue
Biaya Jasa / Service Fee	Rp80.000.000,- (delapan puluh juta Rupiah), tidak termasuk PPn dan PPh / Rp80,000,000,- (eighty million Rupiah), excluding VAT and Income Tax

Notaris

Notary

Nama Lembaga / Institution Name	Ashoya Ratam, S.H., M.Sc., M.Kn
Alamat / Address	Jl. Suryo No. 54, RT.4/RW.4, Rw.Bar., Kby Baru, Jakarta Selatan, 12180
Nomor & Tanggal STTD / STTD Number & Date	STTD.N-54/PM.22/2018 tanggal 26 Maret 2018 / STTD.N-54/PM.22/2018 dated March 26, 2018
Pedoman Kerja / Work Guidelines	Ikatan Notaris Indonesia / Indonesian Notary Association
Surat Penunjukan / Letter of Appointment	01/SPK/WK/LEGAL/2021
Periode Penunjukan / Appointment Period	2021
Jasa yang Diberikan / Service Rendered	Jasa Notaris dalam rangka Rapat Umum Pemegang Saham Tahunan / Notary Services for the Annual General Meeting of Shareholders
Biaya Jasa / Service Fee	Rp80.000.000,- (delapan puluh juta Rupiah), tidak termasuk PPn dan PPh / Rp80,000,000,- (eighty million Rupiah), excluding VAT and Income Tax

Notaris

Notary

Nama Lembaga / Institution Name	Ashoya Ratam, S.H., M.Sc., M.Kn
Alamat / Address	Jl. Suryo No. 54, RT.4/RW.4, Rw.Bar., Kby Baru, Jakarta Selatan, 12180
Nomor & Tanggal STTD / STTD Number & Date	STTD.N-54/PM.22/2018 tanggal 26 Maret 2018 / STTD.N-54/PM.22/2018 dated March 26, 2018
Pedoman Kerja / Work Guidelines	Ikatan Notaris Indonesia / Indonesian Notary Association
Surat Penunjukan / Letter of Appointment	03/SPK/WK/LEGAL/2021
Periode Penunjukan / Appointment Period	2021
Jasa yang Diberikan / Service Rendered	Jasa Notaris dalam rangka Penerbitan Obligasi III / Notary services for Issuance of Bonds III
Biaya Jasa / Service Fee	Rp130.000.000,- (seratus tiga puluh juta Rupiah), tidak termasuk PPn dan PPh / Rp130,000,000 (one hundred and thirty million Rupiah), excluding VAT and Income Tax



Notaris

Notary

Nama Lembaga / Institution Name	Ashoya Ratam, S.H., M.Sc., M.Kn
Alamat / Address	Jl. Suryo No. 54, RT.4/RW.4, Rw.Bar., Kby Baru, Jakarta Selatan, 12180
Nomor & Tanggal STTD / STTD Number & Date	STTD.N-54/PM.22/2018 tanggal 26 Maret 2018 / STTD.N-54/PM.22/2018 dated March 26, 2018
Pedoman Kerja / Work Guidelines	Ikatan Notaris Indonesia / Indonesian Notary Association
Surat Penunjukan / Letter of Appointment	06/SPK/WK/LEGAL/2021
Periode Penunjukan / Appointment Period	2021
Jasa yang Diberikan / Service Rendered	Jasa Notaris dalam rangka Pelaksanaan Restrukturisasi / Notary Services for the Implementation of Restructuring
Biaya Jasa / Service Fee	Rp362.100.000,- (tiga ratus enam puluh dua juta serratus ribu Rupiah), tidak termasuk PPN dan PPh / Rp362.100.000,- (three hundred sixty two million one hundred thousand Rupiah), excluding VAT and Income Tax

Notaris

Notary

Nama Lembaga / Institution Name	Ashoya Ratam, S.H., M.Sc., M.Kn
Alamat / Address	Jl. Suryo No. 54, RT.4/RW.4, Rw.Bar., Kby Baru, Jakarta Selatan, 12180
Nomor & Tanggal STTD / STTD Number & Date	STTD.N-54/PM.22/2018 tanggal 26 Maret 2018 / STTD.N-54/PM.22/2018 dated March 26, 2018
Pedoman Kerja / Work Guidelines	Ikatan Notaris Indonesia / Indonesian Notary Association
Surat Penunjukan / Letter of Appointment	07/SPK/WK/LEGAL/2021
Periode Penunjukan / Appointment Period	2021
Jasa yang Diberikan / Service Rendered	Jasa Notaris dalam rangka Rapat Umum Pemegang Saham Luar Biasa / Notary Services for the Extraordinary General Meeting of Shareholders
Biaya Jasa / Service Fee	Rp50.000.000,- (lima puluh juta Rupiah), tidak termasuk PPN dan PPh / Rp50,000,000 (fifty million Rupiah), excluding VAT and Income Tax



Notaris

Notary

Nama Lembaga / Institution Name	Ashoya Ratam, S.H., M.Sc., M.Kn
Alamat / Address	Jl. Suryo No. 54, RT.4/RW.4, Rw.Bar., Kby Baru, Jakarta Selatan, 12180
Nomor & Tanggal STTD / STTD Number & Date	STTD.N-54/PM.22/2018 tanggal 26 Maret 2018 / STTD.N-54/PM.22/2018 dated March 26, 2018
Pedoman Kerja / Work Guidelines	Ikatan Notaris Indonesia / Indonesian Notary Association
Surat Penunjukan / Letter of Appointment	233/WK/LEGAL/2021
Periode Penunjukan / Appointment Period	5 Oktober 2021 – transaksi selesai / October 5, 2021 – transaction completed
Jasa yang Diberikan / Service Rendered	Jasa Notaris dalam rangka Penerbitan Obligasi IV dan Sukuk Mudharabah I / Notary Services for the Issuance of Bonds IV and Sukuk Mudharabah I
Biaya Jasa / Service Fee	Rp230.000.000,- (dua ratus tiga puluh juta Rupiah), tidak termasuk PPh dan PPh / Rp230,000,000 (two hundred and thirty million Rupiah), excluding VAT and Income Tax

**DAFTAR KANTOR AKUNTAN PUBLIK DAN
AKUNTAN 3 (TIGA) TAHUN TERAKHIR (2019-2021)**
**LIST OF PUBLIC ACCOUNTING FIRMS AND
ACCOUNTANTS IN THE LAST 3 (THREE) YEARS
(2019-2021)**

Kantor Akuntan Publik / Public Accounting Firm	Akuntan / Accountant	Jasa / Services	Jasa Lainnya / Other Services	Opini / Opinion	Biaya / Costs
Tahun Buku 2021 / 2021 Fiscal Year					
KAP Kosasih, Nurdjaman, Mulyadi, Tjahjo & Rekan	Henri Arifian	Melakukan Audit Laporan Keuangan PT Waskita Karya (Persero) Tbk dan Anak Perusahaan Tahun Buku 2021 / Audit on the Financial Statements of PT Waskita Karya (Persero) Tbk and its Subsidiaries for the 2021 Fiscal Year	Evaluasi Kinerja Perusahaan, Audit Umum atas PKBL, Review Pengendali Internal. / Evaluation of Company Performance, General Audit of PKBL, Review of Internal Controls.	Wajar dalam semua hal yang material / Unqualified	Rp3.685.000.000,-
Tahun Buku 2020 / 2020 Fiscal Year					
KAP Amir Abadi Jusuf, Aryanto, Mawar, dan Rekan, member of the RSM Network	Rusli	Melakukan Audit Laporan Keuangan PT Waskita Karya (Persero) Tbk dan Anak Perusahaan Tahun Buku 2020 / Audit on the Financial Statements of PT Waskita Karya (Persero) Tbk and its Subsidiaries for the 2020 Fiscal Year	Evaluasi Kinerja Perusahaan, Audit Umum atas PKBL, Review Pengendali Internal. / Evaluation of Company Performance, General Audit of PKBL, Review of Internal Controls.	Wajar dalam semua hal yang material / Unqualified	Rp3.475.000.000
Tahun Buku 2019 / 2019 Fiscal Year					
KAP Amir Abadi Jusuf, Aryanto, Mawar, dan Rekan, member of the RSM Network	Rusli	Melakukan Audit Laporan Keuangan PT Waskita Karya (Persero) Tbk dan Anak Perusahaan Tahun Buku 2019 / Audit on the Financial Statements of PT Waskita Karya (Persero) Tbk and its Subsidiaries for the 2019 Fiscal Year	Evaluasi Kinerja Perusahaan, Audit Umum atas PKBL, Review Pengendali Internal. / Evaluation of Company Performance, General Audit of PKBL, Review of Internal Controls.	Wajar dalam semua hal yang material / Unqualified	Rp3.822.500.000



PENGHARGAAN DAN SERTIFIKASI

Awards and Certifications




PENGHARGAAN DITAHUN 2021
AWARDS IN 2021

Tanggal / Date	Jenis Penghargaan / Type of Award	Pemberi Penghargaan / Awarded by
Penghargaan P2 (Pencegahan dan Penanggulangan) Covid-19 di Tempat Kerja / Award for Covid-19 P2 (Prevention and Countermeasures) in the Workplace		
Apr-21	Penghargaan P2 Covid-19 di Tempat Kerja Kategori Silver Kepada PT.Waskita Karya (Persero) Tbk Proyek Lanjutan Pembangunan Jaringan Irigasi D I Tapin, Kalimantan Selatan / P2 Covid-19 Award in the Workplace Silver Category To PT.Waskita Karya (Persero) Tbk for Continued Project for the Development of the DI Tapin Irrigation Network, South Kalimantan	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 Covid-19 di Tempat Kerja Kategori Silver Kepada PT.Waskita Karya (Persero) Tbk Proyek Rehabilitasi Jaringan Irigasi D I Ciliman, Banten / P2 Covid-19 Award in the Workplace Silver Category To PT.Waskita Karya (Persero) Tbk for Irrigation Network Rehabilitation Project D I Ciliman, Banten	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 Covid-19 di Tempat Kerja Kategori Gold Kepada PT.Waskita Karya (Persero) Tbk Proyek Bendungan Bener, Jawa Tengah / P2 Covid-19 Award in the Workplace Gold Category To PT. Waskita Karya (Persero) Tbk for Bener Dam Project, Central Java	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 Covid-19 di Tempat Kerja Kategori Platinum Kepada PT.Waskita Karya (Persero) Tbk Proyek Bendungan Jlantah / P2 Covid-19 Award in the Workplace Platinum Category To PT.Waskita Karya (Persero) Tbk for Jlantah Dam Project	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 Covid-19 di Tempat Kerja Kategori Gold Kepada Proyek Waskita - Adhi - AS KSO Proyek Bendungan Rukoh Paket 2, Aceh / P2 Covid-19 Award in the Workplace Gold Category for Waskita - Adhi - AS for KSO Project Rukoh Dam Project Package 2, Aceh	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 Covid-19 di Tempat Kerja Kategori Gold Kepada PT.Waskita Karya (Persero) Tbk Proyek Hunian Tetap dan Prasarana Pasca Bencana Sulteng, Palu / P2 Covid-19 Award in the Workplace Gold Category To PT.Waskita Karya (Persero) Tbk for Post Disaster Permanent Residential and Infrastructure Project, Central Sulawesi, Palu	Gubernur Sulteng / Governor of Central Sulawesi
Apr-21	Penghargaan P2 Covid-19 di Tempat Kerja Kategori Gold Kepada PT.Waskita Karya (Persero) Tbk Proyek Bendungan Leuwikeris Paket 4, Jawa Barat / P2 Covid-19 Award in the Workplace Gold Category To PT.Waskita Karya (Persero) Tbk for Leuwikeris Dam Project Package 4, West Java	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 Covid-19 di Tempat Kerja Kategori Platinum Kepada PT.Waskita Karya (Persero) Tbk Proyek Apartemen Solterra Place, DKI Jakarta / P2 Covid-19 Award in the Workplace Platinum Category To PT.Waskita Karya (Persero) Tbk for Solterra Place Apartment Project, DKI Jakarta	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 Covid-19 di Tempat Kerja Kategori Gold Kepada PT.Waskita Karya (Persero) Tbk Proyek Pembangunan Koneksi Jalan Tol Becakayu Dengan Jl. Tol Wiyoto Wiyono, DKI Jakarta / P2 Covid-19 Award in the Workplace Gold Category To PT.Waskita Karya (Persero) Tbk for Becakayu Toll Road Connection With Jl. Wiyoto Wiyono Toll Road Construction Project, DKI Jakarta	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 Covid-19 di Tempat Kerja Kategori Gold Kepada PT.Waskita Karya (Persero) Tbk Proyek Pembangunan Jalan Tol Becakayu 2A Ujung, DKI Jakarta / P2 Covid-19 Award in the Workplace Gold Category To PT.Waskita Karya (Persero) Tbk for Becakayu 2A Ujung Toll Road Development Project, DKI Jakarta	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 Covid-19 di Tempat Kerja Kategori gold Kepada PT.Waskita Karya (Persero) Tbk Proyek Pembangunan Jalan Tol Cimanggis Cibitung Seksi 2 / P2 Covid-19 Award in the Workplace Gold Category To PT.Waskita Karya (Persero) Tbk for Cimanggis Cibitung Toll Road Construction Project Section 2	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 Covid-19 di Tempat Kerja Kategori Silver Kepada PT.Waskita Karya (Persero) Tbk Proyek Rehabilitasi dan Rekonstruksi Bangunan, Jln. Samratulangi No. 97 Besusu Barat, Kec. Palu Timur, Kota Palu / P2 Covid-19 Award in the Workplace Silver Category To PT.Waskita Karya (Persero) Tbk for Building Rehabilitation and Reconstruction Project, Jln. Samratulangi No. 97 West Besusu, Kec. East Palu, Palu City	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 Covid-19 di Tempat Kerja Kategori Platinum Kepada PT.Waskita Karya (Persero) Tbk Proyek Pembangunan Vasaka Bali / P2 Covid-19 Award in the Workplace Platinum Category To PT. Waskita Karya (Persero) Tbk for Vasaka Bali Development Project	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia



Tanggal / Date	Jenis Penghargaan / Type of Award	Pemberi Penghargaan / Awarded by
Penghargaan Program P2 (Pencegahan & Penanggulangan) HIV-AIDS di Tempat Kerja / HIV-AIDS P2 (Prevention & Control) Program Award in the Workplace		
Apr-21	Penghargaan P2 HIV AIDS dengan Kategori Gold Kepada Proyek PT.Waskita - ADHI KSO Proyek Bendungan Margatiga, Lampung / P2 HIV AIDS Award with Gold Category to PT.Waskita - ADHI for KSO Margatiga Dam Project, Lampung	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 HIV AIDS dengan Kategori Gold Kepada Proyek Apartemen Solterra Place, DKI Jakarta / P2 HIV AIDS Award with Gold Category to Solterra Place Apartment Project, DKI Jakarta	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 HIV AIDS dengan Kategori Silver Kepada PT.Waskita Karya (Persero) Tbk Proyek Pembangunan Jalan Tol Cibitung Cilincing Seksi 2 / P2 HIV AIDS Award with Silver Category to PT. Waskita Karya (Persero) Tbk for Section 2 Cibitung Cilincing Toll Road Construction Project	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 HIV AIDS dengan Kategori Silver Kepada PT.Waskita Karya (Persero) Tbk Proyek Pembangunan Jalan Tol Cibitung Cilincing Seksi 1 / P2 HIV AIDS Award with Silver Category to PT. Waskita Karya (Persero) Tbk for Section 1 Cibitung Cilincing Toll Road Construction Project	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 HIV AIDS di Tempat Kerja Kategori Gold Kepada PT.Waskita Karya (Persero) Tbk Proyek Pembangunan Jalan Tol Cimanggis Cibitung Seksi 2 / P2 HIV AIDS Award in the Workplace Gold Category to PT.Waskita Karya (Persero) Tbk at Cimanggis Cibitung Toll Road Construction Project Section 2	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 HIV AIDS di Tempat Kerja Kategori Gold Kepada PT.Waskita Karya (Persero) Tbk Proyek Pembangunan Jalan Tol Becakayu - Tol Wiyoto Wiyono, DKI Jakarta / P2 HIV AIDS Award in the Workplace Gold Category to PT.Waskita Karya (Persero) Tbk for Becakayu Toll Road Development Project - Wiyoto Wiyono Toll Road, DKI Jakarta	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 HIV AIDS di Tempat Kerja Kategori Gold Kepada PT.Waskita Karya (Persero) Tbk Proyek Pembangunan Jalan Tol Becakayu - Tol Wiyoto Wiyono, DKI Jakarta / P2 HIV AIDS Award in the Workplace Gold Category to PT.Waskita Karya (Persero) Tbk for Becakayu Toll Road Development Project - Wiyoto Wiyono Toll Road, DKI Jakarta	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 HIV AIDS di Tempat Kerja Kategori Gold Kepada PT.Waskita Karya (Persero) Tbk Proyek Pembangunan Jalan Tol Jakarta Cikampek II Selatan Paket 3 Induk, Jawa Barat / P2 HIV AIDS Award in the Workplace Gold Category to PT.Waskita Karya (Persero) Tbk for Jakarta Cikampek II South Toll Road Development Project Package 3 Main, West Java	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Apr-21	Penghargaan P2 HIV AIDS di Tempat Kerja Kategori Platinum Kepada PT.Waskita Karya (Persero) Tbk Proyek Pembangunan Vasaka Bali / P2 HIV AIDS Award in the Workplace Platinum Category To PT. Waskita Karya (Persero) Tbk for Vasaka Bali Development Project	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
Penghargaan Kecelakaan Nihil / Zero Accident Award		
22-Apr-21	Penghargaan Kecelakaan Nihil Kepada PT.Waskita - HK - BRP - KSO Kab. Ciamis, Provisi Jawa Barat / Zero Accident Award to PT.Waskita - HK - BRP - KSO Kab. Ciamis, West Java Province	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
22-Apr-21	Penghargaan Kecelakaan Nihil Kepada PT.Waskita - ADHI KSO Proyek Pembangunan Bendungan Margatiga, Kab. Lampung Timur, Prov Lampung / Zero Accident Award to PT.Waskita - ADHI for KSO Margatiga Dam Development Project, East Lampung Regency, Lampung Province	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
22-Apr-21	Penghargaan Kecelakaan Nihil Kepada PT.Waskita Karya (Persero) Tbk Proyek Apartemen Solterra Place, Kota ADM. Jakarta Selatan, Provinsi DKI Jakarta / Zero Accident Award to PT.Waskita Karya (Persero) Tbk for Solterra Place Apartment Project, ADM City. South Jakarta, DKI Jakarta Province	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
22-Apr-21	Penghargaan Kecelakaan Nihil Kepada PT.Waskita Karya (Persero) Tbk Proyek Renovasi Masjid Istiqlal, DKI Jakarta / Zero Accident Award to PT.Waskita Karya (Persero) Tbk for Istiqlal Mosque Renovation Project, DKI Jakarta	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
22-Apr-21	Penghargaan Kecelakaan Nihil Kepada PT.Waskita Karya (Persero) Tbk Proyek Tol Cibitung Cilincing Seksi 1, DKI Jakarta / Zero Accident Award to PT.Waskita Karya (Persero) Tbk for Section 1 Cibitung Cilincing Toll Road Project, DKI Jakarta	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
22-Apr-21	Penghargaan Kecelakaan Nihil Kepada PT.Waskita Karya (Persero) Tbk Proyek Tol Cibitung Cilincing Seksi 2, DKI Jakarta / Zero Accident Award to PT.Waskita Karya (Persero) Tbk for Section 2 Cibitung Cilincing Toll Road Project, DKI Jakarta	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
22-Apr-21	Penghargaan Kecelakaan Nihil Kepada PT.Waskita Karya (Persero) Tbk Proyek Jalan Tol Becakayu - Tol Wiyoto Wiyono, DKI Jakarta / Zero Accident Award to PT.Waskita Karya (Persero) Tbk for Becakayu - Wiyoto Wiyono Toll Road Project, DKI Jakarta	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia
22-Apr-21	Penghargaan Kecelakaan Nihil Kepada PT.Waskita Karya (Persero) Tbk Proyek Jalan Tol Bekasi - Cawang - Kampung Melayu Seksi 2A Ujung STA 15+507+200, Bekasi, Jawa Barat / Zero Accident Award to PT.Waskita Karya (Persero) Tbk for Bekasi - Cawang - Kampung Melayu Toll Road Project Section 2A Ujung STA 15+507+200, Bekasi, West Java	Kemnaker RI / Ministry of Manpower of the Republic of Indonesia



SERTIFIKASI DI TAHUN 2021

CERTIFICATIONS IN 2021

Tanggal / Date	Jenis Penghargaan / Type of Award	Pemberi Penghargaan / Awarded by
Penghargaan Lainnya / Other Awards		
22-Apr-21	Penghargaan Atas Kinerja Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) Kepada Proyek Makassar Sewerage B2 / Award for the Performance of the Occupational Safety and Health Committee (P2K3) to the Makassar Sewerage B2 Project	
2021	Penghargaan Sebagai Concerned Organization Award Diberikan Kepada PT Waskita Karya (Persero) Tbk - EPC Division / Award as Concerned Organization Award Given to PT.Waskita Karya (Persero) Tbk - EPC Division	WSO
01-Des-21	Penghargaan Kepada PT Waskita Karya (Persero) Tbk Selaku Kontraktor Pelaksana yang telah menerapkan SMKK dengan memuaskan berdasarkan hasil pemantauan dan evaluasi secara mendadak oleh Komite K2 (Keselamatan Konstruksi) Pada Pekerjaan Erection Girder Jembatan Bentang Panjang, SB - Arch Ahmad Yani Fase 2 dan 3 pada Proyek Jalan Tol Becakayu Seksi 2A Ujung / Award to PT. Waskita Karya (Persero) Tbk As the Implementing Contractor who has implemented the SMKK satisfactorily based on the results of sudden monitoring and evaluation by the K2 (Construction Safety) Committee on the Erection Girder Work of the Long Span Bridge, SB - Arch Ahmad Yani Phases 2 and 3 on the Toll Road Project Becakayu Section 2A Edge	Kementerian PUPR / Ministry of Public Works and Public Housing
01-Des-21	Penghargaan Kepada PT Waskita Karya (Persero) Tbk Selaku Kontraktor Pelaksana yang telah menerapkan SMKK dengan memuaskan berdasarkan hasil pemantauan dan evaluasi secara mendadak oleh Komite K2 (Keselamatan Konstruksi) Pada Pekerjaan Pembangunan Terowongan Silahturahmi Masjid Istiqlal dan Gereja Katedral Jakarta / Award to PT.Waskita Karya (Persero) Tbk As the Implementing Contractor who has implemented the SMKK satisfactorily based on the results of sudden monitoring and evaluation by the K2 (Construction Safety) Committee on the Construction Work of the Silahturahmi Tunnel of the Istiqlal Mosque and the Jakarta Cathedral Church	Kementerian PUPR / Ministry of Public Works and Public Housing
23-Jul-21	Sertifikat Penetapan sebagai objek tertentu terhadap PT Waskita Karya (Persero) Tbk di Jl. MT Haryono Kav 10, Cawang - Jakarta Timur / Certificate of Determination as certain object to PT Waskita Karya (Persero) Tbk at Jl. MT Haryono Kav 10, Cawang - Jakarta Timur	Korps Samapta Bhayangkara Baharkam Polri



NAMA DAN ALAMAT ENTITAS ANAK, ENTITAS ASOSIASI, STRATEGIC BUSINESS UNIT, KANTOR BRANCH OVERSEAS DAN KANTOR WILAYAH

Name and Address of Subsidiaries, Associates, Strategic Business Units, Branch Overseas
Offices and Regional Offices

ALAMAT KANTOR PUSAT DAN DIVISI PERSEROAN / ADDRESS OF HEAD OFFICE AND DIVISION

KANTOR PUSAT / HEAD OFFICE

Gedung Waskita Heritage
Jl. MT Haryono Kav. No. 10 Cawang
Jakarta 13340
Telp. +6221 8508510/8508520
Fax. +6221 8508506
Email: waskita@waskita.co.id
Website: www.waskita.co.id

KANTOR AREA REPRESENTATIVE I MEDAN /

MEDAN AREA REPRESENTATIVE I OFFICE
Jl. Patriot No. 10 Kp Lalang
Medan 20127
Telp. +6261 8447000 / 8447002
Fax. +6261 8447001
Email: wilbar_sumut@waskita.co.id
Email cc: marketingdivision.wk@waskita.co.id
Website: www.waskita.co.id

KANTOR CABANG AREA REPRESENTATIVE I

PALEMBANG / PALEMBANG AREA REPRESENTATIVE I
BRANCH OFFICE
Jl. Kikim 1W.1 No.1 Palembang 30137
Telp. +62711 418197
Fax. +62711 413477
Email: waskitadiv.infra1@waskita.co.id
Email cc: marketingdivision.wk@waskita.co.id
Website: www.waskita.co.id

KANTOR AREA REPRESENTATIVE II SURABAYA /

SURABAYA AREA REPRESENTATIVE II OFFICE
Jl. Jemursari Selatan II No. 2A-2B
Surabaya 60237
Telp. +6231 8439091
Fax. +6231 8416538
Email: surabaya@waskita.co.id
Email cc: marketingdivision.wk@waskita.co.id
Website: www.waskita.co.id

KANTOR CABANG AREA REPRESENTATIVE

II SEMARANG & YOGYAKARTA / SEMARANG &
YOGYAKARTA AREA REPRESENTATIVE II BRANCH OFFICE
Perumahan Srdol Bumi Indah Blok D No. 3B
Sumurboto Banyumanik - Semarang 50269
Telp. +6224 7465894
Fax. +6224 7465896
Email: wk-wt.jateng@waskita.co.id
Email cc: marketingdivision.wk@waskita.co.id
Website: www.waskita.co.id

KANTOR AREA REPRESENTATIVE III MAKASSAR /

MAKASSAR AREA REPRESENTATIVE III OFFICE
Teraskita Hotel lantai 3
Jl. AP Petarani No. 88 - Makasar 90222
Telp. +62411 871131
Fax. +62411 852526
Email: makasar@waskita.co.id
Email cc: marketingdivision.wk@waskita.co.id
Website: www.waskita.co.id

KANTOR CABANG AREA REPRESENTATIVE III

BALIKPAPAN / BALIKPAPAN AREA REPRESENTATIVE III
BRANCH OFFICE
Komplek Perumahan Balikpapan Baru
Blok F1 No. 2 Balikpapan
Kalimantan Timur 76121
Telp. +62542 8727000
Fax. +62542 871845
Email: wk-wt.kaltim@waskita.co.id
Email cc: marketingdivision.wk@waskita.co.id
Website: www.waskita.co.id

KANTOR AREA REPRESENTATIVE IV DENPASAR /

DENPASAR AREA REPRESENTATIVE IV OFFICE
Jl. Hayam Wuruk 191, Denpasar 80235
Telp. +62361 235372
Fax. +62361 235161
Email: denpasar@waskita.co.id
Email cc: marketingdivision.wk@waskita.co.id
Website: www.waskita.co.id



KANTOR CABANG AREA REPRESENTATIVE IV

LOMBOK / LOMBOK AREA REPRESENTATIVE IV BRANCH OFFICE

Jl. Langko No 50, Ampenan, Mataram 83425
Telp. +62370 633350
Fax. +62370 621282
Email: mataram@waskita.co.id
Email cc: marketingdivision.wk@waskita.co.id
Website: www.waskita.co.id

KANTOR AREA REPRESENTATIVE IV KUPANG /

KUPANG AREA REPRESENTATIVE IV OFFICE

Jl. Timor Raya 116 Kupang NTT
Telp. +62380 831925
Fax. +62380 833048
Email: kupang@waskita.co.id
Email cc: marketingdivision.wk@waskita.co.id
Website: www.waskita.co.id

KANTOR AREA REPRESENTATIVE V AMBON /

AMBON AREA REPRESENTATIVE V OFFICE

Jl. Laksdya Leo Wattimena
Negeri Lama - Ambon 97232
Telp. +62911 3869014
Email: ambon@waskita.co.id
cabang_maluku@yahoo.com
Email cc: marketingdivision.wk@waskita.co.id
Website: www.waskita.co.id

CABANG AREA REPRESENTATIVE V PAPUA /

PAPUA AREA REPRESENTATIVE V BRANCH

Email: papua@waskita.co.id
Email cc: marketingdivision.wk@waskita.co.id
Website: www.waskita.co.id

UNIT BISNIS / BUSINESS UNIT

BUILDING DIVISION

Gedung Waskita Rajawali Tower
Jl. MT. Haryono No. 12
Jakarta 13330
Telp. +62 21 80600902
Email: div-gedung@waskita.co.id
Website: www.waskita.co.id

INFRASTRUCTURE I DIVISION

Gedung Waskita Rajawali Tower
Jl. MT. Haryono No. 12
Jakarta 13330
Email: infrastructure1@waskita.co.id
Website: www.waskita.co.id

INFRASTRUCTURE II DIVISION

Gedung Waskita Rajawali Tower
Jl. MT. Haryono No. 12
Jakarta 13330
Telp. +6221 80600861
Email: infratructure2@waskita.co.id
Website: www.waskita.co.id

EPC DIVISION

Gedung Waskita Rajawali Tower
Jl. MT. Haryono No. 12
Jakarta 13330
Telp. +6221 80600891
Email: epc.division@waskita.co.id
Website: www.waskita.co.id

ALAMAT KANTOR PUSAT DAN DIVISI PERSEROAN / ADDRESS OF HEAD OFFICE AND DIVISION

OVERSEAS DIVISION

Gedung Waskita Rajawali Tower
Jl. MT. Haryono No. 12
Jakarta 13330
Telp. +6221 8508520
Email: overseas@waskita.co.id
Website: www.waskita.co.id

DUBAI - CABANG UEA/DUBAI - UEA BRANCH

Binladin Contracting Building
PO BOX 1555 Dubai - Uni Emirat Arab
Telp. +97 142 691 500
Fax. +97 142 688 678
Hp. +971 566 258 060
Email: dubai_branch@waskita.co.id
Website: www.waskita.co.id

JEDDAH - CABANG ARAB SAUDI/JEDDAH - KSA BRANCH / JEDDAH - KSA BRANCH

Al Sharbatly Building
Gate 1, 1st Floor, Office No. 2
Al Hail Street, Al Ruwais District I
Jeddah, Kingdom of Saudi Arabia
Telp. +966 12 651 8595
Fax. +966 12651 8624
Email: ksa_branch@waskita.co.id
Website: www.waskita.co.id



ALAMAT KANTOR ENTITAS ANAK DAN ASOSIASI / OFFICE ADDRESS OF SUBSIDIARIES AND ASSOCIATES

No.	Nama Perusahaan / Company Name	Alamat / Address
Entitas Anak / Subsidiaries		
1.	PT Waskita Beton Precast Tbk	Gedung Dafam Teraskita 3 & 3A floor Jl. MT. Haryono Kav No. 10 Cawang Jakarta 13340 Telp. +6221 22892999 Email: sekdir@waskitaprecast.com Website: www.waskitaprecast.co.id
2.	PT Waskita Toll Road	Gedung Waskita Rajawali Tower 7 Floor Jl. MT. Haryono No. 12 Jakarta 13330 Telp. +6221 8515556 / 8515558 Email: waskitatollroad@wtr.co.id Website: www.wtr.co.id
3.	PT Waskita Karya Realty	Gedung Waskita Rajawali Tower 6 Floor Jl. MT. Haryono No. 12 Jakarta 13330 Telp. +6221 80600880 Fax. +6221 8198070 Email: info@waskitarealty.co.id Website: www.waskitarealty.co.id
4.	PT Waskita Karya Energi berubah nama menjadi PT Waskita Karya Infrastruktur	Gedung Waskita Rajawali Tower 5 Floor Jl. MT. Haryono No. 12 Jakarta 13330 Telp. +6221 80602821 Fax. +6221 80602820 Email: wki@waskitainfrastruktur.co.id Website: www.waskita.co.id
Entitas Anak Tidak Langsung / Indirect Subsidiaries		
1.	PT Kresna Kusuma Dyandra Marga	Graha KKDM, Jl. Inspeksi Saluran Kalimalang N o. 1, Kel. Cipinang Besar Selatan Kec. Jatinegara, Jakarta Timur
2.	PT Cimanggis Cibitung Tollways	Komplek Citra Grand Cluster Nusa Dua Blok E7 No. 33, Cibubur
3.	PT Waskita Bumi Wira	Gedung W askita R ajawali Tower Lt. 7 Jl. MT Haryono Kav. 12-13 Jakarta Timur 13330
4.	PT Pemalang Batang Toll Road	Gd. Graha Irama Lt. 14, Jl. HR Rasuna Said Kav. X-1, 1-2, Kuningan, Setiabudi, Jakarta Selatan
5.	PT Waskita Sriwijaya Tol	Gedung W askita R ajawali Tower Lt. 7 Jl. MT Haryono Kav. 12-13 Jakarta Timur 13330



No.	Nama Perusahaan / Company Name	Alamat / Address
6.	PT Trans Jabar Tol	Jl. Cawang Baru Utara No.10, Jakarta Timur 13340
7.	PT Citra Waspptowata	Jl. Andara No. 12C, Pondok Labu, Cilandak, Jakarta
8.	PT Citra Karya Jabar Tol	Jl. Raya Jatinangor No. 333 Km. 23, Hegarmanah, Jatinangor, Sumedang, Jawa Barat 45363
9.	PT Pejagan Pemalang Toll Road	Graha MIR Lt.8, Jl. Pemuda No. 9 RT 001/RW 003 Rawamangun, Jakarta Timur 13220
10.	PT Semesta Marga Raya	Jl. Cawang Baru Utara No.10, Jakarta Timur 13340
11.	PT Trans Jawa Paspro Jalan Tol	Dusun Prisesn R.T. 18/RW .03, Desa Wringinanom, Kec. Tongas Kab. Probolinggo 67252
12.	PT Hutama Marga Waskita	Komp. Bina Marga Jl. Bina Marga No. 21, Cipayung 13840
13.	PT Waskita Fim Perkasa Realti (WFPR)	Pejaten Office Park Blok E, Jl. Warung Buncit Raya No. 79, Pejaten Barat, Pasar Minggu, Jakarta Selatan
14.	PT Waskita Modern Realti (WMR)	Gedung Graha Persada 1 Lantai 1 Jl. KH N oer Ali 3A, Kayuringin Jaya, Kota Bekasi
15.	PT Hotel Karya Indonesia	Plaza PP Lantai 7, Jl. Letjen TB Simatupang No. 57, Pasar Rebo, Jakarta 13760
16.	Waskita Steel Division	Gedung Waskita Jl. MT Haryono Kav.10, Cawang, Jakarta Timur
17.	PT Waskita Sangir Energi	Jl. MT Haryono Kav. 10 Kel. Cipinang Cempedak, Kec. Jatinegara, Jakarta Timur 13340
18.	PT Waskita Wado Energi	Jl. MT Haryono Kav. No.10 Kel Cipinang, Kec. Cempedak Jatinegara, Jakarta Timur 13340
Entitas Asosiasi / Associates		
1.	PT Prima Multi Terminal	Jl. Sri Bengawan No.37 Medan 20121
2.	PT PP Sinergi Banjartma	Rest Area KM 260 B, Cipugur, Banjartma, Bulakamba, Brebes 5
3.	PT Jasamarga Jogja Bawen	Jl. Tol Bawen - Salatiga, Barukan, Kec. Tingkir, Kota Salatiga, Jawa Tengah 50775



INFORMASI PADA SITUS WEB PERUSAHAAN

Information on the Company Website

Waskita memiliki komitmen yang kuat dalam memberikan kemudahan kepada seluruh pemegang saham dan pemangku kepentingan untuk mengakses informasi Perseroan secara transparan, akurat dan aktual melalui situs resmi Perusahaan, yaitu www.waskita.co.id. Situs resmi Perusahaan disajikan dalam dua bahasa, bahasa Indonesia dan bahasa Inggris, serta telah sesuai dengan peraturan dan perundang-undangan yang berlaku, yaitu, Undang-Undang No. 14 Tahun 2008 tentang Keterbukaan Informasi Publik dan Peraturan Otoritas Jasa Keuangan No. 8/POJK.4/2015 tanggal 25 Juni 2015 tentang Situs Web Emiten atau Perusahaan Publik.

Waskita has a strong commitment to provide easiness for all shareholders and stakeholders to access information related to the Company in a transparent, accurate and up-to-date manner through the Company's official website, namely www.waskita.co.id. The Company's official website is presented in two languages, Indonesian and English, and is in accordance with the prevailing laws and regulations, namely Law No. 14 of 2008 concerning Freedom of Information and Financial Services Authority Regulation No. 8/POJK.4/2015 dated June 25, 2015 concerning the Website of Issuers or Public Companies.

Uraian / Description	Ketersediaan / Availability	Keterangan / Description
Informasi pemegang saham sampai dengan pemilik akhir individu / Information about shareholders up to individual final owners	√	https://investor.waskita.co.id/shareholding.html
Isi Kode Etik / Contents of the Code of Conduct	√/x	Belum diungkapkan pada web Perseroan dan akan segera ditindaklanjuti. / Not yet available on the Company's website and will be followed up soon.
Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan / Information on the General Meeting of Shareholders (GMS) at least includes the material for agenda discussed in the GMS, the summary of GMS minutes, and important date such as the date of GMS announcement, the date of GMS summons, the date of GMS holding, the date of announcement of summary of GMS	√	https://investor.waskita.co.id/gms.html
Laporan keuangan tahunan terpisah (5 tahun terakhir) / Separate annual fiscal statements (last 5 years)	√	https://investor.waskita.co.id/financials.html
Profil Board of Commissioner dan Board of Director / Board of Commissioner and Board of Directors Profile	√	https://www.waskita.co.id/about/commissioner https://www.waskita.co.id/about/director
Piagam/Charter Board of Commissioner, Board of Director, Committees, dan Internal Audit Unit / Board of Commissioner, Board of Director, Committees, and Internal Audit Unit Charter	√/x	Belum diungkapkan Piagam/Charter Board of Commissioner, Board of Director, Committees lainnya. Untuk hal ini, akan ditindaklanjuti. / Board of Commissioner, Board of Directors, other Committees Charter are not yet available and will be followed up.

√: tersedia pada situs web Perseroan | x: belum tersedia pada situs web Perseroan

√: available on the Company's website | x: not yet available on the Company's website

Peta Situs www.waskita.co.id / Map of www.waskita.co.id

Beranda / Home	Berita Terkini / Latest News
	Proyek Berjalan / Ongoing Project
	Laporan Tahunan / Annual Report
	Struktur Pemegang Saham / Shareholder Structure
	Siaran Pers / Press Release
	Laporan Keuangan / Financial Statements
	Ikhtisar Keuangan / Financial Highlights
	WBS
	UPG
	Waskita Application Vendor Excellence



Peta Situs www.waskita.co.id / Map of www.waskita.co.id	
Beranda / Home	Pengumuman / Announcement
	Kegiatan / Activities
	Video Perusahaan / Corporate Video
	Anak Perusahaan / Subsidiaries
	Investasi / Investment
Tentang Kami / About Us	Profil Perusahaan / Company Profile
	Pesan / Message
	Sepatah Kata / In Brief
	Sejarah Perusahaan / Milestone
	Struktur Organisasi / Organizational Structure
	Manajemen, meliputi Profil <i>Board of Commissioner, Board of Director, Corporate Secretary, dan Audit Committee</i> / Management, Including The Profile of Board of Commissioner, Board of Director, Corporate Secretary, and Audit Committee
	Kebijakan Perusahaan / Corporate Policy
	Tata Kelola Perusahaan, meliputi Komitmen Perusahaan dalam menerapkan <i>Good Corporate Governance (GCG), Struktur GCG, Pedoman GCG, Roadmap GCG, Manajemen Risiko, Whistleblowing dan Gratifikasi, Tata Kelola Teknologi Informasi, Auditor Eksternal, Board Charter Audit Committee, dan Insider Trading</i> / Corporate Governance, including the Company's Good Corporate Governance (GCG) Commitment, GCG Structure, GCG Guidance, GCG Roadmap, Risk Management, Whistleblowing and Gratification, Information Technology Governance, External Auditor, Audit Committee Charter, and Insider Trading
	Anggaran Dasar / Articles of Association
	Budaya Perusahaan, meliputi Visi dan Misi, dan Budaya Perusahaan / Corporate Culture, including Vision, Mission and Corporate Culture
Lini Bisnis / Line of Business	Konstruksi / Construction
	Jalan Tol / Toll Road
	Precast
	Realty
	Energi / Energy
Hubungan Investor / Investor Relations	Beranda IR (Investor Relation) berisi tentang: / IR (Investor Relations) Home, contains:
	Kenapa Investasi di Waskita ?, meliputi informasi: Rekam jejak yang kuat dalam memperoleh proyek infrastruktur, Lini usaha yang saling mendukung pertumbuhan yang sinambung, Keterlibatan Langsung dalam pertumbuhan permintaan infrastruktur Indonesia. / Why Invest in Waskita ?, includes information: Proven track record in winning major infrastructure projects, Complementary lines of business to support future growth, Direct proxy to the growing infrastructure demand in Indonesia.
	Harga Saham / Stock Price
	Sorotan / Highlights
	Pengumuman Emiten / Issuer Announcement
	Tautan Cepat, berisi: / Quick Links, contain:
	Laporan Tahunan / Annual Report
	Laporan Keuangan / Financial Statements
	Persentasi Perseroan / Corporate Presentation
	Rapat Umum Pemegang Saham / General Meeting of Shareholders
	Informasi Obligasi / Bond Information
	Informasi saham / Share Information
	Pemberitahuan Email / E-mail Alerts
	Informasi Perseroan, meliputi: / Corporate Information, including:
	Profil Perusahaan / Company Profile
	Laporan Board of Commissioner / Board of Commissioners Report
	Laporan Board of Director / Board of Directors Report
	Sambutan President Director / Message from President Director
	Lembaga Penunjang Pasar Modal / Capital Market Supporting Institutions
	Informasi Finansial / Financial Information
	Keterbukaan / Disclosure
	Informasi Saham / Share Information
Permintaan Informasi / Information Request	



Peta Situs www.waskita.co.id / Map of www.waskita.co.id	
Pusat Media / Media Center	Berita / News
	Siaran Pers / Press Release
	Kegiatan / Activities
	Pengumuman / Announcement
	Penghargaan dan Sertifikasi / Awards and Certifications
Sosial / Social	CSR
	PKBL
	WBS
	UPG
SDM / Human Capital	Ikhtisar / Overview
	Kesempatan Berkariier / Career Opportunities
	Pusat Pelatihan Waskita / Waskita Training Center
	Pengumuman / Announcement
	Registrasi Pelamar / Applicant Registration
	E-announcement LHKPN / LHKPN E-announcement
Hubungi Kami / Contact Us	

Keterbukaan informasi Perseroan juga dilakukan Perseroan melalui saluran media sosial, yaitu Facebook, Instagram, Twitter yang dikelola oleh PR Department *Corporate Secretary*.

The Company's disclosure of information is also carried out through social media channels, namely Facebook, Instagram, Twitter, which are managed by the PR Department of Corporate Secretary.





PENDIDIKAN DAN/ATAU PELATIHAN BOARD OF COMMISSIONER, BOARD OF DIRECTOR, COMMITTEE, CORPORATE SECRETARY, DAN INTERNAL AUDIT

Education and/or Training of Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Nama dan Jabatan / Name and Position	Jenis Pendidikan dan Pelatihan / Type of Education and Training	Materi Pendidikan dan Pelatihan / Education and Training Material	Tempat/Tanggal / Place/Date	Penyelenggara / Organizer
Board of Commissioner				
Badrodin Haiti - <i>President Commissioner</i>	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Mochamad Fadjoel Rachman - <i>Commissioner</i>	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
	Pelatihan / Training	Strategic Discussion Forum & Sharing Best Practices Building The Future - Ready Organization	22-25 Juni 2021 / June 22-25, 2021	Pertamina Training & Consulting
Dedi Syarif Usman - <i>Commissioner</i>	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
T. Iskandar - <i>Commissioner</i>	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Bambang Setyo Wahyudi - <i>Independent Commissioner</i>	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Ahmad Erani Yustika - <i>Independent Commissioner</i>	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Muradi - <i>Independent Commissioner</i>	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
	Pelatihan / Training	Executive Insight Leadership Series	2-4 November 2021 / November 2-4, 2021	Pertamina Training & Consulting
Board of Director				
Destiawan Soewardjono - <i>President Director</i>	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
	Pelatihan / Training	Webinar Dunia Usaha Berintegritas / Webinar: Business World with Integrity	28 April 2021 / April 28, 2021	KPK
Taufik Hendra Kusuma - <i>Director of Finance & Risk Management</i>	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
	Pelatihan / Training	Webinar Peningkatan Kapabilitas Satuan Pengawas Internal / Webinar: Internal Audit Unit Capacity Building	10 Maret 2021 / March 10, 2021	BPKP
	Pelatihan / Training	Onboarding Program Commissioner & Directorship BUMN	23 Juni 2021 / June 23, 2021	BLMI
Hadjar Seti Adji - <i>Director of Human Capital Management & System Development</i>	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Arijanti Erfin - <i>Director of Business Development & QHSE</i>	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
I Ketut Pasek Senjaya Putra - <i>Director of Operation I</i>	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
	Pelatihan / Training	Sosialisasi Layanan Sertifikasi Badan Usaha (SBU) dan Sertifikasi Kompetensi Kerja (SKK) Konstruksi / Dissemination of Business Entity Certification Services (SBU) and Construction Work Competency Certification (SKK)	2 Desember 2021 / December 2, 2021	LPJK



Nama dan Jabatan / Name and Position	Jenis Pendidikan dan Pelatihan / Type of Education and Training	Materi Pendidikan dan Pelatihan / Education and Training Material	Tempat/Tanggal / Place/Date	Penyelenggara / Organizer
Bambang Riyanto - Director of Operation II	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
	Pelatihan / Training	Sosialisasi Layanan Sertifikasi Badan Usaha (SBU) dan Sertifikasi Kompetensi Kerja (SKK) Konstruksi / Dissemination of Business Entity Certification Services (SBU) and Construction Work Competency Certification (SKK)	2 Desember 2021 / December 2, 2021	LPJK
Gunadi - Director of Operation III	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Committee				
Suyanto - Audit Committee	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Ihda Muktiyanto - Audit Committee	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Apri Artoto - Risk Committee	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Djaka Kusmartata - Risk Committee	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Zamroni - Komite Nominasi dan Remunerasi	Pelatihan CGC / GCG Training	I-Day Governance Risk Compliance Seminar di Perseroan / I-Day Governance Risk Compliance Seminar at the Company	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Corporate Secretary				
Ratna Ningrum – Senior Vice President	Pengembangan / Development	Leadership Development Program	22 Januari 2021 / January 22, 2021	PT Waskita Karya
	Pelatihan / Training	Women's Leader Empowerment	21 Mei 2021 / May 21, 2021	PT WIKA
	Pelatihan / Training	Workshop Finance for Non Finance	11 September 2021 / September 11, 2021	ICSA
	Pelatihan / Training	Executive Insight Leadership	2-4 November 2021 / November 2-4, 2021	Pertamina Training & Consulting
Idi Heryadi - Sekretariat & GA Manager	Pelatihan / Training	Intelijen dan Investigasi Dasar / Basic Intelligence and Investigation	31 Agustus 2021 / August 31, 2021	Sigap Academy
Julius Caesar - Investor Relations Manager	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Didik Krisdianto - Public Relations Manager	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Ahmad Chairuddin - Archives Management Manager	Pelatihan / Training	Webinar Pemberdayaan Unit Kearsipan di Lingkungan BUMN / Webinar on Empowerment of Archives Unit in SOEs	4-5 Agustus 2021 / August 4-5, 2021	Arsip Nasional RI
Imam Supradja - GA Expert	Pelatihan / Training	Intelijen dan Investigasi Dasar / Basic Intelligence and Investigation	31 Agustus 2021 / August 31, 2021	Sigap Academy
Indra Kurnia - PR Junior Expert	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Adji Firmantoro - Staf Ahli Direksi	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Fils Cahyani - Secretary BOD	Pengembangan / Development	Diseminasi Program Transformasi 4.0	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Imelda Clarissa - Secretary BOD	Pengembangan / Development	Diseminasi Program Transformasi 4.0	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Yessica Meliana - Secretary BOD	Pengembangan / Development	Diseminasi Program Transformasi 4.0	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Arin Safira - Secretary BOD	Pengembangan / Development	Diseminasi Program Transformasi 4.0	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Angelina Pane - Secretary BOC	Pengembangan / Development	Diseminasi Program Transformasi 4.0	8 Oktober 2021 / October 8, 2021	PT Waskita Karya
Nikita Sari Cahyani - Sekretariat Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI



Nama dan Jabatan / Name and Position	Jenis Pendidikan dan Pelatihan / Type of Education and Training	Materi Pendidikan dan Pelatihan / Education and Training Material	Tempat/Tanggal / Place/Date	Penyelenggara / Organizer
Dyah Savitri - Secretariat Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Dwi Cahyaningtyas - Secretariat Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Jalu Respati - Secretariat Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Yudo Bayu Samodro - GA Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Agustina Nur Salamah - GA Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Farhan Nuril Huda - GA Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Langgeng Widodo - GA Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Alvina Kusumawardani - Investor RelationsExpert / SDU	Pelatihan / Training	Professional Financial Modeler (PFM)	31 Jul - 28 Ags 2021 / July 31 - August 28, 2021	RJ Consulting
Anissa Priyanka Damanik - Investor Relations Officer	Pelatihan / Training	Broker Dealer Training	27 Agustus – 10 September 2021 / August 27 - September 10, 2021	Bina Insan
M. Fajriandika - Investor Relations Officer	Pelatihan / Training	Certified Investor Relations (CIR) Batch 25	15-18 Maret 2021 / March 15-18, 2021	I2RI
	Pelatihan / Training	Broker Dealer Training	27 Agustus – 10 September 2021 / August 27 - September 10, 2021	Bina Insan
Yudha Setya Wirawan - Investor Relations Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Albert Agung Yohanes Hutapea - Investor Relations Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Rahadipta Yasudewa - Public Relations Officer	Sertifikasi / Certification	Sertifikasi Kompetensi Public Relations Angkatan IV / Public Relations Competency Certification Class IV	8-9 Maret 2021 / March 8-9, 2021	Forum Humas BUMN
	Pelatihan / Training	Webinar Fotografi Jurnalistik / Journalistic Photography Webinar	27 Maret 2021 / March 27, 2021	KAGAMA
	Pelatihan / Training	Pelatihan Menulis Release dan Konten Publikasi / Release Writing and Publication Content Training	27 Mei – 11 Juni 2021 / May 27 – June 11, 2021	PT Waskita Karya
Yudhistira Amran Saleh - Public Relations Officer	Pelatihan / Training	Webinar Fotografi Jurnalistik / Journalistic Photography Webinar	27 Maret 2021 / March 27, 2021	KAGAMA
	Pelatihan / Training	Pelatihan Menulis Release dan Konten Publikasi / Release Writing and Publication Content Training	27 Mei – 11 Juni 2021 / May 27 – June 11, 2021	PT Waskita Karya
M. Bayu Edigani - Public Relations Officer	Pelatihan / Training	Webinar Fotografi Jurnalistik / Journalistic Photography Webinar	27 Maret 2021 / March 27, 2021	KAGAMA
	Pelatihan / Training	Pelatihan Menulis Release dan Konten Publikasi / Release Writing and Publication Content Training	27 Mei – 11 Juni 2021 / May 27 – June 11, 2021	PT Waskita Karya
Lisa Umi Kalsum - Public Relations Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Sarza Desianti Fahmi - Public Relations Officer	Pelatihan / Training	Webinar Fotografi Jurnalistik / Journalistic Photography Webinar	27 Maret 2021 / March 27, 2021	KAGAMA
Btari Sekar Ayu Sakina - Public Relations Officer	Pelatihan / Training	Webinar Fotografi Jurnalistik / Journalistic Photography Webinar	27 Maret 2021 / March 27, 2021	KAGAMA
	Pelatihan / Training	Pelatihan Menulis Release dan Konten Publikasi / Release Writing and Publication Content Training	27 Mei – 11 Juni 2021 / May 27 – June 11, 2021	PT Waskita Karya
	Pelatihan / Training	Pelatihan The 31st Workshop PR Indonesia Series / Training: The 31st Workshop PR Indonesia Series	8-10 Desember 2021 / December 8-10, 2021	PR Indonesia
Kinanti Khairunnisa Putri - Public Relations Officer	Pelatihan / Training	Pelatihan Menulis Release dan Konten Publikasi / Release Writing and Publication Content Training	27 Mei – 11 Juni 2021 / May 27 – June 11, 2021	PT Waskita Karya
	Pelatihan / Training	Pelatihan The 31st Workshop PR Indonesia Series / Training: The 31st Workshop PR Indonesia Series	8-10 Desember 2021 / December 8-10, 2021	PR Indonesia



Nama dan Jabatan / Name and Position	Jenis Pendidikan dan Pelatihan / Type of Education and Training	Materi Pendidikan dan Pelatihan / Education and Training Material	Tempat/Tanggal / Place/Date	Penyelenggara / Organizer
Muhammad Ikhsan - Public Relations Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Mahesa Sakadipa - Archives Management Officer	Pelatihan / Training	Webinar Pemberdayaan Unit Kearsipan di Lingkungan BUMN / Webinar on Empowerment of Archives Unit in SOEs	4 – 5 Agustus 2021 / August 4-5, 2021	Arsip Nasional RI
Agus Arifin - Archives Management Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Anggara Putra Daru - Archives Management Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Hadim - Archives Management Officer	Pelatihan / Training	The 3rd Indonesia Human Capital Summit 2021	16-17 November 2021 / November 16-17, 2021	FHCI
Internal Audit				
Dwi Agus Rahsetiyo – Senior Vice President	Pengembangan / Development	Leadership Development Program	22 Januari 2021 / January 22, 2021	PT Waskita Karya
	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
	Pelatihan / Training	Teknik Interogative dan Investigative Interview di Era Pandemi Korona / Interrogative and Investigative Interview Techniques in the Corona Pandemic Era	14-15 Oktober 2021 / October 14-15, 2021	Asia Anti Fraud
	Sertifikasi / Certification	Certified Internal Audit Executive (CIAE)	22-26 November 2021 / November 22-26, 2021	BPKP
Raimo Sembiring – Operational Auditor	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
Budhi Jafroni – Operational Auditor	Pelatihan / Training	Webinar AAI: Economic Outlook 2021 di Era Pandemi (Peluang dan Acaman Bagi Perusahaan / AAI Webinar: Economic Outlook 2021 in the Pandemic Era (Opportunities and Threats for Companies	19 Februari 2021 / February 19, 2021	Asosiasi Auditor Internal
	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
Dhyka Dwi Saputra – Auditor Internal	Pelatihan / Training	Lead Auditor ISO 37001	21 – 25 Juni 2021 / June 21-25, 2021	PT Waskita Karya
	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
	Pelatihan / Training	Webinar "Membangun Ekosistem Anti Penyuapan ISO 37001:2016 Sistem Manajemen Penyuapan / Webinar "Building Anti-Bribery Ecosystem ISO 37001:2016 Bribery Management System	2 September 2021 / September 2, 2021	Kementerian PUPR
	Pelatihan / Training	Pelatihan Penanganan Pengaduan Masyarakat / Community Complaint Handling Training	4-7 Oktober 2021 / October 4-7, 2021	KPK RI
Ima Fisriyanto – Operational Auditor	Pelatihan / Training	Webinar Dunia Usaha Berintegritas / Webinar: Business World with Integrity	28 April 2021 / April 28, 2021	KPK
	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
	Pelatihan / Training	Webinar "Membangun Ekosistem Anti Penyuapan ISO 37001:2016 Sistem Manajemen Penyuapan / Webinar "Building Anti-Bribery Ecosystem ISO 37001:2016 Bribery Management System	2 September 2021 / September 2, 2021	Kementerian PUPR
	Pelatihan / Training	Teknik Interogative dan Investigative Interview di Era Pandemi Korona / Interrogative and Investigative Interview Techniques in the Corona Pandemic Era	14-15 Oktober 2021 / October 14-15, 2021	Asia Anti Fraud



Nama dan Jabatan / Name and Position	Jenis Pendidikan dan Pelatihan / Type of Education and Training	Materi Pendidikan dan Pelatihan / Education and Training Material	Tempat/Tanggal / Place/Date	Penyelenggara / Organizer
Lukas Dewantoro - System Auditor	Pelatihan / Training	Webinar AAI: Economic Outlook 2021 di Era Pandemi (Peluang dan Acaman Bagi Perusahaan / AAI Webinar: Economic Outlook 2021 in the Pandemic Era (Opportunities and Threats for Companies	19 Februari 2021 / February 19, 2021	Asosiasi Auditor Internal
	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
Happy Indra S. - Production Expert	Pelatihan / Training	Webinar AAI: Economic Outlook 2021 di Era Pandemi (Peluang dan Acaman Bagi Perusahaan / AAI Webinar: Economic Outlook 2021 in the Pandemic Era (Opportunities and Threats for Companies	19 Februari 2021 / February 19, 2021	Asosiasi Auditor Internal
	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
Evy Purwanty - Financial Junior Expert	Pelatihan / Training	Lead Auditor ISO 37001	21 – 25 Juni 2021	PT Waskita Karya
	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
Rahman Hafiz - Accounting Expert	Pelatihan / Training	Lead Auditor ISO 37001	21 – 25 Juni 2021 / June 21-25, 2021	PT Waskita Karya
	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
Desi Erika Idawaty - Pj. Financial Auditor	Pelatihan / Training	Webinar AAI: Economic Outlook 2021 di Era Pandemi (Peluang dan Acaman Bagi Perusahaan / AAI Webinar: Economic Outlook 2021 in the Pandemic Era (Opportunities and Threats for Companies	19 Februari 2021 / February 19, 2021	Asosiasi Auditor Internal
	Pelatihan / Training	Lead Auditor ISO 37001	21 – 25 Juni 2021 / June 21-25, 2021	PT Waskita Karya
	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
Rizki Ilmawan - Site Administration Officer	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
M. Nizar Firmansyah - Accounting & Finance Officer	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
	Pelatihan / Training	Pelatihan Penanganan Pengaduan Masyarakat / Community Complaint Handling Training	4-7 Oktober 2021 / October 4-7, 2021	KPK RI
Hafiz M.A. Pontoh - Site Administration Officer	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
	Pelatihan / Training	Pelatihan Penanganan Pengaduan Masyarakat / Community Complaint Handling Training	4-7 Oktober 2021 / October 4-7, 2021	KPK RI
Rizky Pangestu - Administration Officer	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya
Bambang Irawan - Financial Auditor	Pelatihan / Training	Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	PT Waskita Karya

04

FUNGSI PENUNJANG BISNIS

BUSINESS SUPPORT FUNCTIONS





TATA KELOLA SUMBER DAYA MANUSIA

Human Capital Governance

SUMBER DAYA MANUSIA

Dalam menjalankan bisnisnya, PT Waskita Karya sangat menyadari pentingnya pengelolaan sumber daya manusia yang tepat guna sehingga dapat mencapai pertumbuhan bisnis yang diinginkan. Di Waskita, pengelolaan sumber daya manusia (*Human Capital/HC*) dalam dunia usaha telah berkembang menjadi *Human Capital Management (HCM)* yang mengintegrasikan sistem pengelolaan HC dengan strategi yang mampu meningkatkan daya saing dan akselerasi kinerja perusahaan. Perseroan menyadari bahwa dengan terciptanya SDM yang Amanah, Kompeten, Harmonis, Loyal, Adaptif serta Kolaboratif, merupakan salah satu faktor yang amat penting dalam mendukung keberlanjutan usaha. Pengelolaan SDM yang tepat dan berkesinambungan terus dilakukan Perseroan dalam mengembangkan talenta yang berkualitas di tengah kondisi industri konstruksi, rekayasa, investasi infrastruktur, dan property/realty yang semakin kompetitif.

HUMAN CAPITAL

In running its business, PT Waskita Karya is fully aware of the importance of effective human capital management to achieve the desired business growth. At Waskita, the management of Human Capital/HC in the business world has developed into Human Capital Management (HCM) which integrates the HC management system with strategies that are able to increase competitiveness and accelerate company performance. The Company acknowledges that the creation of Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative human resources is one of the most important factors in supporting business sustainability. The Company continuously carries out proper and sustainable HC management in developing quality talents in the midst of the increasingly competitive conditions in the construction, engineering, infrastructure and property/realty industries.



Dalam melaksanakan pengelolaan SDM yang terintegrasi dengan strategi Perseroan dan senantiasa mempertimbangkan pengaruh perkembangan global baik perkembangan industri maupun perkembangan teknologi. Untuk itu, Perseroan menerapkan strategi restrukturisasi terhadap organisasi Perseroan demi memenuhi kebutuhan serta perkembangan bisnis yang dinamis.

In implementing HC management that is integrated with the Company's strategy, the Company always considers the influence of global developments, both industrial developments and technological developments. To that end, the Company implements a restructuring strategy for the Company's organization in order to meet the needs and dynamic business developments.

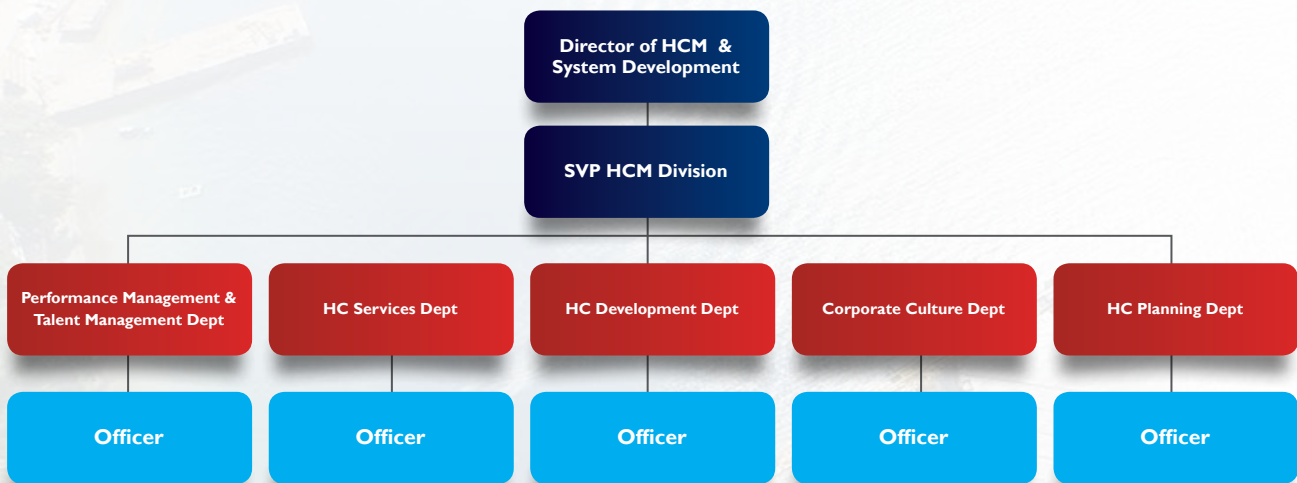
Dalam melaksanakan pengelolaan SDM yang terintegrasi dengan strategi Perseroan dan senantiasa mempertimbangkan pengaruh perkembangan global baik perkembangan industri maupun perkembangan teknologi. Untuk itu, Perseroan menerapkan strategi restrukturisasi terhadap organisasi Perseroan demi memenuhi kebutuhan serta perkembangan bisnis yang dinamis. Perseroan meyakini bahwa dengan strategi pengelolaan SDM yang efektif dan tepat guna, serta inovasi dan kemampuan serta menghasilkan layanan yang baik dari setiap individu, dapat memberikan nilai tambah dalam meningkatkan daya saing untuk menghadapi setiap tantangan yang ada. Untuk itu, Perseroan berfokus pada pembentukan SDM yang kompeten, berintegritas tinggi, serta menjunjung sikap dan perilaku yang jujur.

In implementing HC management that is integrated with the Company's strategy, the Company always considers the influence of global developments, both industrial developments and technological developments. To that end, the Company implements a restructuring strategy for the Company's organization in order to meet the needs and dynamic business developments. The Company believes that an effective and efficient HC management strategy, as well as innovation and capability as well as producing good service from each individual can provide added value in increasing competitiveness to face every challenge that exists. Therefore, the Company focuses on the formation of competent human capital, with high integrity, and upholds honest attitudes and behavior.

STRUKTUR PENGELOLA SDM

Berdasarkan Surat Keputusan Board of Directors No. 35/SK/WK/2021 tanggal 29 Oktober 2021 tentang Perubahan Struktur Organisasi dan Jabatan pada Struktur Organisasi Perusahaan PT Waskita Karya (Persero) Tbk. dan Surat Keputusan Board of Directors No. 92/SK/WK/2020 tanggal 22 Desember 2020 tentang Perubahan Struktur Organisasi Corporate Office PT Waskita Karya (Persero) Tbk, pengelolaan SDM di lingkup Perseroan dilakukan oleh Human Capital Management (HCM) Division yang bertanggung jawab penuh dalam mengelola SDM Perseroan. Divisi ini terbagi menjadi 4 (empat) Performance Management & Talent Management, HC Development, HC Services, dan HC Planning & Corporate Culture.

Struktur Organisasi Pengelola SDM



Sampai dengan 31 Desember 2021, jumlah pegawai HCM Division adalah sebanyak 19 (sembilan belas) orang, termasuk di dalamnya 1 (satu) orang SVP, 1 (satu) orang Senior Expert HCM, 4 (empat) orang Manager, dan 13 (tiga belas) orang Officer. Adapun pembagian tugas dan fungsi masing-masing Department dalam HCM Division antara lain sebagai berikut:

HUMAN CAPITAL MANAGEMENT STRUCTURE

Based on the Decree of Board of Directors No. 35/SK/WK/2021 dated October 29, 2021 on Changes in Organization Structure and Position in Organization Structure of PT Waskita Karya (Persero) Tbk and the Decree of Board of Directors No. 92/SK/WK/2020 dated December 22, 2020 concerning Changes in the Organizational Structure of PT Waskita Karya (Persero) Tbk's Corporate Office, Human Capital management in the Company is carried out by the Human Capital Management (HCM) Division which is fully responsible for managing the Company's HR. This division is divided into 4 (four) Performance Management & Talent Management, HC Development, HC Services, and HC Planning & Corporate Culture.

HC Management Organizational Structure

As of December 31, 2021, HCM Division has 19 (nineteen) employees, including 1 (one) SVP, 1 (one) HCM Senior Expert, 4 (four) Managers, and 13 (thirteen) Officers. The distribution of duties and functions of each Department in the HCM Division are as follows:

Performance Management & Talent Management	<ol style="list-style-type: none"> 1. Menyusun pedoman penyusunan rencana strategis SDM meliputi program talenta, kompensasi & benefit, dll untuk seluruh Grup Waskita; 2. Menyusun program pengembangan karir, manajemen talenta, <i>talent acquisition</i>, <i>employee retention</i>, dan kompensasi & benefits; 3. Mengembangkan program <i>talent management</i> yang meliputi identifikasi, pemeliharaan, pengembangan dan promosi; 4. Bekerja sama dengan <i>Corporate Office</i>/Business Unit lain dalam mengkoordinasikan, mengawasi dan menindaklanjuti penerapan sistem penilaian kinerja (KPI Individu); 5. Penyusunan rencana pengembangan program Waskita <i>Employee Self Service</i> (WEST); 6. Melakukan penilaian efektivitas organisasi serta menentukan parameter perubahan organisasi; 7. Mengkoordinir penyelenggaraan pembekalan calon <i>Project Manager</i> berkoordinasi dengan <i>Project Control Division</i>; 8. Melakukan pengelolaan <i>Talent Mobility</i> antara Waskita Induk dan entitasnya. 	<ol style="list-style-type: none"> 1. Prepare guidelines for the preparation of HC strategic planning, including talent programs, compensation & benefits, etc. for the entire Waskita Group; 2. Develop career development, talent management, talent acquisition, employee retention, and compensation & benefits programs; 3. Develop talent management program that includes identification, maintenance, development and promotion; 4. Cooperate with other Corporate Offices/Business Units in coordinating, supervising and following up on the implementation of performance appraisal system (Individual KPI); 5. Develop the development plan of Waskita Employee Self Service (WEST) program; 6. Assess organizational effectiveness and determine organizational change parameters; 7. Coordinate the briefing for Project Manager candidates in coordination with the Project Control Division; 8. Manage Talent Mobility between Waskita and its entities.
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HC Services	<ol style="list-style-type: none"> 1. Menyiapkan usulan program <i>employee retention</i> yang meliputi kompensasi & Benefit bagi pegawai, penghargaan, dan rekreasi; 2. Menyelenggarakan manajemen pemberhentian pegawai sesuai dengan aturan perusahaan dan perjanjian kerja bersama (PKB); 3. Menyelenggarakan sistem penggajian, pengelolaan Waskita <i>Employee Self-Service Technology</i> (WEST HCM) di bidang pengelolaan pegawai; 4. Menyiapkan MOU dan kontrak kerja dengan perusahaan penyedia tenaga kerja dalam pengadaan SDM melalui <i>outsourcing</i>; 5. Menyiapkan evaluasi strategi dan kebijakan kompensasi dan benefit sesuai <i>benchmarking</i> terhadap industri sejenis; 6. Menyusun pedoman proses rekrutmen, <i>payroll</i>, administrasi kepegawaian, hubungan industrial, dan komunikasi internal; 7. Melaksanakan proses rekrutmen sesuai dengan <i>manpower planning</i>; 8. Mengelola <i>manpower planning</i> yang telah dirancang oleh <i>HC Planning & Corporate Culture Department</i>; 9. Mengelola pelaksanaan kompensasi dan benefit pegawai dan pengurus perusahaan; 10. Mengelola hubungan Industrial perusahaan secara dan menyusun dokumen terkait hubungan industrial; 11. Mengembangkan materi komunikasi internal dan melakukan komunikasi internal terkait kepegawaian; 12. Menyelenggarakan <i>Medical Check Up</i> Pegawai dan berkoordinasi dengan <i>QHSE Division</i>; 13. Mengkoordinir pengumpulan KPI dan PKP seluruh pegawai; 14. Mengelola asuransi pensiun Pegawai dan Pengurus Perusahaan; 15. Mengelola Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) PT Waskita Karya (Persero) Tbk; 16. Menyusun dokumen kepegawaian (SK, IM, SE, dll); 17. Mengkoordinir dan melaksanakan program rekrutmen internal (OS) dan peningkatan status pegawai. 	<ol style="list-style-type: none"> 1. Prepare employee retention program proposals that include compensation & benefits for employees, rewards, and recreation; 2. Organize employee dismissal management in accordance with company regulations and collective labor agreement (PKB); 3. Carry out the payroll system, manage Waskita Employee Self-Service Technology (WEST HCM) in employee management; 4. Prepare MOUs and work contracts with suppliers in the procurement of human capital through outsourcing; 5. Prepare evaluation of compensation and benefit strategy and policy according to benchmarking against similar industries; 6. Develop guidelines for recruitment process, payroll, personnel administration, industrial relations and internal communications; 7. Carry out recruitment process in accordance with the manpower planning; 8. Manage manpower planning that has been designed by the HC Planning & Corporate Culture Department; 9. Manage the implementation of compensation and benefits for employees and management; 10. Manage the Company's industrial relations and compiling documents related to industrial relations; 11. Develop internal communication materials and conduct internal communications related to employment; 12. Organize Employee Medical Check Up with collaboration with QHSE Division; 13. Coordinate the collection of KPI and PKP for all employees; 14. Manage employee and management pension insurance; 15. Manage the State Officials Wealth Report (LHKPN) of PT Waskita Karya (Persero) Tbk; 16. Prepare employment documents (SK, IM, SE, etc.); 17. Coordinate and carry out internal recruitment (OS) programs and upgrading employee status.
HC Development	<ol style="list-style-type: none"> 1. Menyiapkan usulan kebijakan, prosedur dan sistem pengembangan karier yang searah dengan sasaran, strategi dan arah pengembangan perusahaan; 2. Memfasilitasi proses pembuatan SKA/SKT sesuai permintaan dari <i>Marketing Division</i> berdasarkan kebutuhan dari Business Unit; 3. Melakukan analisis kebutuhan pelatihan (<i>Training Need Analysis</i>) melalui koordinasi dengan <i>Corporate Office/Business</i>; 4. Menyusun kurikulum, direktori dan program pendidikan, pelatihan dan pengembangan SDM berkoordinasi dengan bagian <i>HC Planning Department dan Performance Management dan Talent Management Department</i>; 5. Memfasilitasi penyelenggaraan program pendidikan, pelatihan dan pengembangan SDM; 6. Melakukan evaluasi dan rencana tindak lanjut terhadap <i>training need analysis</i> (TNA) dan penyelenggaraan pendidikan, pelatihan dan pengembangan SDM; 7. Menyusun pedoman penyusunan rencana dan jadwal pengembangan SDM meliputi program pelatihan formal/informal (pembekalan), kurikulum pelatihan, dll; 8. Berkoordinasi dengan <i>Marketing Division</i> memastikan terpenuhinya kebutuhan sertifikat keahlian, baik penambahan maupun pembaruan, untuk keberlangsungan bisnis Waskita; 9. Melakukan <i>assessment</i> pegawai untuk keperluan promosi, mutasi, dll; 10. Menyiapkan, mengkoordinir, membuat laporan dan mengevaluasi laporan <i>Employee Engagement</i>. 	<ol style="list-style-type: none"> 1. Prepare proposal regarding career development policies, procedures and systems in line with the Company's development goals, strategies and direction; 2. Facilitate the process of making SKA/SKT according to the request of Marketing Division based on the needs of Business Unit; 3. Carry out training needs analysis in coordination with the Corporate Office/Business; 4. Compile curriculum, directories and education, training and development programs of human capital in coordination with the HC Planning Department and Performance Management and Talent Management Department; 5. Facilitate the implementation of human capital education, training and development programs; 6. Conduct the evaluation and follow-up plan on training need analysis (TNA) and organizing human capital education, training and development; 7. Prepare guidelines for the preparation of human capital development plans and schedules including formal/ informal training programs (briefing), training curricula, etc.; 8. Coordinate with the Marketing Division to ensure the fulfillment of the need for certificates of expertise, both additions and updates, for the sustainability of Waskita's business; 9. Conduct employee assessment for promotion, transfer, etc.; 10. Prepare, coordinate, report and evaluate the Employee Engagement report.
HC Planning	<ol style="list-style-type: none"> 1. Menyusun pedoman penyusunan rencana strategis SDM meliputi <i>manpower planning</i> untuk seluruh Grup Waskita 2. Menyusun RKAP dan RJPP terkait HCM Division serta Rencana KPI Unit HCM Division 3. Melakukan pengukuran gap analysis dan monitoring <i>Individual Development Plan</i> (IDP) berkoordinasi dengan <i>Human Capital Development Manager</i> untuk merencanakan program pelatihan sesuai dengan kebutuhan pegawai sesuai dengan pengembangan skills yang dibutuhkan. 4. Merencanakan alokasi SDM di <i>Corporate Office, Business unit</i>, dan Anak Perusahaan serta merumuskan rencana rotasi dan mutasi sesuai dengan kebutuhan SDM berkoordinasi dengan <i>Departement HC</i> terkait. 5. Mengelola <i>Program Early Recruitment</i> melalui Beasiswa Ikatan Dinas bekerjasama dengan Perguruan Tinggi. 6. Menyiapkan evaluasi strategi dan kebijakan sistem remunerasi sesuai <i>benchmarking</i> terhadap industri sejenis. 7. Menyusun pedoman kompensasi dan benefit pegawai dan pengurus perusahaan di Waskita Induk dan entitasnya. 8. Membantu SVP – HCM Division merencanakan program mitigasi risiko dalam bidang pekerjaan terkait dengan mengacu pada PW-Manajemen Risiko. 	<ol style="list-style-type: none"> 1. Develop guidelines for preparing HR strategic plans including manpower planning for the entire Waskita Group 2. Prepare RKAP and RJPP related to the HCM Division and the KPI Plan for the HCM Division 3. Perform measurement of gap analysis and monitoring of Individual Development Plan (IDP) in coordination with Human Capital Development Manager to plan training programs according to employee needs in accordance with the development of required skills. 4. Plan HR allocation in Corporate Offices, Business units, and Subsidiaries as well as formulate rotation and mutation plans according to HR needs in coordination with the relevant HC Department. 5. Manage the Early Recruitment Program through the Service Association Scholarship in collaboration with Universities. 6. Prepare the evaluation of strategies and policies of the remuneration system according to benchmarking against similar industries. 7. Develop guidelines for compensation and benefits for employees and company management at Waskita Parent and its entities. 8. Assist SVP – HCM Division in planning risk mitigation programs in related work fields by referring to PW-Risk Management.



<p>Corporate Culture</p>	<ol style="list-style-type: none"> 1. Menyusun program pengembangan, diseminasi dan implementasi Budaya Perusahaan 2. Melakukan koordinasi dengan <i>Change Director</i>, <i>Change Champion</i>, <i>Change Leader</i> dan <i>Change Agent</i> dalam mengidentifikasi isu-isu, merumuskan, memonitor dan mengevaluasi program-program Budaya Perusahaan 3. Mengelola dan mereview Prosedur Waskita dan Pedoman dibidang HCM (PW-HCM; Pedoman Tugas, Tanggung Jawab, Persyaratan Jabatan dan Organisasi Waskita; dan Pedoman Etika dan Perilaku (COC) Insan Waskita, berkoordinasi dengan Department HC terkait. 4. Melakukan Pengelolaan Platform LMS Waskita. 5. Melakukan koordinasi dengan <i>Corporate Office</i> dan <i>Business Unit</i> terkait dengan Budaya Perusahaan yang mendukung strategi Perusahaan serta memonitor dan menindaklanjuti penerapan program Budaya Perusahaan. 6. Menyelenggarakan dan mengevaluasi Diseminasi dan Implementasi Budaya Perusahaan. 7. Merumuskan dan melakukan penilaian <i>Change Agent</i> berkoordinasi dengan <i>Change Leader</i> dan <i>Change Champion</i> unit terkait. 8. Menyiapkan, mengkoordinir, membuat laporan dan mengevaluasi laporan <i>Employee Engagement</i>. 9. Merumuskan dan mengelola program <i>Employee Value Proposition</i> (EVP). 10. Membantu SVP – HCM Division merencanakan program mitigasi risiko dalam bidang pekerjaan terkait dengan mengacu pada PW-Manajemen Risiko. 11. Menerapkan manajemen anti penyusapan tanpa kecuali, menjunjung tinggi transparansi dalam setiap aspek kegiatan yang dilakukan sesuai fungsi dan tanggung jawab dibidangnya 12. Menyelenggarakan penilaian terkait dengan program Budaya Perusahaan; 13. Merumuskan dan melakukan penilaian <i>Change Agent</i> berkoordinasi dengan <i>Change Leader</i> dan <i>Change Champion</i> unit terkait. 	<ol style="list-style-type: none"> 1. Develop programs for the development, dissemination, and implementation of Corporate Culture 2. Coordinate with Change Director, Change Champion, Change Leader and Change Agent in identifying issues, formulate, monitor, and evaluate Corporate Culture programs 3. Manage and review Waskita Procedures and Guidelines in the field of HCM (PW-HCM; Guidelines for Duties, Responsibilities, Job Requirements and Waskita Organizations; and Code of Conduct (COC) for Waskita Personnel, in coordination with the relevant HC Department. 4. Manage Waskita LMS Platform. 5. Coordinate with the Corporate Office and Business Units related to Corporate Culture that supports the Company's strategy as well as monitor and follow up on the implementation of the Corporate Culture program. 6. Organize and evaluate the Dissemination and Implementation of Corporate Culture. 7. Formulate and evaluate Change Agent in coordination with related Change Leader and Change Champion units. 8. Prepare, coordinate, report, and evaluate Employee Engagement reports. 9. Formulate and manage Employee Value Proposition (EVP) programs. 10. Assist SVP – HCM Division in planning risk mitigation programs in related work fields by referring to PW-Risk Management. 11. Implement anti-bribery management without exception, uphold transparency in every aspect of activities carried out according to the functions and responsibilities in the field. 12. Conduct assessments related to the Corporate Culture program; 13. Formulate and evaluate Change Agent in coordination with related Change Leader and Change Champion units.
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PEJABAT SVP HCM DIVISION

Berdasarkan Surat Keputusan *Board of Directors* No. 83/SK/WK/PEN/2021 tanggal 1 Juli 2021, Perseroan telah menetapkan Indhit Pertomo sebagai *Senior Vice President of Human Capital Management Division* (SPV - HCM Division). Profil lengkap beliau telah disajikan pada bab 'Profil Perusahaan', sub bab 'Profil Pejabat Corporate Office'.

ROADMAP PENGELOLAAN HUMAN CAPITAL

Perseroan telah menyusun roadmap pengelolaan Human Capital (HC) dalam rangka menetapkan arah pengembangan pengelolaan SDM secara berkelanjutan, dengan mempertimbangkan kebutuhan dan tantangan bisnis Perseroan di masa kini dan masa mendatang. Roadmap ini menjadi acuan Perseroan dalam menetapkan setiap kebijakan dan strategi pengelolaan HC di lingkup Perseroan.

Roadmap Pengelolaan Human Capital

Persiapan 2018 / Preparation 2018	Lepas Landas 2019 / Take-off 2019	Pengembangan 2020-2023 / Development 2020-2023	Pengembangan Berkelanjutan 2024 / Sustainable Development 2024
<ol style="list-style-type: none"> 1. Membangun Budaya Perusahaan / Building Corporate Culture 2. Pengembangan Organisasi / Organizational Development 3. Pengembangan HRIS / HRIS Development 4. <i>Talent Mapping</i> 5. Pemetaan Keunggulan kompetitif / Mapping Competitive Advantage 6. Kemitraan Strategis HCM / HCM Strategic Partnership 	Implementasi dan Evaluasi Fase Persiapan serta program: / Implementation and Evaluation of the Preparation Phase and program: <ol style="list-style-type: none"> 1. <i>Talent Management</i> 2. <i>Knowledge Management</i> 3. Pengembangan kepemimpinan / Leadership development 4. Penghargaan pegawai / Employee awards 	Pengembangan untuk menciptakan Nilai: / Development to create Value: <ol style="list-style-type: none"> 1. Visi & Misi yang baru / New Vision & Mission 2. Budaya Perusahaan / Corporate Culture 3. <i>Job Evaluation</i> 4. <i>Lean Organization</i> 5. <i>Engagement Program</i> 6. Pengembangan talenta untuk Spesialisasi dan Segmen baru / Talent development for new Specialties and Segments 7. Pengembangan Learning Management System / Development of Learning Management System 8. Pengembangan HRIS terintegrasi / Integrated HRIS development 	Pengembangan Berkesinambungan dan Turn-around: / Sustainable Development and Turn-around: <ol style="list-style-type: none"> 1. <i>Best Place to Work</i> 2. Pengembangan Digital Talent / Digital Talent Development 3. Pengembangan Artificial Intelligent for HRIS / Development of Artificial Intelligent for HRIS 4. Penyusunan Rencana strategis baru 2024-2029 / Preparation of a new strategic plan 2024-2029

OFFICIAL OF SVP HCM DIVISION

Based on the Decree of Board of Directors No. 83/SK/WK/PEN/2021 dated July 1, 2021, the Company has appointed Indhit Pertomo as Senior Vice President of Human Capital Management Division (SPV - HCM Division). His complete profile has been presented in the "Company Profile" chapter, "Corporate Office Official Profile" section.

HUMAN CAPITAL MANAGEMENT ROADMAP

The Company has prepared a roadmap for Human Capital (HC) management in order to determine the direction of developing sustainable human capital management, by taking into account the current and future needs and challenges of the Company's business. This roadmap becomes the Company's reference in determining every HC management policy and strategy within the Company.

Human Capital Development Roadmap



Roadmap pengelolaan SDM Perseroan sebagaimana terlampir pada bagan di atas, terdiri dari 4 (empat) tahapan, yaitu fase persiapan, fase lepas landas, fase pengembangan, dan fase pengembangan berkelanjutan. Pada tahun 2021, Perseroan memasuki fase pengembangan untuk menciptakan nilai bagi para *stakeholder*.

FOKUS PENGELOLAAN SDM TAHUN 2021

Berdasarkan roadmap Pengelolaan Human Capital, pada tahun 2021 Perseroan melanjutkan fase tahun sebelumnya yakni Pengembangan Berkelanjutan 2020-2023 dengan berfokus pada penciptaan value, sistem manajemen SDM berkelanjutan, penyiapan pemimpin untuk menghadapi tantangan dan era baru, pengembangan rencana strategis Transformasi Bisnis, dan persiapan menghadapi siklus kedua. Upaya tersebut bertujuan agar perseroan dapat menjadi pusat keunggulan bagi pengembangan SDM yang kompeten di bidang industri konstruksi.

Berdasarkan target dan fokus yang tercantum pada Roadmap Pengelolaan Human Capital, di tahun 2021, Perseroan berupaya mewujudkan tujuannya untuk membangun SDM dan menyiapkan masa depannya, serta menjadi partner strategis bagi perusahaan melalui sejumlah program dan strategi yang dikemas dalam roadmap Transformasi HCM, di antaranya melalui pengembangan Budaya Perusahaan, job evaluation, program lean organization, pengembangan talenta untuk spesialisasi dan segmen baru, serta pengembangan Learning Management System & HRIS melalui teknologi informasi yang terintegrasi.

Strategi Pengelolaan SDM

Perseroan memandang bahwa SDM merupakan aset utama yang menentukan keberlanjutan usaha, untuk itu Perseroan berkomitmen untuk menciptakan SDM yang unggul dan berkompoten, yang ditunjang dengan kebijakan dan perangkat HCM yang komprehensif, dimulai dari perencanaan pegawai hingga pensiun. Perseroan telah menyusun *manpower planning* yang merupakan proses perencanaan kebutuhan SDM dalam jangka panjang, menengah, dan pendek terkait visi, misi dan Rencana Jangka Panjang Perusahaan (RJPP).

The Company's HC management roadmap as described in the chart above consists of 4 (four) phases, namely the preparation phase, the take-off phase, the development phase and the sustainable development phase. In 2020, the Company entered the development phase to creating value for stakeholders.

HC MANAGEMENT FOCUS IN 2021

Based on the Human Capital Management roadmap, in 2021 the Company continued the previous year's phase, namely Sustainable Development 2020-2023 by focusing on value creation, sustainable HR management systems, preparing leaders to face new challenges and eras, developing strategic plans for Business Transformation, and preparing for the second cycle. These efforts aim to enable the Company to become a center of excellence for the development of competent human resources in the construction industry.

Based on the targets and focus listed in the Human Capital Management Roadmap, in 2021, the Company sought to realize its goal of developing human resources and preparing for the future, as well as becoming a strategic partner for the Company through a number of programs and strategies that are packaged in the HCM Transformation roadmap, including through development of Corporate culture, job evaluations, lean organization programs, talent development for new specialties and segments, as well as the development of Learning Management System & HRIS through integrated information technology.

HC Management Strategy

The Company perceives human capital as the main asset that determines business sustainability. To that end, the Company is committed to creating superior and competent HC, which is supported by comprehensive HCM policies and devices, starting from manpower planning to retirement. The Company compiled the manpower planning, which is a planning process for human capital needs in the long, medium and short term related to the Company's vision, mission and Long Term Plan (RJPP).

Dalam menyusun manpower planning, Perseroan mengacu kepada beberapa faktor, yakni sebagai berikut:

1. Rencana Strategis SDM

Struktur Organisasi dan *People Model*

- a. Struktur Organisasi adalah struktur dan tata kerja yang mengatur secara rinci dalam bagian-bagian kegiatan unit-unit kerja dan unit-unit bisnis Perseroan. Penetapan Struktur Organisasi ditetapkan dengan Surat Keputusan Board of Directors;
- b. Struktur Organisasi mencerminkan Visi, Misi dan Nilai Budaya Perusahaan untuk mendukung tercapainya sasaran dan tujuan jangka pendek maupun jangka panjang perusahaan;
- c. *People Model* adalah insan Waskita yang memenuhi tuntutan kebutuhan visi, misi dan nilai budaya perusahaan untuk mendukung peningkatan kinerja, pertumbuhan dan pencapaian tujuan jangka panjang perusahaan.

2. Perencanaan Pegawai

- a. Perencanaan pegawai adalah seluruh aspek kegiatan pengelolaan SDM untuk memastikan SDM tersedia secara tepat waktu, tepat jumlah dan tepat kualitas dengan kinerja dan komitmen tinggi sehingga memberikan nilai tambah maksimal sesuai dengan kebutuhan organisasi/perusahaan;
- b. Perencanaan pegawai dilakukan dengan menelaah tingkat kebutuhan pegawai berdasarkan jumlah, jabatan dan kompetensi;
- c. Perencanaan Kebutuhan Pegawai adalah proses yang dilakukan oleh HC Department di Corporate Office/ Business Unit atas persetujuan Board of Director, dengan:
 - i) Menetapkan rencana jumlah pegawai yang dibutuhkan;
 - ii) Melakukan evaluasi jabatan.

REKRUTMEN DAN TINGKAT PERPUTARAN PEGAWAI

Proses rekrutmen pegawai di lingkup Perseroan diharapkan dapat menghasilkan pegawai yang kompeten, dapat dikembangkan serta dapat menumbuhkan loyalitas. Perseroan berusaha menempatkan orang yang tepat pada fungsi yang tepat, sehingga tercipta SDM berkualitas yang akan terus tumbuh dalam jangka waktu yang panjang.

Tahapan awal yang dilakukan Perseroan melaksanakan rekrutmen pegawai adalah dengan melakukan kajian terhadap Rencana Kebutuhan *Human Capital Management*. Kajian tersebut selanjutnya menjadi acuan yang digunakan dalam proses rekrutmen pegawai baru. Dalam proses pelaksanaan rekrutmen, Perseroan memiliki Daftar Rekanan Waskita (DRW) sebagai rekanan/provider yang membantu proses rekrutmen.

In preparing the manpower planning, the Company refers to several factors, namely as follows:

1. HC Strategic Plan

Organizational Structure and *People Model*

- a. Organizational Structure is a structure and working procedure that regulates the activities of work units and business units of the Company in details. The establishment of Organizational Structure is stipulated by a Decree of Board of Directors;
- b. Organizational Structure reflects the Corporate Vision, Mission and Culture Values to support the achievement of short and long term goals and objectives of the company;
- c. *People Model* is a Waskita personnel who meets the demands of vision, mission and corporate culture values to support performance improvement, growth and achievement of long-term objectives of the company.

2. Manpower Planning

- a. Manpower planning is all aspects of HC management activities to ensure HC is available in timely manner, accurate in quantity and quality with high performance and commitment so as to provide maximum added value in accordance with the needs of the organization/ company;
- b. Manpower planning is carried out by reviewing the level of employee needs based on the number, position and competence;
- c. Manpower requirement planning is a process undertaken by the HC Department at Corporate Office/business unit with the approval of the Board of Directors, by:
 - i) Establishing the planned number of employees required;
 - ii) Conducting job evaluations.

RECRUITMENT AND EMPLOYEE TURNOVER

The recruitment process in the Company is expected to result in competent employees, whom can be developed and loyal. The Company strives to place the right people in the right functions, so as to create high quality human capital that will continue to grow in the long term.

The initial stage carried out by the Company in employee recruitment is reviewing the Human Capital Management Requirement Plan. The review then becomes a reference used in the process of recruiting new employees. In the implementation of recruitment process, the Company owns Waskita Partner List (DRW) as a partner/provider that helps the recruitment process.



Perseroan menjamin bahwa prinsip-prinsip Hak Asasi Manusia (HAM) senantiasa dijunjung dalam setiap proses rekrutmen yang dijalankan, dengan menjamin tidak adanya diskriminasi terhadap unsur-unsur SARA (Suku, Agama, Ras dan Antar Golongan), dan jenis kelamin. Pertimbangan pada proses rekrutmen sepenuhnya memperhitungkan kemampuan dan kompetensi calon pegawai yang dibutuhkan untuk mengisi jabatan terkait.

Proses rekrutmen pegawai yang dilaksanakan Perseroan terbagi dalam 2 (dua) metode, yaitu rekrutmen eksternal dan rekrutmen internal.

1. Rekrutmen Eksternal

Proses rekrutmen ini menggunakan sumber yang berasal dari luar Perseroan.

- a. *Fresh Graduates/Management Trainee (MT)* dikhususkan untuk mengisi jabatan *Entry Level*;
- b. *Profesional/Ahli* ditujukan untuk memenuhi pegawai dengan latar belakang yang berbeda dengan keahlian/keterampilan yang belum dimiliki guna mendapatkan ide-ide baru.

2. Rekrutmen Internal

Proses rekrutmen ini bersumber dari dalam Perseroan.

- a. Mutasi pegawai yang mencakup transfer dan promosi jabatan;
- b. Pengayaan pegawai kembali.

Rekrutmen pegawai yang dilakukan Perseroan, berdasarkan pada data *manpower planning* yang telah dijelaskan sebelumnya. Proses rekrutmen senantiasa menjunjung asas keterbukaan, kewajaran, dan kesetaraan. Calon pegawai dijaring melalui pemasangan iklan lowongan kerja di website Perseroan, *job fair*, kerja sama dengan universitas-universitas ternama, serta seleksi bagi calon pegawai yang pernah melakukan praktik kerja lapangan di Perseroan.

Secara khusus, Perseroan merekrut calon pegawai melalui jalur *management trainee* untuk posisi tertentu yang membutuhkan kompetensi, leadership, serta keahlian khusus. Selain melalui jalur *management trainee*, Perseroan juga melakukan rekrutmen dengan mekanisme lain seperti *professional hire* untuk memenuhi kebutuhan pegawai dengan latar belakang yang berbeda dengan keahlian/keterampilan yang belum dimiliki guna mendapatkan ide-ide baru. Rekrutmen juga dilakukan dengan mekanisme alih daya untuk menarik pegawai melalui pihak ketiga atau outsource. Calon pegawai yang terpilih akan mengikuti seleksi administratif, tes kompetensi teknis, bahasa Inggris, tes potensi akademik, psikotes, wawancara *Board of Directors* dan tes kesehatan.

The Company guarantees that human rights principles are always upheld in every recruitment process carried out through the absence of discrimination against SARA (Ethnicity, Religious, Race, and Intergroup) elements, and gender. The recruitment process fully considers the abilities and competencies of prospective employees as required to fill the relevant positions.

The recruitment process consists of 2 (two) methods, namely external recruitment and internal recruitment.

1. External recruitment

This recruitment process uses sources from outside the Company.

- a. *Fresh graduates/management trainee (MT)*: carried out to fill the *Entry Level Position*;
- b. *Professional/Expert*: carried out to meet employees with different backgrounds with expertise/skill not yet possessed in order to get new ideas.

2. internal Recruitment

This recruitment process uses sources from inside the Company.

- a. Employee rotation including transfer and job promotion;
- b. Employee re-employment.

Employee recruitment carried out by the Company is based on the manpower planning data previously described. The candidates are recruited through job advertisements on the Company's website, job fair, collaboration with reputable universities, and selection process for those who have become internee in the Company.

In particular, the Company also has management trainee program to recruit potential candidates for certain post requiring special competency, leadership and expertise. Other than through the management trainee, the Company conducts recruitment through other mechanisms, such as professional hire to meet the demands of employees with diverse backgrounds and unattained skills in order to get new ideas. The recruitment is also conducted through outsourcing mechanism to attract employees from the appointed third parties. The candidates from this program will go through administrative selection, technical competency test, English skills test, academic potential test, psychological test, interview with Board of Directors and medical check-up.

Sepanjang tahun 2021, Perseroan telah merekrut sebanyak 46 (empat puluh enam) karyawan baru, di antaranya 2 (dua) orang lulusan baru melalui program Ikatan Dinas yang berasal dari jurusan Teknik Sipil, program Fresh Graduate D3/D4 dan program Pengangkatan Pegawai serta 44 (empat puluh empat) orang tenaga berpengalaman. Jumlah tersebut menurun 7 (tujuh) orang dibandingkan rekrutmen tahun 2020 yang sebanyak 53 (lima puluh tiga) orang.

Data Rekrutmen Pegawai 2020-2021

Jenis Rekrutmen / Recruitment Type	2021	2020
Lulusan Baru / Fresh Graduates	2	8
Tenaga Berpengalaman / Experts/Professional	44	45
Jumlah / Total	46	53

Untuk menunjang kinerjanya, para pegawai baru mutlak melakukan proses adaptasi dan mengembangkan kemampuan berkomunikasi dilingkungan Perseroan. Karena itu, Perseroan juga menekankan kepada pegawai baru untuk berpikir terbuka dan positif serta harus memahami tugas dengan baik sebagai langkah awal dalam bekerja. Bagi para pegawai yang baru bergabung, akan diberikan pembekalan untuk langsung ditempatkan dalam proyek-proyek yang sedang berjalan. Para pegawai baru ini diberikan program orientasi dan *on the job training* untuk mengenal sistem, prosedur, dan budaya yang berlaku di Perseroan.

Program orientasi dilakukan secara *in class* maupun melalui *outbound* dan pengenalan disiplin secara militer. Selanjutnya mereka akan ditempatkan secara temporer di *Corporate Office/Business Unit* selama kurang lebih 5 (lima) bulan untuk mengetahui sejauh mana mereka telah menguasai sistem dan prosedur yang berlaku di Perseroan, yang telah dipelajarinya dalam masa orientasi. Perseroan juga melakukan pemantauan dan mentoring, serta evaluasi terhadap pegawai baru dalam *on the job training*. Selama masa orientasi dan *on the job training*, para pegawai baru tersebut diberikan penilaian kinerja untuk penetapan diangkat atau tidaknya sebagai pegawai Perseroan.

Sementara, Perseroan juga terus berupaya untuk menciptakan lingkungan kerja yang kondusif untuk menumbuhkan dan meningkatkan loyalitas pegawai dalam rangka memperkuat kinerja Perseroan untuk mencapai pertumbuhan berkelanjutan. Indikator keberhasilan Perseroan dalam menciptakan lingkungan kerja yang kondusif, dapat dilihat dari tingkat perputaran pegawai. Berikut tingkat perputaran pegawai di tahun 2021.

Throughout 2021, the Company has recruited 46 (forty-six) new employees consisted of 2 (two) new graduates through the Office Association program from Civil Engineering department, D3/D4 Fresh Graduate program and Employee Appointment program as well as 44 (forty four) experienced employees. This number decreased by 7 (seven) person compared to the recruitment in 2020 of 53 (fifty three) persons.

Employee Recruitment Data in 2020-2021

Jenis Rekrutmen / Recruitment Type	2021	2020
Lulusan Baru / Fresh Graduates	2	8
Tenaga Berpengalaman / Experts/Professional	44	45
Jumlah / Total	46	53

To support their performance, new employees absolutely needs to adapt and develop communication skills as required in the Company's environment. Therefore, the Company encourages new employees to be always open-minded, think positively and understand job description well before starting to work. After the new employees are recruited, they will be given training to be further assigned at the project site, which comprises orientation program and on the job training to know the system, procedure and culture in the Company.

The orientation program is conducted in class or through *outbound* and military-style discipline. Afterward, they will be temporarily assigned at the *Corporate Office/Business Unit* for at least 5 months to practice that knowledge that they have gained during the orientation program session. During on-the-job training, The Company also conducts monitoring and mentoring, as well as evaluation to assess the employees' performance. During this session and orientation program, the new employees' performance will be assessed and the result will determine if they are able to be selected as the Company's employees.

Meanwhile, the Company also strives to create a conducive working environment to instill and increase employee's loyalty, which eventually will strengthen the Company's performance to achieve sustainable growth. The indicators of the Company's success in creating a conducive working environment can be seen from the employee turnover rate. The following is the employee turnover rate in 2021.



Data Turnover Pegawai Tahun 2021

Employee Turnover Data in 2021

Keterangan / Description	Total
Pegawai awal tahun / Employees at Beginning of the Year	1.956
Pegawai baru / New employees	46
Pegawai pension / Retired employees	55
Pegawai mengundurkan diri / Resigned employees	28
Meninggal dunia / Passed away employees	11
Diangkat menjadi Board of Directors / Appointed as Director	0
Pemutusan Perjanjian Kerja / Termination of Employment Agreement	0
Pegawai akhir tahun 2021 / Employees at End of the Year 2021	1.896

sepanjang tahun 2021, terdapat 28 orang pegawai mengundurkan diri dengan alasan terbesar adalah Mengurus/Ingin lebih dekat dengan Keluarga dan Diterima di Perusahaan Lain.

Throughout 2021, 28 employees resigned as they wanted to take care/wanted to be closer to family and were accepted in other companies.

Pengembangan Karier Pegawai

Perseroan sangat menjunjung tinggi kesamaan hak setiap pegawai dengan memberikan kesempatan yang setara pada seluruh pegawai untuk berkembang sesuai dengan kompetensinya. Kesetaraan ini tidak mengenal gender, Suku, Agama, Ras dan Agama (SARA) namun semata-mata berdasarkan pada kemampuan individual pegawai. Perseroan memiliki program pengembangan pegawai berupa manajemen karier yang ditujukan untuk memberi peluang kepada pegawai dalam mengembangkan dirinya yang sesuai dengan kebutuhan posisi dalam organisasi serta menetapkan arah pergerakan karier pegawai yang sesuai dengan potensinya. Manajemen karier menjadi sebuah indikator proses dan pencapaian pengembangan diri bagi pegawai sekaligus menjadi indikator bagi Perseroan dalam memetakan posisi-posisi yang diperlukan dalam mengakomodasi perkembangan usaha.

Employee Career Development

The Company highly upholds the equal rights of every employee by providing equal opportunities for all employees to develop according to their competencies. This equality does not differentiate gender, ethnicity, religion, race and religion (SARA) but is solely based on the individual abilities of employees. The Company has an employee development program in the form of career management, which is intended to provide opportunities for employees to develop themselves in accordance with the needs of their position in the organization and to determine the direction of employee's career path in accordance with their potentials. Career management is an indicator of employee's self-development process and achievement, as well as an indicator for the Company in mapping the positions needed to accommodate business development.

Efektivitas pengembangan karier melibatkan peran dan tanggung jawab masing-masing elemen dalam organisasi, antara lain sebagai berikut:

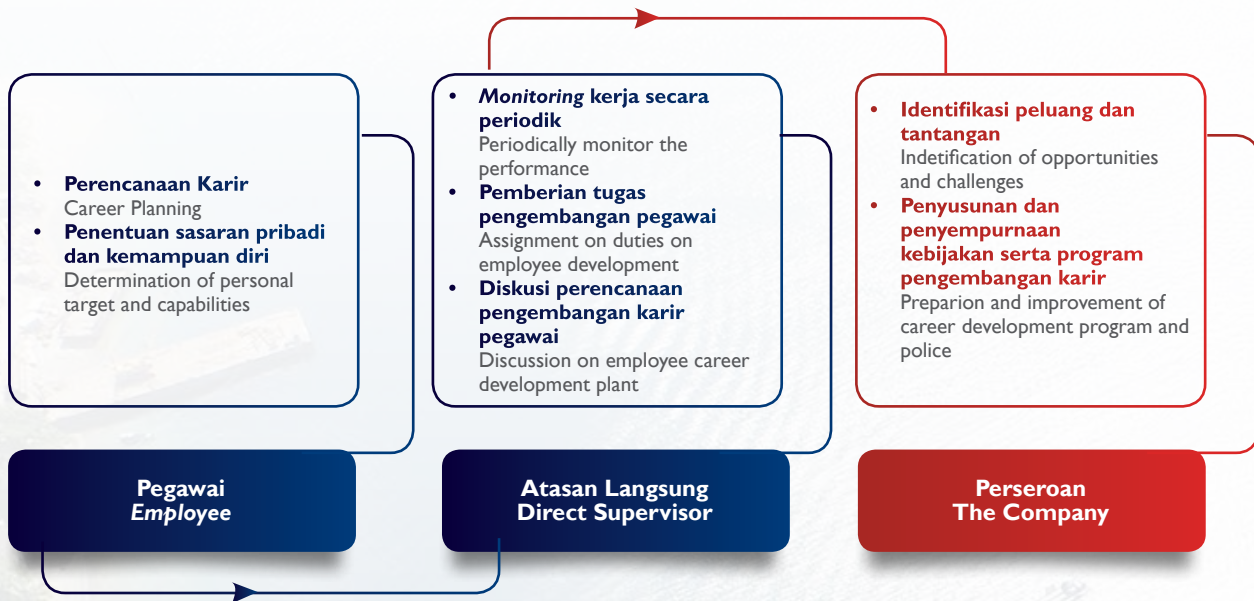
The effectiveness of career development involves the roles and responsibilities of each element in the organization, including the following:

1. Tanggung jawab pengembangan karier seorang pegawai berada pada Pegawai itu sendiri, Perseroan dan atasan langsung;
 2. Tanggung jawab pegawai dalam kariernya dimulai dengan membuat perencanaan karier yaitu proses untuk memperjelas sasaran pribadi dan kemampuan dirinya serta menyesuikannya dengan kebutuhan Perseroan di masa mendatang dan kesempatan-kesempatan yang ada;
 3. Tanggung jawab Perseroan dilakukan dengan membuat program pengembangan karier yang bertujuan menyelaraskan antara peluang dan tantangan di dalam Perseroan baik saat ini maupun masa yang akan datang dengan kebutuhan, kemampuan dan sasaran karier pegawai;
1. The responsibility for an employee's career development lies in the Employee himself/herself, the Company and Direct superior;
 2. The employee's responsibility in their career start with career planning, which is a process to clarify their personal goals and abilities and adjust themselves to the Company's requirements and opportunities in the future;
 3. The Company's responsibility is carried out by creating a career development program aimed at coordinating opportunities and challenges within the Company, both current and future, with employee's career requirements, abilities and goals;

4. Tanggung jawab atasan langsung dalam pengembangan karier pegawai secara periodik, memberikan tugas yang memberikan kesempatan berkembang, berpartisipasi pada diskusi pengembangan karier pegawai dan mendukung perencanaan pengembangan pegawai.

4. The responsibility of direct superior in employee career development is by providing feedback on the employees' performance periodically, providing tasks that provide opportunities to develop, participate in discussion regarding employee career development and supporting employee development planning.

Skema Manajemen Karier Career Management Scheme



Program Penilaian Kinerja Pegawai

Perseroan berkomitmen untuk menciptakan SDM unggul berkelanjutan yang diwujudkan melalui implementasi Penilaian Kinerja Pegawai (PKP). Secara sistematis, PKP mengatur proses penilaian kinerja pegawai oleh atasan, baik langsung maupun tidak langsung, yang dilaksanakan 1 (satu) kali setiap akhir tahun. Indikator evaluasi dan asesmen, adalah dengan memperhitungkan kinerja seluruh pegawai setiap tahun berdasarkan capaian KPI per individu.

Indikator penilaian kinerja dimulai dari Key Performance Indikator Perseroan (KPI Corporate), lalu diturunkan ke KPI manajemen Perseroan (KPI Board of Directors). KPI Board of Directors tersebut diturunkan lagi menjadi KPI pegawai dengan jabatan Struktural, Operasional, dan Fungsional. Penilaian dilakukan oleh seluruh atasan langsung bagi seluruh pegawai, dengan persetujuan atasan langsung atau atasan dari atasan langsung.

Indikator penilaian kinerja di Perseroan meliputi aspek-aspek:

- I. Kompetensi, yang terdiri dari:
 - a. Kompetensi Teknis (sesuai persyaratan kompetensi teknis untuk masing-masing jabatan seperti yang tercantum dalam PW Bidang Organisasi);

Employee Performance Appraisal Program

The Company's commitment to create sustainable excellent human resources is manifested through the implementation of the employee performance appraisal (PA). PA systematically regulates the process of employee performance appraisal by superiors, both directly and indirectly, which is carried out once every year. The evaluation and assessment indicators take into account the annual performance of all employees based on KPI achievements per individual.

Performance appraisal indicators start from the Company's Key Performance Indicators (KPI Corporate), and then downgraded to the Board of Directors' KPI. Board of Directors' KPI is downgraded again into Employee's KPI with Structural, Operational and Functional positions. The assessment is conducted by all direct superiors to all employees through approvals of direct superior or one level above superior.

The performance appraisal indicators in the Company include the following aspect:

- I. Competency, consisting of:
 - a. Technical Competency (according to requirements of technical competencies for each position as stated in PW of organization);



- b. Kompetensi Perilaku (sesuai persyaratan kompetensi teknis untuk masing-masing jabatan seperti yang tercantum dalam PW Bidang Organisasi).
2. Cara Kerja;
3. Output Kinerja.

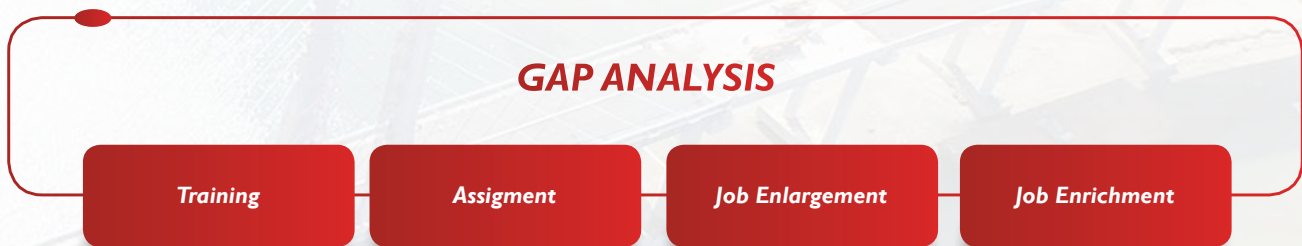
Program Pengembangan Kompetensi SDM

Dalam menjalankan pengelolaan SDM, Waskita melaksanakan pengembangan kompetensi sebagai wadah untuk meningkatkan produktivitas pegawai. Program ini merupakan salah satu program utama pengelolaan HC secara berkelanjutan sesuai dengan kebutuhan Perseroan dan perkembangan industri. Dasar pembinaan dan pengembangan SDM membidik kompetensi perilaku dan kompetensi teknis berdasarkan hasil aktual *Gap Analysis* yang dilakukan. Hasil *Gap Analysis* inilah yang memungkinkan pegawai untuk memperoleh saran dan rekomendasi pengembangan diri dan memungkinkan Perseroan untuk menentukan pengembangan yang dibutuhkan, berupa *training*, *assignment*, *job enlargement*, *job enrichment*, dan bentuk pengembangan lainnya.

- b. Behavioral Competency (according to requirements of technical competencies for each position as stated in PW of organization).
2. Work Method;
3. Performance Output.

HC Competency Development Program

In carrying out HC management, Waskita carries out competency development as a forum to increase employee productivity. This program is one of the main programs for sustainable management of HC in accordance with the Company's needs and dynamic industry development. The basis for human capital development targets behavioral and technical competencies based on the actual results of *Gap Analysis* that has been conducted. The results of this *Gap Analysis* enable employees to obtain suggestions and recommendations for personal development and enable the Company to determine the development needed, in the form of training, assignments, job enlargements, job enrichments, and other forms of development.



Pengembangan kompetensi SDM dilakukan dengan metode pendidikan, sertifikasi, pelatihan, penugasan khusus maupun melalui mutasi dan promosi. Adapun promosi jabatan dan *grade* di lingkup Perseroan didasarkan pada penilaian kinerja melalui seleksi berjenjang. Promosi ke tingkat yang lebih tinggi dilakukan melalui proses seleksi dengan melibatkan berbagai pihak. Perseroan memiliki *talent pool* yang akan memberikan gambaran mengenai potensi serta kompetensi pegawai

Berdasarkan hasil dari *assessment center*, para pegawai akan mendapatkan saran dan rekomendasi untuk mendapatkan dan melakukan pengembangan diri. Perseroan menyadari bahwa peningkatan kompetensi SDM akan memberikan kontribusi signifikan terhadap peningkatan produktivitas dan kualitas kinerja Perseroan. Komitmen tersebut diwujudkan dengan mengalokasikan anggaran/biaya untuk pendidikan dan pelatihan SDM. Program pengembangan kompetensi SDM yang dilaksanakan Perseroan adalah sebagai berikut:

HC competency development is carried out through education, certification, training, special assignment, transfer and promotion. Job and grade promotion in the scope of the Company is based on performance appraisal through tiered selection. Promotion to a higher level is carried out through a selection process involving various parties. The Company has a talent pool to provide an overview of employees' potentials.

Based on the results of assessment center, employees will be given suggestions and recommendations to carry out self-development. The Company realizes that increasing the competencies of human capital will provide significant contribution to the improvement of Company's productivity and performance quality. This commitment is realized by allocating a budget/cost for human capital education and training. The HC competency development program implemented by the Company is as follows:

1. Pendidikan

Kegiatan belajar untuk meningkatkan kompetensi pegawai melalui pendidikan bergelar (S1, S2, S3) meliputi:

a. Tugas Belajar

Perseroan memberikan beasiswa pendidikan bergelar S2 di dalam negeri yang biayanya ditanggung oleh Perseroan dan ditempuh di luar waktu kerja. Sementara untuk beasiswa pendidikan bergelar S2 di luar negeri, biayanya ditanggung Perseroan dan pegawai dibebaskan dari pekerjaan. Selama tahun 2021, terdapat 32 pegawai yang sedang menempuh Tugas Belajar Waskita.

b. Izin Belajar

Pendidikan bergelar (S1, S2, atau S3) di dalam negeri ditempuh di luar waktu kerja dengan biaya ditanggung sendiri oleh pegawai. Sementara untuk pendidikan bergelar S2 di luar negeri, pegawai diharuskan mengajukan cuti di luar tanggungan Perseroan dan sudah bekerja pada Perseroan minimal 2 (dua) tahun di Perseroan. Selama tahun 2021, terdapat 18 pegawai yang sedang menjalani masa Izin Belajar.

2. Sertifikasi Keahlian

Sertifikasi keahlian merupakan pengakuan terhadap kompetensi seorang profesional yang telah memenuhi standar profesi pada bidang masing-masing, lembaga eksternal dan internal Perseroan.

a. Sertifikasi Eksternal diselenggarakan dalam bidang konstruksi yang ditekuni Perseroan, jenis sertifikasi profesi yang pada umumnya berlaku adalah sertifikat keahlian (SKA) dan sertifikat keterampilan (SKT). Kedua sertifikasi ini berlaku secara nasional dan dikeluarkan oleh LPJK bekerja sama dengan asosiasi yang terdaftar antara lain KNI-BB, A2K4, HPJI, IAI, IAMPI, dan lain-lain. Tingkat kualifikasi yang diatur dalam SKA adalah *Join Expert*, *Expert* dan *Senior Expert*;

b. Sertifikasi Keahlian diberikan pada jabatan-jabatan internal. Saat ini, jabatan-jabatan yang disertifikasi secara internal antara lain pada posisi *Project Manager*, *Site Operational Manager*, *Site Manager*, dan *General Superintendent*.

1. Education

Learning activities to improve employee competencies through academic degrees (Bachelor, Master, and Doctoral Degree), consist of:

a. Study Assignment

The Company grants Master Degree scholarships in local universities, the costs of which are borne by the Company and done outside of office hours. Meanwhile, for Master Degree scholarship in universities abroad, the costs are borne by the Company and employees are exempted from any job responsibilities. Throughout 2021, there were 32 employees who underwent Waskita Study Assignment.

b. Permit for Study

Academic Degrees (Bachelor, Master, and Doctoral Degree) that are done outside office hours at employee's own expense. Meanwhile, when taking Master degree abroad, employees are required to apply for unpaid leave and have worked for minimum 2 (two) years in the Company. Throughout 2021, there were 18 employees who underwent Permit for Study.

2. Expertise Certification

Expertise certification is recognition for professionals whose competency has met professional standards in their respective fields, external and internal institutions of the Company.

a. External Certification held in the construction industry in which the Company engaged in. The generally-accepted certifications are expertise certificates (SKA) and skills certificates (SKT). These two certifications are valid nationally and are issued by LPJK in collaboration with registered associations, including KNI-BB, A2K4, HPJI, IAI, IAMPI, and others. The qualification levels regulated in SKA are junior, intermediate, and senior experts;

b. Expertise Certification given to internal positions. Currently, positions that are internally certified include Project Manager, Site Operational Manager, Site Manager, and General Superintendent.



3. Pelatihan dan Pengembangan

Program pendidikan dan pelatihan bagi pegawai ditujukan untuk meningkatkan kemampuan tiap individu agar Perseroan senantiasa siap menghadapi lingkungan usaha yang kompetitif. Pelatihan dan pengembangan juga dilakukan dengan memanfaatkan teknologi dan memberikan materi yang dapat mendorong pegawai untuk berpikir terbuka. Program ini ke depannya diharapkan dapat membantu pegawai untuk siap mengemban jabatan baru yang diproyeksikan untuknya. Beberapa program pelatihan dan pengembangan yang diadakan oleh Perseroan dan dilaksanakan dalam setiap tahunnya antara lain:

- a. *Leadership Development Program for Director & Commissioner*
Program ini bertujuan untuk memberikan wawasan baru bagi *Board of Directors dan Board of Commissioners* agar dapat meningkatkan keunggulan Perseroan dalam lingkungan bisnis yang kompetitif. Pelatihan ini juga menjadi kesempatan bagi manajemen untuk dapat menjalin relasi bisnis dalam rangka memberdayakan sumber daya yang ada dalam organisasi sehingga menjadikan Perseroan sebagai organisasi berkinerja tinggi.
- b. *Leadership Development Program for General Manager*
Program ini bertujuan untuk memberi bekal para manajer agar dapat menjadi pemimpin inovatif yang penuh dengan inovasi-inovasi baru dalam usaha pengembangan Perseroan. Pelatihan ini berguna untuk mempersiapkan para *Senior Vice President—Corporate Office/Business Unit* dan *SVP* untuk menjadi *Board of Director* yang dapat berkontribusi optimal terhadap kinerja Perseroan melalui konsep-konsep praktis Kedirektoran (*Directorship*) dan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).
- c. *Leadership Development Program for Middle Manager*
Program ini dirancang untuk memberikan wawasan bagi *Middle Manager* demi menjadi *Supportive Leaders* yang kreatif untuk dapat mengoptimalkan kontribusi terhadap Perseroan.
- d. *Leadership Development Program for Project Manager and Superintendent*
Program ini bertujuan untuk memberikan wawasan mengenai aspek-aspek manajemen di Proyek/ Perseroan menyangkut bidang teknik konstruksi, SDM, Keuangan dan Pemasaran, serta bagaimana menerapkannya di Proyek/ Divisi untuk dapat mencapai tujuan Perseroan.

3. Training and Development

Education and training programs for employees are aimed at improving the abilities of each individual so that the Company is always ready to deal with competitive business environment. Training and development are also carried out by leveraging technology and providing new insight that can encourage employees to be more open-minded. These programs are expected to help employees to be ready in taking responsibilities in the new positions projected to suit their capacities. Some of training and development programs held by the Company and carried out annually include:

- a. *Leadership Development Program for Director & Commissioner*
This program aims to provide new insights for Board of Directors and Board of Commissioners in order to scale up the Company's strength in facing competitive business environment. This training also opens up opportunity for the management to establish business relations to capitalizing on the organization's existing resources, hence is expected to lead the Company to become a high-performing corporation.
- b. *Leadership Development Program for General Manager*
This program aims to prepare the managers to become innovative leaders that are able to create innovations and breakthroughs in developing the Company. This training is intended for preparing Senior Vice President - Corporate Office/Business Unit and Senior Project Manager to become a Director who can use their best endeavor to boost the Company's performance through practical concepts of Directorship and Good Corporate Governance.
- c. *Leadership Development Program for Middle Manager*
This program aims to expand knowledge of Middle Managers to become creative Supportive Leaders to optimize their contribution to the Company.
- d. *Leadership Development Program for Project Manager and Superintendent*
This program aims to broaden knowledge on management aspects at the Project/the Company, especially in the field of construction engineering, Human Capital, Finance and Marketing, as well as how to apply them in Projects/ Divisions to support the Company's goal achievement.



- e. *Leadership Development Program for Junior Management*
Program ini dirancang untuk memberikan wawasan mengenai upaya membangun kerja sama tim, hubungan kerja yang harmonis dan mencapai hasil yang ditargetkan. Materi diberikan secara *in class* dan *outward bound* yang meliputi keterampilan komunikasi, organisasi, *basic leadership ethics*, *business environment analysis*, etika bisnis, serta *report/writing skills*.
- f. *Leadership Development Program for Legal*
Program pengembangan kepemimpinan ini bertujuan untuk memberikan wawasan mengenai aspek-aspek manajemen Legal di proyek/Perseroan, termasuk bagaimana menerapkannya di proyek/Perseroan demi mencapai tujuan Perseroan. Materi yang diberikan meliputi *shareholder agreement*, pidana korporasi, kontrak konstruksi, efektivitas penagihan piutang, dan pengetahuan hukum pasar modal.

- e. *Leadership Development Program for Junior Management*
This program aims to share insight on how to build good teamwork, cooperative partnership and reach the targeted results. The materials are given during the training session both in class and through outward bound activities. This covers communication skills, organization skills, basic leadership ethics, business environment analysis, business ethics, report/writing skills.
- f. *Leadership Development Program for Legal*
This leadership development program aims to provide insights on aspects of Legal management in the Project/ Company, including how to apply them to the Project/ Company to achieve the objectives of the Company. The provided material includes shareholder agreements, corporate crime, construction contracts, receivables collection effectiveness, and capital market legal knowledge.

Rasio Pengembangan SDM 2019-2021

Uraian	2021	2020	2019
Rasio Pengembangan SDM / People Development Ratio	55,50	55,38	55,30

People Development Ratio in 2019-2021

Rekapitulasi Jenis Pengembangan Kompetensi 2020-2021

Uraian / Description	2021	2020	Kenaikan/Penurunan (%) / Increase/Decrease (%)
Pendidikan / Education	37	38	-2,63%
Sertifikasi / Certification	19	17	11,76%
Teknik / Technical	120	118	1,69%
Non Teknik / Non-Technical	240	234	2,56%
Pengembangan / Development	83	76	9,21%
Jumlah / Total	462	445	25,23%

Recapitulation of Competency Development Type in 2019-2021

PENGEMBANGAN BUDAYA PERUSAHAAN

Untuk mencapai keberlanjutan pertumbuhan perusahaan, Perseroan menyadari bahwa Budaya Perusahaan memiliki peranan yang penting dalam pelaksanaan *Human Capital Management* untuk mencapai visi, misi, dan target Perseroan. Waskita terus menggalakkan Budaya Perusahaan di lingkungan Perseroan untuk mendukung program strategis Perseroan agar menjadi *mindset*, *values*, dan *beliefs*. Di mana Budaya Perseroan dapat menjadi standar dan pedoman bagi seluruh Insan Waskita dalam berperilaku sehari-hari.

CORPORATE CULTURE DEVELOPMENT

The Company realizes that Corporate Culture plays an important role in carrying out Human Capital Management in the pursuit of achieving the Company's vision, mission and targets. Waskita continues to promote Corporate Culture within the Company to support the Company's strategic programs to become mindset, values and beliefs. The Company has a desire that Corporate Culture can become a standard and guideline in behaving for all Waskita people in their daily behavior.



Fokus Perseroan dalam melaksanakan program Budaya Perusahaan, adalah meliputi:

1. *Change Agent Enrichment*

Change Agent merupakan pegawai Perseroan yang ditunjuk secara khusus oleh Perseroan yang menjadi role model bagi pegawai lain, memelopori dan mengawal program-program budaya sekaligus sebagai kepanjangan tangan manajemen dalam melakukan internalisasi dan memastikan nilai-nilai budaya maupun program-program Perseroan tersampaikan ke seluruh pegawai yang ada di unitnya masing-masing.

2. Program Budaya

Program Budaya merupakan program yang dikembangkan dan diimplementasikan serta dikawal oleh *Change Agent* di masing-masing unit yang dikemas dalam bentuk *Programatic and Customized* yang bertujuan untuk mendorong perilaku seluruh insan Waskita sesuai dengan budaya yang berlaku di Perseroan dan membentuk lingkungan kerja yang sesuai dengan Budaya Perusahaan.

PENGELOLAAN HUBUNGAN INDUSTRIAL

Sebagai perusahaan yang mengharapkan adanya kegiatan bisnis yang berkelanjutan, Perseroan wajib untuk memupuk dan melestarikan hubungan yang seimbang antara Perseroan dengan seluruh pegawai, baik dalam hal pemenuhan hak dan kewajiban, penyediaan mekanisme dan forum diskusi dan aspirasi, maupun kecukupan intensitas komunikasi dan *engagement* di antara kedua belah pihak. Oleh sebab itu, Perseroan berupaya membangun hubungan ketenagakerjaan yang sehat sesuai dengan aturan yang berlaku. Untuk menjembatani kedua kepentingan, Perseroan memiliki serikat pegawai bernama Serikat Pekerja Waskita (SPW) sebagai forum komunikasi yang mendukung terpenuhinya hak dan kewajiban antara Perseroan dengan pegawai.

Serikat pekerja ini telah dideklarasikan pada 28 Oktober 1998 dan terdaftar pada Suku Dinas Tenaga Kerja dan Transmigrasi Kodya Jakarta Timur sesuai No. Bukti Pencatatan: 506/IV/P/V/2005 tanggal 18 Mei 2005. Adapun pelaksanaan fungsi Serikat Pekerja Waskita telah sesuai Anggaran Dasar dan Anggaran Rumah Tangga Serikat Pekerja Perseroan tertanggal 10 November 1998, sebagaimana terdaftar dalam Surat Keputusan Kepala Kantor Departemen Tenaga Kerja Kodya Jakarta Timur No. 107/W26-K5/04/XII/K/1998 tentang Pendaftaran Serikat Pekerja di Tingkat Perseroan tertanggal 10 Desember 1998.

The Company's focus in implementing the Corporate Culture program, includes:

1. *Change Agent Enrichment*

Change Agents are the Company's employees who are specially appointed by the Company and become role models for other employees, pioneering and overseeing cultural programs as well as as serving as an extension of management in internalizing and ensuring that cultural values and Company programs are delivered to all employees who in their respective units.

2. Cultural Programs

Cultural Program is a program that is developed, implemented, and overseen by the *Change Agent* in each unit, which is packaged in the form of a programmatic and customized program that aims to encourage the behavior of Waskita people and establish a work environment in accordance with corporate culture.

INDUSTRIAL RELATIONS MANAGEMENT

As a company that expects sustainable business activities, the Company is obliged to foster and maintain a balanced relationship between the Company and all employees, both in terms of fulfilling rights and obligations, providing mechanisms and forums for discussion and aspirations, as well as the adequacy of the intensity of communication and engagement between the two parties. Therefore, the Company makes every effort to build a healthy employment relationship in accordance with the applicable regulations. To bridge these two interests, the Company has an employee union called the Waskita Workers Union (SPW) as a communication forum that supports the fulfillment of rights and obligations between the Company and its employees.

This employee union was declared on October 28, 1998 and registered at the East Jakarta District Office for Manpower and Transmigration in accordance with Evidence of Registration No: 506/IV/P/V/2005 dated May 18, 2005. The implementation of Waskita Workers Union functions is in accordance with the Articles of Association and Bylaws of the Company's Workers Union dated November 10, 1998, as registered in the Decree of Head of Regional Office of the Ministry of Manpower in East Jakarta No. 107/W26-K5/04/XII/K/1998 concerning Registration of Workers Unions at Corporate Level dated December 10, 1998.

Di bawah payung serikat pekerja ini, Perseroan dan pegawai telah memuat syarat-syarat kerja serta menjamin kepastian hak dan kewajiban yang dituangkan ke dalam Perjanjian Kerja Bersama (PKB). PKB nantinya berperan sebagai acuan bagi kedua belah pihak dalam memenuhi kepentingan masing-masing serta menjaga hubungan industrial yang sehat dan kondusif. PKB yang berlaku telah terdaftar pada Dinas Tenaga Kerja DKI Jakarta sebagaimana ditetapkan dengan nomor pendaftar No. KEP.101/PHIJSK-PK/PKB/IV/2019.

Pada tahun 2019, Perseroan telah menandatangani Perjanjian Kerja Bersama (PKB) periode tahun 2019-2021 dengan Serikat Pekerja Waskita. Penandatanganan dilakukan oleh *Director of Human Capital Management* PT Waskita Karya (Persero) Tbk, Ketua Umum Serikat Pekerja, dan Sekretaris Jenderal Serikat Pekerja Waskita serta disaksikan oleh *SVP-Human Capital Management*.

KEBIJAKAN KESETARAAN GENDER

Dalam kegiatan operasional bisnisnya, Waskita sangat menjunjung tinggi hak kesetaraan sehingga seluruh pegawai Waskita mendapatkan perlakuan, hak, serta kesempatan yang setara. Dalam melakukan pengelolaan SDM, Perseroan juga sangat mengutamakan Hak Asasi Manusia (HAM) Pegawainya dan menerapkan kebijakan kesetaraan dan keadilan bagi seluruh pegawai tanpa membedakan gender, ras, agama, suku, atau golongan dalam merekrut pegawai, menilai dan mengukur kinerja, memberikan kesempatan pengembangan karier dan kompetensi, maupun pemenuhan hak remunerasi bagi seluruh pegawai.

PEMENUHAN KESEJAHTERAAN PEGAWAI

Salah satu aspek penting dalam melaksanakan pengelolaan SDM adalah terpenuhinya kesejahteraan pegawai Perseroan dengan baik. Prinsip ini dipegang teguh oleh Perseroan dalam komitmen dan upayanya untuk senantiasa menyejahterakan pegawai Waskita. Dalam memberikan imbalan kepada pegawai berupa remunerasi, Perseroan mempertimbangkan prinsip *fairness* (keadilan) dan *competitiveness* (kompetitif) dalam menerapkan kebijakan remunerasi bagi pegawai, yang disesuaikan dengan faktor internal yakni bobot kerja atau jenjang jabatan serta faktor eksternal yaitu peraturan pengupahan pegawai berdasarkan Upah Minimum Regional (UMR).

Selain faktor internal dan eksternal tersebut, Perseroan tidak menutup kemungkinan terhadap penambahan remunerasi bagi pegawai dengan menimbang hasil evaluasi kinerja dan pencapaian *Key Performance Indicator* (KPI) individu. *Feedback* penilaian kinerja dan fasilitas remunerasi yang diberikan secara transparan disampaikan kepada setiap pegawai sebagai acuan dalam perbaikan kinerja di tahun berikutnya.

Under this employee union, the Company and employees have included working conditions and guaranteed certainty of rights and obligations as outlined in the Collective Labor Agreement (CLA). CLA will later play a role as a reference for both parties in fulfilling their respective interests and maintaining healthy and conducive industrial relations. The applicable CLA has been registered with the DKI Jakarta Manpower Office as stipulated by registration No. KEP.101/PHIJSK-PK/PKB/IV/2019.

In 2019, the Company has signed a Collective Labor Agreement (CLA) for the period of 2019-2021 with the Waskita Workers Union. The signing was carried out by the Director of Human Capital Management of PT Waskita Karya (Persero) Tbk, the General Chairman of Workers Union, and the Secretary General of Waskita Workers Union and witnessed by SVP Human Capital Management.

GENDER EQUALITY POLICY

In its operations, Waskita highly upholds the right to equality so that all Waskita employees get equal treatment, rights, and opportunities. In managing HC, the Company also places great importance on the Human Rights (HAM) of its employees and implements a policy of equality and justice for all employees without discriminating against gender, race, religion, ethnicity, or class in recruiting employees, assessing and measuring performance, providing opportunities career and competency development, as well as fulfillment of remuneration rights for all employees.

FULFILLMENT OF EMPLOYEE WELFARE

One of the important aspects in implementing HC management is the fulfillment of the welfare of the Company's employees properly. This principle is firmly adhered to by the Company in its commitment and efforts to always improve the welfare of Waskita employees. In providing compensation to employees in the form of remuneration, the Company considers the principles of fairness and competitiveness in implementing remuneration policies for employees, which are adjusted to internal factors, namely work value or position levels and external factors, namely employee wage regulations based on Regional Minimum Wages (UMR).

In addition to these internal and external factors, the Company does not rule out the possibility of additional remuneration for individuals by considering the results of performance appraisal and the achievement of individual Key Performance Indicator (KPI). Feedback on performance appraisal and remuneration facilities provided are transparently submitted to each employee as a reference for performance improvement in the following year.



Sebagaimana disepakati pada Perjanjian Kerja Bersama tahun 2019-2021, struktur remunerasi pegawai Perseroan secara umum meliputi penghasilan bulanan berupa gaji dan tunjangan transportasi. Selain itu, pegawai juga memperoleh tunjangan lain seperti Tunjangan Hari Raya (THR), tunjangan cuti, dan bantuan uang duka bila pegawai atau keluarganya mengalami musibah meninggal dunia.

Adapun bentuk kesejahteraan pegawai lain yang disediakan Perseroan meliputi:

1. BPJS Kesehatan;
2. BPJS Ketenagakerjaan;
3. *Medical Check Up*;
4. *Family Gathering*;
5. Imbalan Jasa Produksi;
6. Izin Cuti;
7. Fasilitas Kesehatan; dan
8. Bantuan Uang Makan.

KEBIJAKAN DAN PROGRAM PENSIUN

Sebagai bentuk tanggung jawab Perseroan terhadap pegawai, Perseroan sangat memperhatikan kesejahteraan para pegawai secara komprehensif, tak terkecuali bagi pegawai yang akan memasuki masa purnabakti. Perseroan telah mempersiapkan berbagai program masa purnabakti yang membantu pegawai dalam mempersiapkan masa pensiunnya, baik secara mental maupun finansial.

Batas Usia Pensiun Pegawai adalah batas usia Pegawai dari sejak awal masuk bekerja di Waskita sampai dengan Pensiun. Usia Pensiun Pegawai ditetapkan sampai dengan usia 55 (lima puluh lima) tahun yang dihitung sampai dengan tanggal terakhir pada ulang tahun Pegawai tersebut. Pegawai yang akan memasuki usia pensiun, apabila kompetensinya masih diperlukan Perseroan dan Pegawai tersebut bersedia untuk diperpanjang masa kerjanya, dengan masa perpanjangan diatur sebagai berikut:

Jabatan / Position	Perpanjangan Masa Kerja / Extension of Employment Period	Keterangan / Description
Senior Vice President	Sampai dengan usia 58 tahun / Up to 58 years old	Perpanjangan batas usia pensiun dilakukan maksimal 1 (satu) tahun, dapat dilanjutkan sampai dengan batas usia yang ditetapkan dengan mengacu pada hasil evaluasi kinerja pegawai dan kebutuhan Perseroan. / The extension of the retirement age is 1 (one) year maximum, can be continued up to the specified age limit by referring to the results of employee performance appraisal and company needs.
Vice President		
Senior Expert		
Manager	Sampai dengan usia 57 tahun / Up to 57 years old	
Project Manager		
Expert		
Junior Expert	Sampai dengan usia 56 tahun / Up to 56 years old	
Operational Position		

As agreed in the Collective Labor Agreement for 2019-2021, the remuneration structure of Company's employees generally includes monthly income in the form of salaries and transportation allowances. In addition, employees also obtain other benefits such as holiday allowance (THR), leave allowance, and condolence assistance if an employee or his/her family experiences a disaster or passed away.

Other forms of employee welfare provided by the Company include:

1. BPJS Kesehatan;
2. BPJS Ketenagakerjaan;
3. *Medical Check Up*;
4. *Family Gathering*;
5. Production Service Fees;
6. Leave Permission;
7. Medical Facility; and
8. Meal Allowance.

PENSION POLICY AND PROGRAM

As a form of Company's responsibility to its employees, the Company pays close attention to the welfare of its employees comprehensively, including employees who are about to retire. The Company has prepared various retirement programs that can assist employees to prepare for retirement, both mentally and financially.

Employee Retirement Age Limit is the employee's age limit from the time he/she starts working at Waskita until his/her retirement. Employee Retirement Age is set up to the age of 55 (fifty five) years old which is calculated up to the last date on the employee's birthday. Employees who are about to enter retirement age, if their competence is still required by the Company and the employee is willing to have their working period extended, with the extension period regulated as follows:

Adapun fasilitas yang diberikan oleh Perseroan dalam menjamin kesejahteraan pegawai yang memasuki masa pensiun di antaranya:

1. **Pembekalan Mental dan Peluang Pasca Kerja**
Dalam membekali kesiapan mental pegawai yang akan memasuki masa pensiun, Perseroan memberikan seminar dan sosialisasi peluang-peluang berwirausaha dengan mengundang narasumber dari pihak luar demi memotivasi pegawai dan berbagi pengalaman di masa pensiun.
2. **Dana Pensiun Perusahaan**
Hak berupa dana atau uang yang didapatkan oleh seseorang yang diperoleh setelah bekerja selama sekian tahun dan diterima saat memasuki usia pensiun.
3. **Jaminan Sosial BPJS Ketenagakerjaan**
Perseroan mengikutsertakan Pegawai pada program BPJS Ketenagakerjaan yang terdiri dari:
 - Jaminan Hari Tua (JHT).
 - Jaminan Kematian
 - Jaminan Kecelakaan Kerja.
 - Jaminan Pensiun.

Manfaat kepesertaan Jaminan Hari Tua (JHT) dan Jaminan Pensiun (JP) tersebut diberikan sesuai dengan Perundang-Undangan (Peraturan Pemerintah) yang berlaku.

RENCANA PENGEMBANGAN HUMAN CAPITAL 2022

Untuk membentuk sumber daya manusia yang kompeten dan dapat menghadapi dunia persaingan, setiap pegawai Waskita dituntut untuk dapat bergerak cepat untuk beradaptasi dengan perubahan lingkungan. Pegawai harus dapat belajar dengan lebih cepat dan tepat sehingga terus dapat berada di garis depan dalam persaingan.



The facilities provided by the Company in ensuring the welfare of employees who enter their retirement period include:

1. **Briefing on Mental Health and Post-Work Opportunities**
In order to prepare the mental readiness of employees who will retire, the Company provides seminars and socialization of entrepreneurial opportunities by inviting external speakers to motivate employees and share experiences in facing the retirement period.
2. **Pension Fund**
Rights in the form of funds or cash obtained by an employee after he/she has worked for several years and is received when entering the retirement age.
3. **BPJS Ketenagakerjaan**
The Company enrolls its employees in BPJS Ketenagakerjaan program consisting of:
 - Old Age Insurance (JHT).
 - Life Insurance
 - Occupational Accident Insurance.
 - Retirement Insurance.

Old Age Insurance (JHT) and Pension Insurance (JP) benefits are given in accordance with the prevailing laws and regulations (Government Regulations).

HUMAN CAPITAL DEVELOPMENT FOR 2022

To form competent human capital who can face the world of competition, every Waskita employee is required to be able to move quickly to adapt to environmental changes. Employees must be able to learn more quickly and precisely so that they can continue to be at the forefront of the competition.



DEVELOPMENT PLAN

Masa Kerja	Level	Jabatan / Position	Development Goals	Core	Behavior	Technical
50 TH 38 TH	Level 6 (BOD-1)	SVP,VP, Direktur AP, Sr. Expert	<ul style="list-style-type: none"> Transformational Leadership Legacy BUMN & Global Talent 	A K H L A K	1. Digital Leadership 2. Global Business Savvy 3. Customer Focus 4. Building Business Partnership 5. Strategic Orientation 6. Driving Execution 7. Driving Innovation 8. Leading Change 9. Managing Diversity 10. Develop Organization Capabilities	1. Strategic Management 2. Financial Strategic 3. Enterprise Risk Management 4. Corporate Social Responsibility
6 4 44 TH 34 TH	Level 5 (BOD-2)	Manager, GM API, Expert	<ul style="list-style-type: none"> Business Leader Subject Matter Expert BUMN Talent Pool 		1. Foster Digital Mindset 2. Change Advocacy 3. Build Synergy 4. Organization Agility 5. Developing Others 6. Strategic Decision Making 7. Planning & Driving Execution 8. Risk Management 9. Customer & Market Focus 10. Building Business Partnership 11. Profitability Focus 12. Business Innovation	1. Business Strategy 2. Construction Risk Management 3. HC for Non-HC 4. FINON 5. Training for Trainer 6. Lean Construction
6 4 38 TH 30 TH	Level 4 (BOD-3)	PM, Manager AP, PM AP, GM CP, Jr. Expert	<ul style="list-style-type: none"> Strategic Orientation Improvement Prepare for Business Leader Waskita Talent Pool 		1. Foster Digital Mindset 2. Change Advocacy 3. Build Synergy 4. Organization Agility 5. Developing Others 6. Strategic Decision Making 7. Planning & Driving Execution 8. Risk Management 9. Customer Engagement 10. Building Business Partnership 11. Business Acumen 12. Business Innovation	1. Claim Management 2. FINON 3. PMBOK 4. Construction Risk Management 5. Lean Construction 6. HC for Non-HC 7. SAP 8. BIM
8 4 30 TH 26 TH	Level 3 (BOD-4)	Site Manager, Superintendent, Unit Manager/Manager AP2, Kaplat/PM AP2	<ul style="list-style-type: none"> Strategic Orientation Develop Business Skill Improvement Managerial Leadership Improvement 		1. Driving Digitalization 2. Change Management 3. Foster Teamwork 4. Aligning Perform for Success 5. Delegation 6. Compre Decision Making 7. Establish Plan 8. Focus on Customer Satisfaction 9. Cost Concern 10. Continuous Improvement	1. Risk Based Thinking 2. Lean Construction 3. Technical Function 4. SAP 5. BIM
6 3 24 TH 23 TH	Level 2	Site Officer; CO/BU/AP Officer	<ul style="list-style-type: none"> Business Process Understanding Technical Development Basic Managerial 		1. Digital Minded 2. Openness to Change 3. Teamwork 4. Problem Solving 5. Follow Up 6. Customer Service Orientation 7. Work Efficiency 8. Applied Learning	1. Deepening PW 2. Technical Function 3. Construction Business Process 4. SAP 5. BIM
2 1 22 TH 22 TH	Level 1	FG (OJT)	<ul style="list-style-type: none"> Business Basic Understand Technical Basic Sell & Interpersonal Leadership 		1. Digital Minded 2. Openness to Change 3. Teamwork 4. Problem Solving 5. Follow Up 6. Customer Service Orientation 7. Work Efficiency 8. Applied Learning	1. Corporate Culture Introduction 2. SMW & PW 3. Construction Business Introduction

Eagle Warrior Program :

1. Directorship Program

Program pengembangan yang diperuntukan untuk BOD -1 (SVP, VP & Direktur Anak Perusahaan), yang disesuaikan dengan standar kompetensi dari Kementerian BUMN.

2. Eagle Warrior BOD – 1

Program pengembangan yang diperuntukan untuk BOD – 2 (Manager & Direktur Cucu Perusahaan) sebelum menduduki jabatan di BOD – 1 (SVP,VP & Direktur Anak Perusahaan).

3. Eagle Warrior BOD – 2

Program pengembangan yang diperuntukan untuk BOD – 3 (PM & Jr. Manager) sebelum menduduki jabatan di BOD – 2 (Manager & Direktur Cucu Perusahaan).

4. Eagle Warrior BOD – 3

Program pengembangan yang diperuntukan untuk BOD – 4 (Site Manager, Unit Manager, Superintendent & Jr. Expert) sebelum menduduki jabatan di BOD – 3 (PM & Jr. Manager).

5. Eagle Warrior BOD – 4

Program pengembangan yang diperuntukan level officer dan superintendent, sebelum menduduki jabatan BOD - 3

Eagle Warrior Program:

1. Directorship Program

A development program intended for BOD – 1 (SVP,VP & Director of Subsidiaries), which is adjusted to the competency standards of the Ministry of SOEs.

2. Eagle Warrior BOD – 1

A development program intended for BOD – 2 (Manager & Director of the Company's Second Tier Subsidiaries) prior to serving in BOD – 1 (SVP,VP & Director of Subsidiaries).

3. Eagle Warrior BOD – 2

A development program intended for BOD – 3 (PM & Jr. Manager) prior to serving in BOD – 2 (Manager & Director of the Company's Second Tier Subsidiaries).

4. Eagle Warrior BOD – 3

A development program intended for BOD – 4 (Site Manager, Unit Manager, Superintendent & Jr. Expert) prior to serving in BOD – 3 (PM & Jr. Manager).

5. Eagle Warrior BOD – 4

A development program intended for officer and superintendent level, prior to serving in BOD – 3

TEKNOLOGI INFORMASI

Information Technology



SISTEM TEKNOLOGI INFORMASI

Dewasa ini, perkembangan teknologi sangat esensial bagi kegiatan bisnis di industri mana pun. Adanya pertumbuhan teknologi informasi (TI) saat ini telah membawa perubahan perilaku di segala aspek, termasuk perilaku konsumen dalam memilih produk yang ingin digunakan. Dengan adanya kemudahan akses yang dihasilkan oleh kemajuan teknologi, konsumen semakin menginginkan kecepatan, ketepatan, efisiensi, dan pelayanan yang optimal. Waskita terus berupaya memanfaatkan perkembangan teknologi dalam menjaga efisiensi, akurasi, dan daya tanggap Perseroan terhadap pemecahan masalah dan keberhasilan proses bisnis Perseroan. Hal ini dilakukan dalam rangka menjaga relevansi Perseroan di tengah persaingan industri yang kompetitif untuk mengoptimalkan nilai secara berkelanjutan.

INFORMATION TECHNOLOGY SYSTEMS

Today, technological developments are essential for business activities in any industry. The current growth of information technology (IT) has brought changes in behavior in all aspects, including consumer behavior in choosing the products they want to use. With the ease of access generated by technological advances, consumers increasingly desire speed, accuracy, efficiency, and optimal service. To that end, Waskita continues to take advantage of technological developments in maintaining the efficiency, accuracy, and responsiveness of the Company to problem solving and the success of the Company's business processes. This is done to maintain the relevance of the Company amid competitive industry competition to optimize value in a sustainable manner.



Sistem teknologi informasi Perseroan telah didesain untuk meningkatkan efisiensi kerja dengan melakukan digitalisasi berbagai proses operasi serta untuk meningkatkan daya saing dan keunggulan kompetitif dengan mengedepankan inovasi berkelanjutan dan senantiasa mempertimbangkan kebutuhan bisnis Perseroan pada lini operasional maupun fungsional.

The Company's information technology system has been designed to increase work efficiency by digitizing a variety of operational processes as well as to increase competitiveness and competitive advantage by promoting continuous innovation and always taking into account the Company's business needs in operational and functional lines.

Sistem teknologi informasi Perseroan telah didesain untuk meningkatkan efisiensi kerja dengan melakukan digitalisasi berbagai proses operasi serta untuk meningkatkan daya saing dan keunggulan kompetitif dengan mengedepankan inovasi berkelanjutan dan senantiasa mempertimbangkan kebutuhan bisnis Perseroan pada lini operasional maupun fungsional.

Selain itu, Perseroan juga berupaya untuk menyelaraskan antara strategi pengembangan teknologi informasi dan strategi bisnis untuk memperkuat eksistensi Perseroan dalam industri konstruksi.

The Company's information technology system has been designed to increase work efficiency by digitizing a variety of operational processes as well as to increase competitiveness and competitive advantage by promoting continuous innovation and always taking into account the Company's business needs in operational and functional lines.

In addition, the Company also seeks to harmonize information technology development strategies and business strategies to strengthen its existence in the construction industry.

ROADMAP PENGEMBANGAN TEKNOLOGI INFORMASI

Perseroan telah menetapkan Roadmap Pengembangan TI yang memungkinkan Perseroan untuk mengukur arah pengembangan TI secara lebih matang dan terukur. Roadmap ini disusun berdasarkan pada kebutuhan Perseroan untuk memperkuat fondasi bisnis yang dijalankan.

Terintegrasi

Aplikasi didesain untuk dapat beroperasi secara menggunakan framework WIDE (*Waskita Integrated Digital Enterprise*).

Kolaborasi

Memudahkan proses konsolidasi dan rekonsiliasi data antar aplikasi dan mengintegrasikan beberapa fungsi.

Web & Mobile Compatibility

Aplikasi berbasis *web responsive* yang dapat menyesuaikan di lingkungan *mobile*.

Online

Data dan pertukarannya jika diperlukan dapat beroperasi mendekati *real time online*.

Dashboard Management

Pengembangan aplikasi diarahkan untuk mendukung data di dalam *Dashboard Management*.

STRUKTUR PENGELOLA TEKNOLOGI INFORMASI

Information Technology Division merupakan divisi yang bertanggung jawab dalam merencanakan, mengelola, mengembangkan, dan mengevaluasi kebijakan dan program TI, termasuk pengembangan aplikasi inti (*Enterprise Resource Planning/ERP*) dan aplikasi pendukung lainnya (*Line of Business/LOB*) beserta infrastruktur sistem TI di dalamnya. *Information Technology Division* dikepalai oleh seorang *Senior Vice President* yang bertanggungjawab

INFORMATION TECHNOLOGY DEVELOPMENT ROADMAP

The Company has established an IT Development Roadmap that allows the Company to measure the direction of IT development in a more accurate and measured manner. This roadmap has been prepared based on the Company's needs to strengthen the foundation of its business.

Integrated

Applications are designed to operate in an integrated manner framework (WIDE - *Waskita Integrated Digital Enterprise*).

Collaboration

Facilitate the process of consolidating and reconciling data between applications and integrating several functions.

Web & Mobile Compatibility

Responsive web-based application that can adjust in a mobile environment.

Online

If needed, data and the exchanges can operate close to real time online.

Dashboard Management

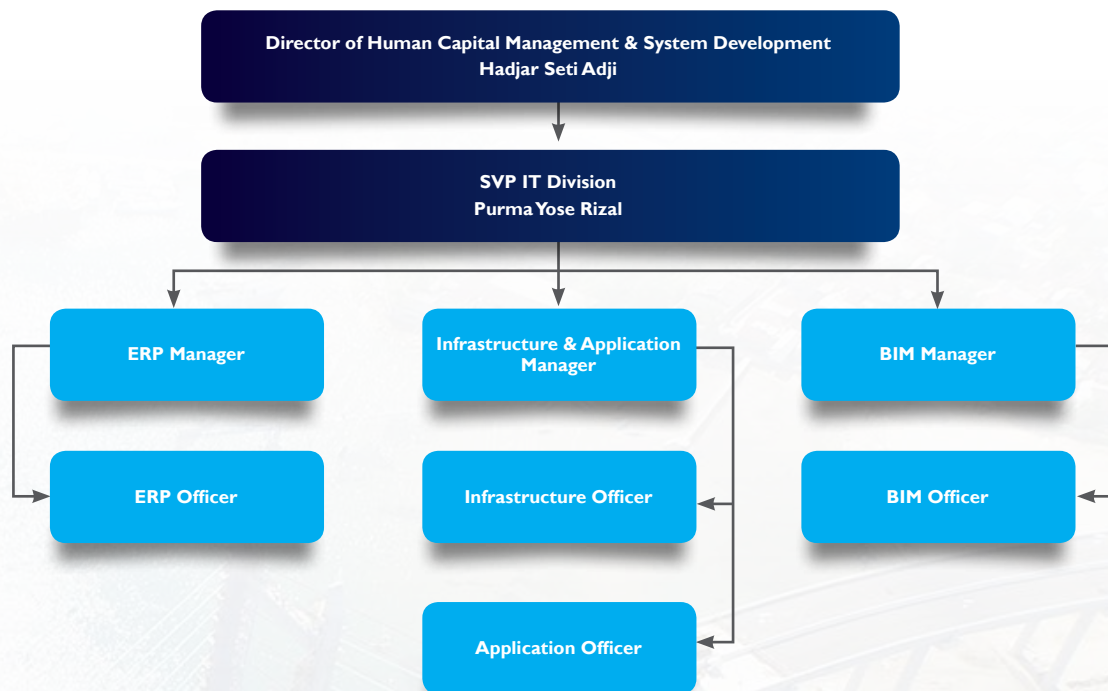
Applications development is directed to support data requirements in the *Dashboard Management*.

INFORMATION TECHNOLOGY MANAGEMENT STRUCTURE

Information Technology Division is a division that is responsible for planning, managing, developing and evaluating IT policies and programs, including the development of core applications (*Enterprise Resource Planning/ERP*) and other supporting applications (*Line of Business/LOB*) along with the IT system infrastructure in it. *Information Technology Division* is headed by a *Senior Vice President* who is directly responsible to the Director



langsung kepada *Director of Human Capital Management & System Development* of Human Capital Management & System Development.



PEJABAT SVP-IT DIVISION

Berdasarkan Surat Keputusan *Board of Directors* No. 25/SK/WK/PEN/2021 tanggal 23 Februari 2021, Perseroan telah menetapkan Purma Yose Rizal sebagai *Senior Vice President of Information Technology Division* (SPV – IT Division). Profil lengkap beliau telah disajikan pada bab ‘Profil Perusahaan’, sub bab ‘Profil Pejabat *Corporate Office*’.

Tugas dan Tanggung Jawab *Information Technology Division*

Information Technology Division memiliki fungsi dan tujuan untuk merencanakan, mengembangkan, mengkoordinasikan, dan mengevaluasi layanan dan dukungan teknis dalam pengembangan sistem TI Perseroan untuk menunjang aktivitas bisnis dan operasional Perseroan sesuai dengan koridor pencapaian target dan kebutuhan bisnis korporasi. Divisi ini berfungsi untuk menyediakan layanan dan dukungan kepada seluruh pegawai dengan mengidentifikasi, meneliti, dan memecahkan masalah-masalah teknis yang berhubungan dengan perangkat keras dan perangkat lunak komputer, termasuk penyediaan data dan pemberian bantuan informasi melalui sistem informasi, jaringan (*network*) dan sistem komunikasi.

OFFICIAL OF SVP IT DIVISION

Based on the Decree of *Board of Directors* No. 25/SK/WK/PEN/2021 dated February 23, 2021, the Company has appointed Purma Yose Rizal as *Senior Vice President of Information Technology Division* (SPV – IT Division). His complete profile has been presented in “*Company Profile*” chapter on “*Corporate Office Officials Profile*” section.

Duties and Responsibilities of *Information Technology Division*

Functions and purpose of the *Information Technology Division* are planning, developing, coordinating, and evaluating services and technical support in developing IT system to support the Company’s business and operational activities to achieve corporate targets and business needs. The provision of services and support is given to all employees by identifying, researching, and solving technical problems related to computer hardware and software, including the provision of data and the provision of information assistance through information system, networks, and communication systems.



Adapun tugas dan tanggung jawab *Information Technology Division*, adalah sebagai berikut:

1. Mengembangkan kebijakan, prosedur, dan standar TI untuk Grup Waskita;
2. Memberikan dukungan teknis dalam sistem TI, terutama implementasi ERP terhadap Grup Waskita (termasuk *Business Unit* dan Anak Perusahaan apabila diperlukan);
3. Menyediakan data, sistem informasi, jaringan, dan sistem komunikasi bagi Grup Waskita;
4. Memastikan keamanan komunikasi data dan informasi perusahaan sesuai dengan standar yang berlaku;
5. Melaksanakan kegiatan umum strategis dan operasional TI serta pengadaan TI.

INISIATIF PENGEMBANGAN TEKNOLOGI INFORMASI TAHUN 2021

Sepanjang tahun 2021, Perseroan telah melaksanakan rencana dan program kerja TI dengan mengacu pada *roadmap* TI yang telah ditetapkan. Program dan inisiatif pengembangan TI yang dilakukan Perseroan di sepanjang tahun 2021 adalah sebagai berikut:

Inisiatif Pengembangan TI 2021

Bentuk Inisiatif Pengembangan TI / Forms of IT Development Initiatives	Deskripsi / Description
Assessment IT Maturity Level / IT Maturity Level Assessment	Sebagai bentuk pemenuhan APS (Aspirasi Pemegang Saham) KBUMN 2021, Waskita melakukan <i>assessment</i> tingkat kematangan penerapan Teknologi informasi (IT Maturity Level) menggunakan framework COBIT 2019. Adapun hasil <i>Assessment</i> IT Maturity level PT Waskita Karya (Persero) Tbk. di tahun 2021 adalah 3,18 yang sudah melebihi dari apa yang di targetkan oleh KBUMN sebesar > 3,0. / As a form of fulfilling the 2021 KBUMN APS (Shareholder Aspirations), Waskita conducted an assessment of the maturity level of the implementation of Information Technology (IT Maturity Level) using the COBIT 2019 framework. The results of the IT Maturity Level Assessment of PT Waskita Karya (Persero) Tbk. in 2021 is 3.18 which has exceeded what was targeted by KBUMN at > 3.0.
Transformasi Industri 4.0 / Industry 4.0 Transformation	Menindaklanjuti kesepakatan berdasarkan MoU antara Kementerian BUMN dengan Kementerian Perindustrian mengenai pelaksanaan <i>Assessment</i> Indonesia Industry 4.0 Readiness Indeks (INDI 4.0), PT Waskita Karya (Persero) Tbk. telah melakukan <i>Assessment</i> INDI 4.0 pada bulan November tahun 2021 dengan menggunakan Assessor Independen B4T. / Following up on the agreement based on the MoU between the Ministry of SOEs and the Ministry of Industry regarding the implementation of the Indonesia Industry 4.0 Readiness Index (INDI 4.0) Assessment, PT Waskita Karya (Persero) Tbk. has conducted the INDI 4.0 Assessment in November 2021 using the B4T Independent Assessor.
Sertifikasi ISO 27001:2013 Sistem Manajemen Pengamanan Informasi / ISO 27001:2013 Certification on Information Security Management System	Untuk menerapkan standar manajemen pengamanan informasi di Perusahaan, PT Waskita Karya (Persero) Tbk. telah melaksanakan sertifikasi SMPI (Sistem Manajemen Pengamanan Informasi) / ISO 27001:2013 di akhir tahun 2021 dengan hasil Lulus Sertifikasi. / To implement information security management standards in the Company, PT Waskita Karya (Persero) Tbk. has implemented the SMPI (Information Security Management System) / ISO 27001:2013 certification at the end of 2021 with the results of Passing Certification.

FOKUS PENGELOLAAN TEKNOLOGI INFORMASI TAHUN 2021

Pada tahun 2021, Perseroan fokus melakukan pengelolaan teknologi informasi berlandaskan *roadmap* yang telah dibuat. *Information Technology Division* memiliki beberapa inisiatif yang merupakan kelanjutan dan aktivitas sempat tertunda pelaksanaannya di tahun 2020 dikarenakan pandemi COVID-19. Adapun fokus pengembangan di Departemen ERP yaitu fokus kepada proses Integrasi ERP dengan BIM, Pengembangan *Dashboard-Dashboard*

The duties and responsibilities of Information Technology Division are as follows:

1. Develop IT policies, procedures, and standards for Waskita Group;
2. Provide technical support in IT system, particularly in ERP implementation to Waskita Group (including Business Units and Subsidiaries if required);
3. Provide data, information system, networks and communication system for Waskita group;
4. Ensure the security of data communications and corporate information in accordance with applicable standards;
5. Implement IT strategic & operational activities, and IT procurement.

INFORMATION TECHNOLOGY DEVELOPMENT INITIATIVES IN 2021

Throughout 2021, the Company has implemented IT development work plans and programs with reference to the established IT roadmap. IT development programs and initiatives carried out by the Company throughout 2021 are as follows.

IT Development Initiatives for 2021

INFORMATION TECHNOLOGY MANAGEMENT FOCUS IN 2021

In 2021, the Company focused on managing information technology based on the roadmap that has been made. The Information Technology Division has several initiatives that are continuations of activities that were delayed in 2020 due to the COVID-19 pandemic. The focus of development in the ERP Department is to focus on the ERP Integration process with BIM, Development of decision-making Dashboards, especially for the needs of Third



pengambilan keputusan khususnya untuk kebutuhan Pihak Ketiga (termasuk kementerian BUMN) serta pemenuhan *compliance* terhadap penggunaan lisensi SAP baik di Holding maupun di Anak Usaha.

Dari sisi Infrastruktur dan aplikasi lainnya, Perseroan masih berfokus untuk terus melakukan integrasi terhadap aplikasi dan sistem pendukung Perseroan (*LOB Application*) di bawah platform WIDE (*Waskita Integrated Digital Enterprise*) yang diharapkan dapat membuat adanya efisiensi dan optimalisasi proses bisnis Perseroan. Sementara itu, Perseroan juga masih melanjutkan proses pengamanan dan *improvement* pada *IT Security* Perseroan beserta pemenuhan target Tingkat Kematangan IT (*IT Maturity Level*) Perseroan sesuai arahan Pemegang Saham, yakni Kementerian BUMN.

PENGEMBANGAN SDM BIDANG TEKNOLOGI INFORMASI

Perseroan senantiasa menyelaraskan pengembangan teknologi informasi yang dilakukan, dengan peningkatan kompetensi SDM di bidang TI. Upaya ini dilakukan untuk mempersiapkan SDM yang kompeten dan mampu beradaptasi dengan perkembangan teknologi, baik dari segi pengetahuan maupun keterampilan untuk meningkatkan produktivitas dan kinerja Perseroan.

Sepanjang tahun 2021, Perseroan telah melakukan pelatihan dan pengembangan kompetensi SDM di bidang TI dengan uraian sebagai berikut:

Pengembangan Kompetensi SDM TI

Judul Pelatihan / Training	Tanggal Pelatihan / Training Date	Jumlah Peserta (orang) / Participants (person)
Autodesk Naviswork	6-8 Januari 2021 / January 6-8, 2021	23
Pelatihan Pengoperasian UPS APS Symetra / Symetra APS UPS Operation Training	7 Januari 2021 / January 7, 2021	10
Software Allplan	7-12 Januari 2021 / January 7-12, 2021	12
Sharing Session Best Practice Implementasi BIM 360 / Sharing Session on Best Practice Implementation of BIM 360	15 Januari 2021 / January 15, 2021	28
Training EUT SAP S/4 HANA Role PM	18 - 19 Januari 2021 / January 18-19, 2021	7
Workshop Pelatihan BIM Dasar, Photogrammetry dan Animasi / Workshop on Basic BIM, Photogrammetry and Animation Training	18 Jan - 5 Feb 2021 / January 18 - February 5, 2021	24
Workshop ZWCAD	19 Januari 2021 / January 19, 2021	17
Autodesk & 3D Revit	19-26 Januari 2021 / January 19-26, 2021	3
Training EUT SAP S/4 HANA Role SCARM / EUT SAP S/4 HANA Role SCARM Training	20-21 Januari 2021 / January 20-21, 2021	79
Pelatihan Glodon Cubicost TAS, TRB & TIO / Glodon Cubicost TAS, TRB & TIO Pelatihan Training	26-28 Januari 2021 / January 26-28, 2021	3
Training EUT SAP S/4 HANA Role SAM / EUT SAP S/4 HANA Role SAM Training	27 Januari 2021 / January 27, 2021	32
Sosialisasi PROMIS / PROMIS Dissemination	29 Januari 2021 / January 29, 2021	576
Implementasi BIM / BIM Implementation	30 Januari 2021 / January 30, 2021	38

Parties (including the Ministry of SOEs) and compliance with the use of SAP licenses both in Holding and in Subsidiaries.

In terms of infrastructure and other applications, the Company remains focused on integrating the Company's applications and support systems (*LOB Application*) under the WIDE (*Waskita Integrated Digital Enterprise*) platform which is expected to create efficiency and optimization of the Company's business processes. Meanwhile, the Company is also continuing the process of securing and improving the Company's *IT Security* along with meeting the Company's *IT Maturity Level* target according to the direction of the Shareholders, namely the Ministry of SOEs.

DEVELOPMENT OF HUMAN CAPITAL IN INFORMATION TECHNOLOGY

The Company tries to harmonize its information technology development with the improvement of human capital competencies in the IT sector. This aims to prepare competent human capital who are able to adapt to technological developments, both in terms of knowledge and skills to increase the productivity and performance of the Company.

Throughout 2021, the Company has conducted training and competency development of HC in the IT sector as follows.

IT HC Competency Development



Judul Pelatihan / Training	Tanggal Pelatihan / Training Date	Jumlah Peserta (orang) / Participants (person)
Workshop ZWCAD Batch 2	3 Februari 2021 / February 3, 2021	16
Go Live WELL	5 Februari 2021 / February 5, 2021	120
Pelatihan Building Information Modelling / Building Information Modeling Training	11 Februari 2021 / February 11, 2021	23
Pelatihan Microsoft Teams & Office 365 / Microsoft Teams & Office 365 Training	16 Februari 2021 / February 16, 2021	1533
Training EUT SAP S/4 HANA Role SPLEM / EUT SAP S/4 HANA Role SPLEM Training	17-19 Februari 2021 / February 17-19, 2021	65
Sosialisasi Penerbangan Drone Secara Legal dan Sesuai Prosedur / Dissemination of Legal Drone Flights and According to Procedures	19 Februari 2021 / February 19, 2021	36
Autodesk Revit	25 Februari - 5 Maret 2021 / February 25 - March 5, 2021	5
Autocad 3D Revit	25 Februari - 1 Maret 2021 / February 25 - March 1, 2021	4
Training Microsoft Excel 2016 Intermediate / Microsoft Excel 2016 Intermediate Training	26-27 Februari 2021 / February 26-27, 2021	29
Pelatihan Model Simulation & Gamification Erection Girder / Simulation & Gamification Erection Girder Model Training	9 Maret 2021 / March 9, 2021	10
Sharing Knowledge Gamification Toilet Work	10 Maret 2021 / March 10, 2021	187
Sharing Session BIM Pengenalan Software MagicCad / Sharing Session BIM Introduction to MagicCad Software	16 Maret 2021 / March 16, 2021	159
Sertifikasi Basic Remote Pilot (BRP) FASI Drone / FASI Drone Basic Remote Pilot (BRP) Certification	6-7 Maret 2021 / March 6-7, 2021	11
DP-100, Designing and Implementing a Data Science Solution on Azure	8-10 Maret 2021 / March 8-10, 2021	5
AZ-304, Microsoft Azure Architect Design	8-10, 12 Maret 2021 / March 8-10, 12, 2021	4
Pelatihan Autodesk Navisworks & Revit / Autodesk Navisworks & Revit Pelatihan Training	8-18 Maret 2021 / March 8-18, 2021	4
Pelatihan Software Agishoft Metashape / Agisoft Metashape Software Training	16 Maret 2021 / March 16, 2021	7
Pelatihan Autodesk Navisworks, Revit, & Sketchup / Autodesk Navisworks, Revit, & Sketchup Training	16-22 Maret 2021 / March 16-22, 2021	2
Pelatihan Autocad 3D (advanced) / Autocad 3D training (advanced)	18-24 Maret 2021 / March 18-24, 2021	5
Refreshment Aplikasi WELL / WELL Application Refreshment	6 April 2021 / April 6, 2021	198
Workshop Aplikasi WARM / WARM Application Workshop	19 April 2021 / April 19, 2021	8
Pelatihan Software MagicCad / MagicCad Software Training	19-20 April 2021 / April 19-20, 2021	7
Refreshment & Bimbingan Fungsional Program SAP / SAP Program Refreshment & Functional Guidance	23 April 2021 / April 23, 2021	42
Webinar KNIBB " Penggunaan BIM (Building Information Modelling) dalam Pembangunan Pengelolaan Bendungan" / KNIBB Webinar "Use of BIM (Building Information Modeling) in Dam Management Development"	29 April 2021 / April 29, 2021	46
Workshop ZWCAD Batch 3	29 April 2021 / April 29, 2021	82
Refreshment & Bimbingan Fungsional Program SAP (PM, SPLEM, SCARM) / SAP Program Refreshment & Functional Guidance (PM, SPLEM, SCARM)	7 Mei 2021 / May 7, 2021	21
Workshop ArcGIS Pro (Advance) Waskita	24-25 Mei 2021 / May 24-25, 2021	7
Sosialisasi Integrasi BIM melalui WBS – ID SAP / Dissemination of BIM Integration through WBS – ID SAP	27-28 Mei 2021 / May 27-28, 2021	115
Pemanfaatan BIM dalam Pekerjaan SDA / Utilization of BIM in Natural Resources Work	2 Juni 2021 / June 2, 2021	6
Program ESI Microsoft DP-200 Implementing an Azure Data Solution	2-4 Juni 2021 / June 2-4, 2021	7
Pelatihan Autodesk 3D Revit & Navisworks / Autodesk 3D Revit & Navisworks Training	2-4 Juni 2021 / June 2-4, 2021	39
Pelatihan User Acceptance Test (UAT) Modul Owner & Modul Survey pada Mobile dan WEB Application WELCOME / User Acceptance Test (UAT) Training for Owner Module & Survey Module on Mobile and WEB Application WELCOME	8 Juni 2021 / June 8, 2021	4
Training EUT SAP S/4 HANA Role SCARM	8-9 Juni 2021 / June 8-9, 2021	76
Workshop Phyton for BIM Engineer Waskita	9-10 Juni 2021 / June 9-10, 2021	14
Workshop BIM Software Civil 3d for EPC	14-24 Juni 2021 / June 14-24, 2021	20
Webinar How BIM Solve Everything	22 Juni 2021 / June 22, 2021	59
Pelatihan BIM Drafter I / BIM Drafter Training I	13 Juli 2021 / July 13, 2021	47
Workshop Pembuatan Shopdrawing dengan Cara BIM Basic / Workshop on Making Shopdrawing with BIM Basic	13 Juli 2021 / July 13, 2021	61



Judul Pelatihan / Training	Tanggal Pelatihan / Training Date	Jumlah Peserta (orang) / Participants (person)
Training EUT SAP S/4 HANA Role SPLEM	21-23 Juli 2021 / July 21-23, 2021	70
Pelatihan Autodesk Navisworks & Revit / Autodesk Navisworks & Revit Training	21-30 Juli 2021 / July 21-30, 2021	30
The GIS & BIM Integration (GEOBIM) for Sustainable AEEO Industry Practices	22 Juli 2021 / July 22, 2021	1
Training EUT SAP S/4 HANA Role PM	26-27 Juli 2021 / July 26-27, 2021	18
Workshop BIM for Green Building	27-29 Juli 2021 / July 27-29, 2021	6
Workshop BIM (GBCI – Autodesk)	27-29 Juli 2021 / July 27-29, 2021	2
Pelatihan & Sertifikasi Tekla Intermediate dan Advance / Tekla Intermediate and Advance Training & Certification	10-18 Agustus 2021 / August 10-18, 2021	10
Penerapan BIM pada Infrastruktur SDA / Implementation of BIM on Natural Resources Infrastructure	15 Agustus 2021 / August 15, 2021	7
Sosialisasi ISO 27001:2013 tentang Sistem Manajemen Keamanan Informasi / Dissemination of ISO 27001:2013 on Information Security Management System	16 Agustus 2021 / August 16, 2021	93
Awareness Training untuk Pelaksana Audit Internal / Awareness Training for Internal Audit Executives	19-20 Agustus 2021 / August 19-20, 2021	35
Pelatihan Building Information Modeling (BIM) Untuk Project Manager di Lingkungan PT Waskita Karya (Persero) Tbk / Building Information Modeling (BIM) Training for Project Managers at PT Waskita Karya (Persero) Tbk	20 Agustus 2021 / August 20, 2021	23
Pelatihan BIM Shopdrawing 2 / Shopdrawing BIM 2 Training	24 Agustus 2021 / August 24, 2021	25
Demo Trial ArcGIS SiteScan	1-2 September 2021 / September 1-2, 2021	9
Pelatihan BIM untuk Project Manager Infrastructure I Division / BIM Training for Project Manager Infrastructure I Division	3 September 2021 / September 3, 2021	26
Training EUT SAP S/4 HANA Role SCARM	6 - 14 September 2021 / September 6-14, 2021	115
Pendampingan Konfigurasi BIM 360 - OFFLINE di Gd. Ditjen SDA Kementerian PUPR Lt.7 / BIM 360 Configuration Assistance - OFFLINE in the Directorate General of Natural Resources Building, Ministry of PUPR, 7th floor	9 September 2021 / September 9, 2021	2
Pelatihan BIM untuk Project Manager Infrastructure II / BIM Training for Project Manager Infrastructure II	10 September 2021 / September 10, 2021	26
Pelatihan BIM untuk Project Manager EPC Division dan Overseas Division / BIM Training for Project Manager EPC Division and Overseas Division	17 September 2021 / September 17, 2021	31
Sosialisasi Aplikasi Waskita Risk Management (WaRM) 2.0 / Dissemination of Waskita Risk Management (WaRM) 2.0 Application	20-30 September 2021 / September 20-30, 2021	337
Pelatihan Prosedur BIM Sesuai ISO 19650 – Penggunaan Form BIM / BIM Procedure Training According to ISO 1965 – Using the BIM Form	21 September 2021 / September 21, 2021	251
Pelatihan Microsoft Power BI Pro / Microsoft Power BI Pro Training	22 September 2021 / September 22, 2021	19
Pembahasan Penerapan Building Information Modelling (BIM) Pada Penyelenggaraan Jalan Tol / Discussion on the Implementation of Building Information Modeling (BIM) in Toll Road Operations	28 September 2021 / September 28, 2021	2
Pelatihan BIM Untuk Peninjauan 2 / BIM Training For Review 2	29 September 2021 / September 29, 2021	237
Pelatihan Prosedur Waskita BIM Sesuai ISO 19650 - BEP & BIM Masterplan / Waskita BIM Procedure Training According to ISO 1965 - BEP & BIM Masterplan	30 September 2021 / September 30, 2021	184
Workshop Basic Phyton dan SQL Waskita / Waskita's Basic Python and SQL Workshop	5 Oktober 2021 / October 5, 2021	38
Training EUT SAP S/4 HANA Role PM	8-13 Oktober 2021 / October 8-13, 2021	12
BIM Model Basic Refreshment Revit Basic dan Civil 3D / BIM Model Basic Refreshment Revit Basic and Civil 3D	14 Oktober 2021 / October 14, 2021	352
Sertifikasi Autodesk Profesional - Civil 3D / Professional Autodesk Certification - Civil 3D	15 Oktober 2021 / October 15, 2021	5
Workshop 4D Naviswork Basic	22 Oktober 2021 / October 22, 2021	352
Workshop BIM Rebar FreeForm For Revit & BIM 360 Docs CDE	25 Oktober 2021 / October 25, 2021	352
Training Penggunaan User Portal Aplikasi IT Service Management / IT Service Management Application User Portal Usage Training	26 Oktober 2021 / October 26, 2021	45
Training Penggunaan Admin Portal Aplikasi FT Service Management / FT Service Management Application Portal Admin Use Training	27 Oktober 2021 / October 27, 2021	19
Workshop Sertifikasi Autodesk Profesional / Autodesk Professional Certification Workshop	2 November 2021 / November 2, 2021	7
Sosialisasi PW BIM (Building Information Modelling) & PW PU (Pengembangan Usaha) edisi Tahun 2021 / Dissemination of PW BIM (Building Information Modeling) & PW PU (Business Development) 2021 edition	4 November 2021 / November 4, 2021	77
Simulasi Penggunaan BIM 7D 360 Ops / BIM 7D 360 Ops Usage Simulation	5 November 2021 / November 5, 2021	27



Judul Pelatihan / Training	Tanggal Pelatihan / Training Date	Jumlah Peserta (orang) / Participants (person)
Autodesk Profesional - Try Out Rs/it Profesional (ArsiteKtur) / Autodesk Professional - Try Out Rs/it Professional (ArsiteKtur)	6 November 2021 / November 6, 2021	3
Pelatihan Pelatihan BIM dasar dan Animasi Divisi Infrastruktur I / Basic BIM Training and Animation Training Infrastructure Division I	17-30 November 2021 / November 17-30, 2021	29
Webinar BIM Week 2021	25 November 2021 / November 25, 2021	78
Sosialisasi Kegiatan 7D BIM Proyek Jalan Tol KAPB / Dissemination of the BIM 7D Activities of the KAPB Toll Road Project	3 Desember 2021 / December 3, 2021	4
Program Implementasi BIM Shopdrawing di Lingkungan Proyek Waskita / BIM Shopdrawing Implementation Program in Waskita Project Environment	6-10 Desember 2021 / December 6-10, 2021	75

TATA KELOLA TEKNOLOGI INFORMASI

Dalam rangka penerapan prinsip-prinsip GCG khususnya dalam pengelolaan TI, Perseroan telah memiliki pedoman Tata Kelola TI berdasarkan Peraturan Menteri BUMN No. PER-02/MBU/02/2018 tentang Prinsip Tata Kelola Teknologi Informasi Kementerian Badan Usaha Milik Negara, regulasi eksternal relevan lainnya, serta peraturan atau kebijakan internal Perseroan di bidang TI.

Investasi Pengembangan Teknologi Informasi

Sebagai bentuk komitmen Perseroan dalam melakukan pengembangan teknologi dalam rangka menciptakan proses bisnis yang lebih efektif, efisien, dan produktif, Perseroan senantiasa melakukan investasi setiap tahunnya. Sepanjang tahun 2021, Perseroan merealisasikan investasi di bidang TI sebesar Rp18 miliar baik itu dalam bentuk OPEX dan CAPEX. Pada awal tahun 2020, Perseroan telah menyiapkan Budget sebesar Rp32,8 miliar yang dianggarkan untuk pengembangan dan sebagian besar tadinya untuk mendukung program prioritas pengamanan informasi yang akan dialokasikan untuk pengadaan perangkat-perangkat dibidang IT Security. Akan tetapi didalam pelaksanaannya, realisasinya menjadi kurang optimal mengingat masih dimasa pandemi. Nilai tersebut meningkat dari tahun sebelumnya, karena fokus tahun 2020 juga banyak yang terpending dikarenakan pandemi.

Selain itu, Tahun 2021 ini Perseroan juga melakukan beberapa kajian investasi TI yang rencananya akan mulai dijalankan di tahun 2022. Adapun kajian ini terkait dengan kebijakan transformasi perusahaan dengan menerapkan teknologi-teknologi terkini dan memulai perjalanan menuju ke komputansi awan (*Cloud Computing Journey*).

INFORMATION TECHNOLOGY GOVERNANCE

In order to implement GCG principles, especially in IT management, the Company has IT Governance guidelines based on the Minister of SOE Regulation No. PER-02/MBU/02/2018 concerning Information Technology Governance Principles of the Ministry of State-Owned Enterprises, other relevant external regulations, as well as the Company's internal regulations or policies in the IT sector.

Information Technology Development Investment

As a form of the Company's commitment in carrying out technological development in order to create more effective, efficient and productive business processes, the Company continues to make investments every year. Throughout 2021, the Company's investment in IT sector amounted to Rp18 billion both in the form of OPEX and CAPEX. In early 2020, the Company has prepared a Budget of Rp32.8 billion which was budgeted for development and most of it was to support priority information security programs that will be allocated for the procurement of equipment in the IT Security sector. However, in its implementation, the realization is less than optimal considering that it is still during the pandemic. This value has increased from the previous year, because the focus of 2020 is also the most pending due to the pandemic.

In addition, in 2021, the Company also conducted several IT investment reviews which were planned to be implemented in 2022. This review is related to the Company's transformation policy by implementing the latest technologies and starting the journey to cloud computing (*Cloud Computing Journey*).

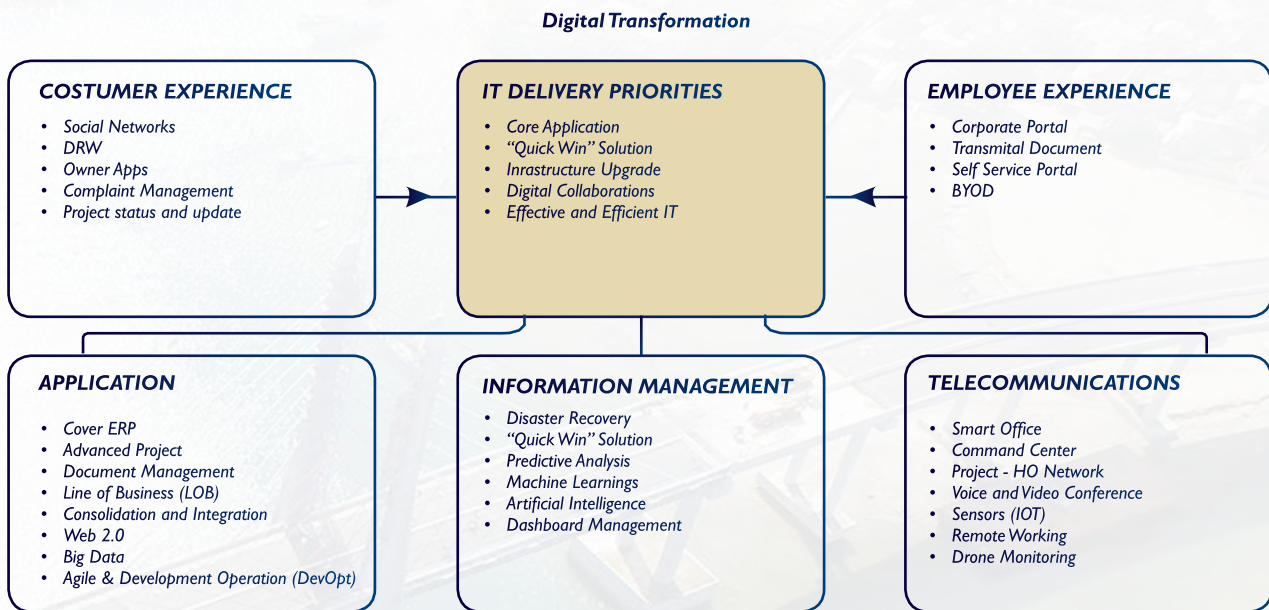


Rencana Pengembangan Teknologi Informasi Tahun 2022

Berdasarkan Masterplan TI 2020-2024, pengembangan dan pemanfaatan TI di lingkup Perseroan diarahkan pada perkembangan era transformasi digital (*Digital Transformation*). Di mana pemanfaatan TI ke depan dirancang untuk menyediakan prioritas solusi melalui aplikasi-aplikasi inti (*core application*), penyempurnaan infrastruktur penunjang TI, kolaborasi elemen atau sumber daya digital, serta peningkatan efisiensi dan efektivitas operasional bisnis.

Information Technology Development Plan for 2022

Based on the 2020-2024 IT Masterplan, the development and utilization of IT in the Company is directed at the development of Digital Transformation era. Where the future use of IT is designed to provide priority solutions through core applications, improvements to IT support infrastructure, collaboration of digital elements or resources, as well as increasing efficiency and effectiveness of business operations.



Fokus dukungan terhadap transformasi digital berdasarkan Masterplan TI yang telah dirancang, mencakup 5 (lima) aspek, yaitu *customer*, *employee*, *application/system*, *information management*, dan *telecommunication*.

Di tahun 2022, Perseroan memiliki rencana untuk memulai perjalanannya menuju ke komputasi awan (*Cloud Journey*). Proses ini akan dimulai dengan memindahkan *Disaster Recovery Center (DRC) Core Systemnya* Waskita yang selama ini menggunakan jasa colocation akan dipindahkan ke *Cloud*. Begitu juga dengan program modernization application lainnya yang dalam penerapannya akan banyak dipengaruhi oleh penggunaan teknologi komputasi awan (*Cloud Computing*).

The focus of support for digital transformation is based on the IT Master Plan that has been designed, covering 5 (five) aspects, namely *customer*, *employee*, *application/system*, *information management*, and *telecommunication*.

In 2022, the Company has plans to start its journey to cloud computing (*Cloud Journey*). This process will begin by transferring Waskita's *Disaster Recovery Center (DRC) Core System*, which has been using colocation services, to the *Cloud*. Likewise with other modernization application programs which in their application will be heavily influenced by the use of cloud computing technology (*Cloud Computing*).



SISTEM TEKNOLOGI, RISET & PENGEMBANGAN

Tata Kelola Sistem Teknologi, Riset & Pengembangan

Dalam rangka memperkuat eksistensi Perseroan di tengah perkembangan industri yang dinamis, Perseroan senantiasa berupaya untuk meningkatkan kapabilitas dan sumber daya yang dimiliki dengan terus memperbarui sistem teknologi secara komprehensif dan melakukan optimalisasi fungsi riset dan pengembangan, khususnya pengembangan teknologi serta perbaikan proses bisnis.

Perseroan melakukan pendekatan fungsional dan strategis khususnya dalam perbaikan proses bisnis melalui inisiatif Lean Construction, inovasi teknologi, serta pengembangan kompetensi SDM terkait perencanaan, pelaksanaan, hingga pengelolaan bangunan. Di mana Perseroan lebih memfokuskan pada penguatan implementasi *Building Information Modelling* (BIM) sebagai fitur penunjang proses konstruksi baik terkait informasi data, penyusunan konsep, penentuan siklus umur, hingga demoli.

Struktur Pengelola Sistem Teknologi, Riset & Pengembangan

Pengelolaan Sistem Teknologi, Riset dan Pengembangan merupakan tanggung jawab *Research & Innovation Departement* dibawah Engineering Division dan BIM Departement dibawah BIM-IT Division yang berada di bawah *Director of Operation III* dan *Director of Human Capital Management & System Development*. kedua Departement ini, bertanggung jawab atas perumusan, pengembangan, pengelolaan dan pemantauan terhadap sistem dan teknologi di lingkup Perseroan serta melakukan pengelolaan terhadap pengetahuan dan inovasi.

Struktur Organisasi Sistem Teknologi, Riset & Pengembangan



TECHNOLOGY SYSTEM, RESEARCH & DEVELOPMENT

Technology System, Research & Development

To strengthen the Company's existence amid the dynamic industrial developments, the Company strives to improve its capabilities and resources by continuously updating the technology system in a comprehensive manner and optimizing its research and development functions, particularly technology development and business process improvement.

The Company takes a functional and strategic approach, especially in the business process improvement through Lean Construction initiatives, technological innovations, and developing human capital competencies related to planning, implementation, and building management. In this matter, the Company focuses more on strengthening the implementation of Building Information Modeling (BIM) as a supporting feature of the construction process related to data information, drafting concepts, determining life cycles, to demolition.

Technology System, Research & Development Management Structure

The management of Technology System, Research and Development is the responsibility of the Research & Innovation Department under the Engineering Division and BIM Department under the BIM-IT Division, which is under the Director of Operation III and Director of Human Capital Management & System Development. Both Departments are responsible for formulating, developing, managing, and monitoring the systems and technology in the Company as well as for managing knowledge and innovation.

Technology System, Research & Development Organization Structure



Ruang Lingkup Implementasi Research & Innovation

Pelaksanaan *Research & Innovation* pada *Digital in Engineering* dan *Digital in Construction* terus dilakukan Perseroan dengan memperhatikan perkembangan kebijakan, proses, infrastruktur hingga perangkat teknologi yang mendukung baik secara proses Engineering dan proses konstruksi di proyek. Perseroan telah melaksanakan *Research & Innovation* sebagai Sistem dan Budaya pendukung kolaborasi serta perencanaan melalui penerapan yang berkembang dari analog menjadi digital, yang diorientasikan pada penurunan waste atau efisiensi khususnya pada waste material, waktu, *inventory* dan *defect*. Perseroan juga tetap meningkatkan budaya Inovasi dengan penerapan Inovasi dengan teknologi baik kolaborasi digital ataupun drone dan *Artificial Intelligence*.

Implementasi Pelaksanaan dan Implementasi Riset dan Pengelolaan Inovasi dibawah tanggung jawab *Research & Innovation* pada *Engineering Division* dilaksanakan dengan mengacu pada *Roadmap Innovation* yang telah ditetapkan.

Skema Strategic Planning Innovation

Smart Construction	Lean Construction	Co-Creation Construction	Construction Landmark of Society 5.0
Digitalisasi in Engineering	Implementasi Digital & Collab Lean Construction	Technology in Engineering	Collaboration Digital Twin
Digitalisasi in Construction	Implementasi Last Planner System	Technology in Construction	
Business Intelligence	Waste Management	Pengembangan Budaya Inovasi dan Pengelolaan Paten / Innovation Culture Development and Patent Management	

Fokus Pengembangan Research & Innovation Tahun 2021

Berdasarkan *roadmap* implementasi dan pengelolaan BIM 2019-2024, fokus pengembangan *Building Information Modelling* (BIM) di tahun 2021 diorientasikan pada penerapan budaya *Lean Construction* dalam proses bisnis Perseroan, di antaranya:

1. Pembuatan Prosedur Waskita Manajemen Riset dan Inovasi;
2. Digitalisasi penerapan *Lean Construction* pada Ms. Project;
3. Waskita membangun sistem platform BigData Geospasial berbasis GIS (*Geographic Information System*) Web melalui WebGIS Waskita. WebGIS Waskita digunakan sebagai Data Container penunjang kolaborasi antar stakeholder yang terlibat dalam suatu proyek. Data-data yang dikolaborasikan di dalam *platform* ini terdiri dari data model BIM, data GIS, data dokumen atau *spreadsheet*. WebGIS Waskita meningkatkan kualitas komunikasi yang baik antar *stakeholder* yang terlibat di masing-masing proyek.;
4. Digitalisasi Monitoring pada Dashboard Monitoring Progress Tender;
5. Riset Data Analytics pada People Analytics Aplikasi WEST Waskita Karya;

Scope of Research & Innovation Implementation

The Company continues to carry out *Research & Innovation* in *Digital in Engineering* and *Digital in Construction* by paying attention to the development of policies, processes, infrastructure to technological devices that support both the Engineering process and the construction process in the project. The Company has implemented *Research & Innovation* as a system and culture that supports collaboration and planning through the implementation of developing from analog to digital, which is oriented towards reducing waste, especially in material, time, inventory and defect waste. The Company also continues to improve the culture of Innovation by implementing Innovation with technology, both digital collaboration or drones and *Artificial Intelligence*.

The Implementation of *Research and Innovation Management* under the responsibility of *Research & Innovation* in the *Engineering Division* is carried out with reference to the *Innovation Roadmap* that has been determined.

Innovation Strategic Planning Scheme

Research & Innovation Development Focus in 2021

Based on the 2019-2024 BIM implementation and management roadmap, the focus of *Building Information Modeling* (BIM) development in 2021 was oriented towards implementing *Lean Construction* culture in the Company's business processes, including:

1. Development of Waskita Procedures for *Research and Innovation Management*;
2. Digitalization of the implementation of *Lean Construction* to Ms. Projects;
3. Waskita developed a Web GIS (*Geographic Information System*)-based BigData Geospasial platform through WebGIS Waskita. WebGIS Waskita is used as Data Container to support collaboration between stakeholders who are involved in a project. Data collaborated in the platform consist of BIM-model data, GIS data, and spreadsheet. WebGIS Waskita improves its communication quality between shareholders involved in each project;
4. Digitalization of Monitoring on the Tender Progress Monitoring Dashboard;
5. Data Analytics Research on People Analytics on Waskita Karya WEST Application;



- | | |
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| <ul style="list-style-type: none"> 6. Standardisasi Penerapan Artificial Intelligence Drone (Artificial Intelligence Defect Detection); 7. Standardisasi Penerapan RFID untuk Material Tracking System; 8. Standardisasi Penerapan Wepro monitoring solar; dan 9. Pengelolaan Inovasi di seluruh Unit Bisnis dan Anak Perusahaan Waskita Karya; 10. Standardisasi Penerapan BIM Dynamo Pipe System Revit. | <ul style="list-style-type: none"> 6. Standardization of the Application of Artificial Intelligence Drone (Artificial Intelligence Defect Detection); 7. Standardization of RFID Application for Material Tracking System; 8. Standardization of the implementation of Wepro solar monitoring; 9. Innovation Management in all Waskita Karya Business Units and Subsidiaries; 10. Standardization of Revit's BIM Dynamo Pipe System Implementation. |
|--|--|

Investasi Research & Innovation dan BIM Tahun 2021

Investasi Research & Innovation dan BIM di lingkup Perseroan lebih diarahkan pada peningkatan kompetensi SDM berupa pelatihan dan pendidikan BIM, serta pemenuhan dan peningkatan fungsi penunjang BIM lainnya. Berikut investasi BIM yang dilakukan Perseroan pada tahun 2021.

Research & Innovation Investment and BIM in 2021

Investments in Research & Innovation and BIM within the Company are more directed at enhancing human capital competencies in the form of BIM training and education, as well as fulfilling and enhancing other BIM supporting functions. The following are BIM investments made by the Company in 2021.

Perlengkapan Kantor / Office Equipment	Rp2.257.336.625
AEC 1 Year	Rp964.200.000
BIM360 Docs 1 Year	Rp248.000.000
Archi CAD (Maintenance)	Rp8.526.000
Lumion (Maintenance)	Rp26.812.500
WebGIS (Maintenance)	Rp133.500.000
Fuzor	Rp41.000.000
Primavera (Maintenance)	Rp9.500.000
ArcGIS Desktop Advance Concurrent Use	Rp382.690.000
ArcGIS Collection Maintenance	Rp152.796.500
Sketch Up Pro	Rp13.005.000
Rhino & Grasshopper	Rp15.700.000
CAPEX nyasar BUA	Rp260.606.625
Buku Ilmu Pengetahuan / Science Book	Rp81.152.000
Africa Construction Market - Growth, Trends, COVID-19 Impact, and Forecasts (2021-2026)	Rp81.152.000
Tenaga Ahli / Experts	Rp1.232.025.045
Konsultan Inovasi Tahap 2 / Phase 2 Innovation Consultant	Rp437.500.000
Riset Artificial Intelligence QHSE (PT.Widya Inovasi Indonesia) / QHSE Artificial Intelligence Research (PT.Widya Innovation Indonesia)	Rp250.000.000
Pendamping Lean Construction / Lean Construction Supervisor	Rp110.440.500
Pengembangan WIN (PT. Lakon Teknologi Dwipantara) / WIN Development (PT. Lakon Teknologi Dwipantara)	Rp300.000.000
Riset Kepuasan Pelanggan (PT. Deka) / Customer Satisfaction Research (PT. Deka)	Rp113.630.000
Juri Waskita Awards 2020 (PT. PPM) / Waskita Awards 2020 Jury (PT. PPM)	Rp20.454.545
Total	Rp3.570.513.670



Rencana Pengelolaan dan Pengembangan Investasi Research & Innovation dan BIM Tahun 2022

Rencana pengelolaan dan pengembangan Research & Innovation tahun 2022 mengarah pada implementasi Digital in Engineering & Digital in Construction, di antaranya dengan langkah-langkah sebagai berikut:

- Pengembangan SDM
 - Pelatihan MS Project menunjang Lean Construction
- Development
 - Riset Digital in Engineering : Jembatan Gantung,
 - Riset Digital in Engineering : Tax Carbon Research
 - Riset Digital in Engineering : Artificial Intelligence
 - Riset Digital in Engineering : Dashboard Automatic Update Tender LPSE
 - Riset Digital in Construction : Last Planner System Waskita 2.0
 - Riset Digital in Construction : Waste Management for Lean Construction
 - Integrasi BIM - LPS - ERP SAP S/4 HANA Phase I
- System
 - PW Riset dan Manajemen Inovasi 2021
 - Waskita Award Yearly

Research & Innovation Investment and BIM Management and Development Plan for 2022

The plan for the management and development of Research & Innovation in 2022 leads to the implementation of Digital in Engineering & Digital in Construction, including the following steps:

- HR Development
 - MS Project training to support Lean Construction
- Development
 - Digital Research in Engineering: Suspension Bridge,
 - Digital Research in Engineering: Tax Carbon Research
 - Digital Research in Engineering: Artificial Intelligence
 - Digital Research in Engineering: LPSE Tender Automatic Update Dashboard
 - Digital Research in Construction: Last Planner System Waskita 2.0
 - Digital Research in Construction: Waste Management for Lean Construction
 - Integration of BIM - LPS - ERP SAP S/4 HANA Phase I
- System
 - PW Research and Innovation Management 2021
 - Waskita Award Yearly

Skema Strategi 2022

Strategy Scheme for 2022

Measure	Support	Resource
<ul style="list-style-type: none"> • Monitoring produktifitas melalui Last Planner System / Prouctivity monitoring through Last Planner System • Monitoring Innovation dan Paten / Innovation and Patent Monitoring • Peningkatan Kompetensi SDM / HR Competency Improvement 	<ul style="list-style-type: none"> • Yearly Innovation Award • Community of Practice Innovation dan Lean • Sharing session 	<ul style="list-style-type: none"> • Research Lean Construction Institute • Training Predictive Analytics • I2RI (Indonesian Infrastructure Research & Innovation)

05

ANALISIS DAN PEMBAHASAN MANAJEMEN

MANAGEMENT DISCUSSION AND ANALYSIS







ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis



TINJAUAN UMUM

TINJAUAN EKONOMI GLOBAL

Secara keseluruhan laju pertumbuhan ekonomi global di tahun 2021 mencatatkan kenaikan dibandingkan tahun 2020. Berdasarkan data yang dihimpun oleh Dana Moneter Internasional (IMF) dalam laporannya yang berjudul *World Economic Outlook Update* (edisi Januari 2022), pertumbuhan ekonomi global di tahun 2021 tercatat sebesar 5,9%, kontras dengan kontraksi pertumbuhan tahun 2020 sebesar minus 3,1%.

Upaya otoritas dunia untuk mengembalikan kinerja ekonomi melalui program vaksinasi yang proaktif, penerapan kebijakan fiskal dan moneter yang ekspansif, serta pemberian stimulus bagi pelaku industri telah memberikan dampak yang positif terhadap performa ekonomi dunia. Di sisi lain, pada paruh kedua tahun

GENERAL OVERVIEW

GLOBAL ECONOMIC OVERVIEW

Overall, the pace of global economic growth in 2021 improved compared to that of 2020. Based on data compiled by the International Monetary Fund (IMF) in its report entitled *World Economic Outlook Update* (January 2022 edition), global economic growth in 2021 was recorded at 5,9%, in contrast to the 2020 growth contraction at minus 3.1%.

The efforts of global authorities to restore economic performance through proactive vaccination programs, implementation of expansive fiscal and monetary policies, as well as providing stimulus for industry players have had a positive impact on world economic performance. On the other hand, in the second half of



Di tahun 2021, Perseroan mengikuti lelang sebanyak 159 proyek dengan nilai total sebesar Rp69,00 triliun dan telah berhasil memenangkan 25 lelang proyek dengan nilai sebesar Rp15,30 triliun.

In 2021, the Company participated in 159 project tenders with a total value of Rp69.000 trillion and has succeeded in winning 25 project tender with a value of Rp15.30 trillion.

2021, pertumbuhan ekonomi global kembali menghadapi berbagai tantangan, antara lain, penemuan varian Omicron dari turunan virus Covid-19 dan disrupsi rantai pasok dunia sehingga menyebabkan pertumbuhan pada tahun 2022 diproyeksikan kembali melemah.

2021, global economic growth faced another challenges, including the emergence of the Omicron variant from the Covid-19 virus derivative and the disruption of world supply chains, causing growth in 2022 to be projected to weaken once again.

Proyeksi Pertumbuhan Ekonomi Global Tahun 2020 - 2021 (dalam satuan %) /
Projection of Global Economic Growth in 2020-2021 (in %)

Uraian / Description	2020	2021
Global / Global	-3,1	5,9
Negara Maju / Developed Countries	-4,5	5,0
Negara Berkembang / Developing Countries	-2,0	6,5

Sumber: World Economic Outlook Update, IMF, Januari 2021 / Source: World Economic Outlook Update IMF, January 2021
Keterangan: e: estimasi / Information: e: estimation

Peningkatan pertumbuhan ekonomi global pada tahun 2021 terutama didukung oleh kumpulan negara berkembang yang mencatatkan pertumbuhan sebesar 6,5% setelah berkontraksi sebesar minus 2,0% di tahun 2020. Pertumbuhan ekonomi tertinggi pada tahun 2021 tercatat berasal dari India yang berhasil membukukan pertumbuhan sebesar 9,0%, setelah berkontraksi cukup dalam sebesar minus 7,3% pada tahun sebelumnya. Tiongkok juga berhasil mencatatkan peningkatan kinerja pertumbuhan ekonomi sebesar 8,1%, naik dibandingkan tahun sebelumnya sebesar 2,3%. Secara keseluruhan, seluruh anggota kumpulan negara berkembang berhasil mencatatkan pertumbuhan yang positif di tahun 2021.

Selanjutnya, kumpulan negara maju juga berhasil mencatatkan pertumbuhan positif yaitu sebesar 5,0% di tahun 2021, bila dibandingkan kontraksi pertumbuhan pada tahun 2020 sebesar minus 4,5%. Kenaikan kinerja ekonomi terutama dipimpin oleh Inggris yang berhasil mencatatkan pertumbuhan sebesar 7,2% setelah mengalami kontraksi yang cukup dalam pada tahun 2020 sebesar minus 9,4%. Seluruh anggota kumpulan negara maju juga mencatatkan pertumbuhan ekonomi yang positif pada tahun 2021.

Membaiiknya pertumbuhan ekonomi global di tahun 2021 dapat dilihat dari volume perdagangan dunia yang tercatat sebesar 9,3%, naik bila dibandingkan tahun 2020 sebesar minus 8,2%. Angka pertumbuhan tersebut didukung oleh pertumbuhan volume perdagangan dunia dari kumpulan negara berkembang sebesar 11,1% dan kumpulan negara maju sebesar 8,3%.

TINJAUAN EKONOMI NASIONAL

Seiring dengan menurunnya jumlah kasus Covid-19 sampai dengan akhir tahun 2021, perekonomian nasional juga turut mengalami perbaikan. Badan Pusat Statistik (BPS), melaporkan pertumbuhan ekonomi nasional yang diukur berdasarkan Produk Domestik Bruto (PDB) di tahun 2021 tercatat sebesar 3,69% atau tumbuh positif setelah berkontraksi sebesar minus 2,07% di tahun sebelumnya. Perekonomian Indonesia tahun 2021 yang diukur berdasarkan PDB atas dasar harga berlaku mencapai Rp16.970,8 triliun dan PDB per kapita mencapai Rp62,2 juta atau USD4.349,5.

The improvement in global economic growth in 2021 was mainly supported by the group of developing countries which recorded growth of 6.5% after contracting by minus 2.0% in 2020. The highest economic growth in 2021 was recorded in India which managed to record growth by 9.0%, after contracting quite deeply by minus 7.3% in the previous year. China also managed to record an increase in economic growth performance by 8.1%, up from 2.3% in the previous year. Overall, all members of the group of developing countries managed to record positive growth in 2021.

Furthermore, the group of developed countries also managed to record positive growth by 5.0% in 2021 compared to the growth contraction in 2020 by minus 4.5%. The increase in economic performance was mainly led by the UK which managed to record growth at 7.2% after experiencing a quite deep contraction in 2020 by minus 9.4%. All members of the group of developed countries also recorded positive economic growth in 2021.

The improvement in global economic growth in 2021 can be seen from the world trade volume which was recorded at 9.3%, increased compared to that of 2020 at minus 8.2%. This growth was supported by the growth in world trade volume from developing countries by 11.1% and from developed countries by 8.3%.

NATIONAL ECONOMIC OVERVIEW

Along with the declined Covid-19 cases as of the end of 2021, the national economy also experienced improvements. Statistics Indonesia (BPS), reported that national economic growth measured by Gross Domestic Product (GDP) in 2021 was recorded at 3.69% or grew positively after contracting by minus 2.07% in the previous year. The Indonesian economy in 2021 as measured by GDP at current prices will reach Rp16,970.8 trillion and GDP per capita reaching Rp62.2 million or USD4,349.5.

Pertumbuhan PDB 2017 – 2021 / GDP Growth in 2017-2021

Tahun / Year	Pertumbuhan PDB / GDP Growth
2021	3,69%
2020	-2,07%
2019	5,02%
2018	5,17%
2017	5,07%

(Sumber: Badan Pusat Statistik / Source: Statistics Indonesia)



Pertumbuhan ekonomi nasional menurut lapangan usaha mencatatkan pertumbuhan yang positif di tahun 2021 setelah berkontraksi di tahun sebelumnya. BPS melaporkan, 64,92% dari PDB 2021 berasal dari lapangan usaha Industri, Pertanian, Perdagangan, Konstruksi dan Pertambangan. Sedangkan, pertumbuhan 3 (tiga) lapangan usaha tertinggi di tahun 2021 berasal dari Jasa Kesehatan dan Kegiatan Sosial sebesar 10,46%, Pengadaan Listrik dan Gas sebesar 5,55% dan Pengadaan Air, Pengelolaan Sampah, Limbah dan Daur Ulang sebesar 4,97%. Pertumbuhan sektor Jasa Kesehatan dan Kegiatan Sosial di tahun 2021 terutama didukung oleh peningkatan jumlah pasien dan pendapatan dari uji specimen Covid-19, serta kenaikan insentif kesehatan terkait perawatan pasien Covid-19.

Seiring dengan meningkatnya aktivitas ekonomi masyarakat yang disebabkan oleh penurunan kasus Covid-19, seluruh komponen pertumbuhan ekonomi berdasarkan pengeluaran mencatatkan pertumbuhan yang positif. BPS mencatatkan, 85,23% dari PDB tahun 2021 berasal dari pengeluaran berupa Konsumsi Rumah Tangga dan Investasi. Adapun pertumbuhan pengeluaran tertinggi di tahun 2021 diraih oleh komponen Ekspor sebesar 24,04%, diikuti oleh Impor sebesar 23,31% dan Pengeluaran Konsumsi Pemerintah sebesar 4,17%. Menguatnya pertumbuhan komponen Pengeluaran Konsumsi Pemerintah disebabkan oleh realisasi belanja barang dan jasa APBN tahun 2021 sebesar Rp403,11 triliun, meningkat dibandingkan tahun 2020. Selain itu, realisasi belanja pegawai APBN tumbuh 2,01% dibandingkan tahun 2020.

Berdasarkan laporan BPS, inflasi Indeks Harga Konsumen (IHK) pada tahun 2021 tercatat rendah dan berada di bawah kisaran sasaran $3,0 \pm 1\%$. Inflasi IHK di tahun 2021 tercatat sebesar 1,87%, meningkat bila dibandingkan dengan inflasi tahun 2020 sebesar 1,68%. Masih rendahnya inflasi yang tercatat pada tahun 2021 dipengaruhi oleh permintaan domestik yang belum kuat sebagai dampak dari pandemi Covid-19, pasokan yang memadai, dan sinergi kebijakan Bank Indonesia dan Pemerintah baik di tingkat pusat maupun daerah dan menjaga kestabilan harga. Dari keseluruhan tingkat inflasi tersebut, inflasi inti tahun 2021 tercatat sebesar 1,56%, lebih rendah dibandingkan tahun 2020. Sedangkan inflasi administered prices meningkat dari tahun sebelumnya menjadi sebesar 1,79%, sejalan dengan peningkatan mobilitas masyarakat pasca pelonggaran kebijakan pembatasan mobilitas.

Pertumbuhan ekonomi berdasarkan sisi geografis di tahun 2021 masih dipimpin oleh kelompok provinsi di Pulau Jawa dengan kontribusi sebesar 57,89%, diikuti oleh Pulau Sumatra sebesar 21,70% dan Pulau Kalimantan sebesar 8,25%. Sementara pertumbuhan tertinggi secara spasial dicapai oleh kelompok provinsi di Maluku dan Papua yang tumbuh sebesar 10,09%.

National economic growth by business sector recorded positive growth in 2021 after contracting in the previous year. BPS reported that 64.92% of the 2021 GDP came from the Industry, Agriculture, Trade, Construction and Mining business fields. Meanwhile, the highest growth in the 3 (three) business fields in 2021 came from Health Services and Social Activities at 10.46%, Electricity and Gas Procurement at 5.55%, and Water Supply, Waste Management, Waste and Recycling at 4.97%. The growth of the Health Services and Social Activities sector in 2021 was mainly supported by an increase in the number of patients and income from Covid-19 specimen testing, as well as an increase in health incentives related to the treatment of Covid-19 patients.

Along with the increase in community economic activity caused by the decline in Covid-19 cases, all components of economic growth based on expenditure recorded positive growth. BPS recorded that 85.23% of GDP in 2021 came from spending in the form of household consumption and investment. The highest expenditure growth in 2021 was achieved by the Export component at 24.04%, followed by Imports at 23.31% and Government Consumption Expenditure at 4.17%. The strengthened growth of the Government Consumption Expenditure component was due to the realization of expenditure on goods and services in the 2021 State Budget (APBN) amounting to Rp403.11 trillion, an increase compared to that of 2020. In addition, the realization of APBN personnel expenditure grew by 2.01% compared to that of 2020.

Based on the BPS report, the Consumer Price Index (CPI) inflation in 2021 was low and below the target range at $3.0 \pm 1\%$. CPI inflation in 2021 was recorded at 1.87%, an increase compared to 2020 inflation at 1.68%. The low inflation recorded in 2021 was influenced by weak domestic demand as a result of the Covid-19 pandemic, adequate supply, and policy synergy between Bank Indonesia and the Government both at the central and regional levels and maintaining price stability. Of the overall inflation rate, core inflation in 2021 was recorded at 1.56%, lower than that of 2020. Meanwhile, administered prices inflation increased from the previous year to 1.79%, in line with the increase in public mobility after the easing of the mobility restriction policy.

Economic growth based on geography in 2021 was led by the group of provinces in Java with contribution at 57.89%, followed by Sumatra at 21.70% and Kalimantan at 8.25%. Meanwhile, the highest growth spatially was achieved by the groups of provinces in Maluku and Papua which grew by 10.09%.



TINJAUAN INDUSTRI

Pembangunan infrastruktur nasional merupakan salah satu roda pendorong pertumbuhan ekonomi nasional. Pemerintah telah menerapkan berbagai upaya untuk menyediakan fasilitas dan layanan infrastruktur yang berkualitas melalui rehabilitasi dan peningkatan kapasitas fasilitas infrastruktur yang rusak, yang disertai dengan pembangunan fasilitas infrastruktur baru untuk meningkatkan kesejahteraan masyarakat.

Di tahun 2021 Pemerintah tetap berkomitmen untuk mengencangkan percepatan pembangunan infrastruktur nasional. Fokus pembangunan infrastruktur tersebut tertuang dalam Rancangan Pembangunan Jangka Menengah Nasional (RPJMN) 2020-2024 yang ditujukan untuk meningkatkan konektivitas antar kawasan di Indonesia. RPJMN tersebut merupakan *roadmap* untuk pembangunan infrastruktur di Indonesia yang terdiri dari 3 (tiga) kerangka utama, yaitu: Infrastruktur Pelayanan Dasar, Infrastruktur Ekonomi dan Infrastruktur Perkotaan yang didukung oleh pelaksanaan transformasi digital sejalan dengan Era Industri 4.0.

INDUSTRY OVERVIEW

National infrastructure development is one of the catalyst of national economic growth. The government has implemented various efforts to provide quality infrastructure facilities and services through rehabilitation and capacity building of damaged infrastructure facilities, which is accompanied by the construction of new infrastructure facilities to improve people's welfare.

In 2021, the Government remains committed to accelerating the national infrastructure development. The focus of infrastructure development is contained in the 2020-2024 National Medium-Term Development Plan (RPJMN) which is aimed at intensifying connectivity between regions in Indonesia. The RPJMN is a roadmap for infrastructure development in Indonesia which consists of 3 (three) main frameworks, namely: Basic Service Infrastructure, Economic Infrastructure, and Urban Infrastructure supported by the implementation of digital transformation in line with the Industrial Era 4.0.

Anggaran Infrastruktur (dalam triliunan Rupiah) / Infrastructure Budget (in trillions of Rupiah)

Tahun / Year	Anggaran Infrastruktur / Infrastructure Budget	Pertumbuhan yoy (%) / Growth yoy (%)
2021	417,4	48,4%
2020	281,1	-28,7%
2019	394,1	0,0%
2018	394,0	3,4%
2017	381,2	41,6%
2016	269,1	5,1%

(Sumber: APBN 2022 / Source: 2022 State Budget)

Pemerintah melalui Kementerian Keuangan telah menetapkan anggaran infrastruktur terbesar dalam 6 (enam) tahun terakhir yaitu sebesar Rp417,4 triliun. Jumlah anggaran tahun 2021 tersebut meningkat sebesar 48,4% dibandingkan tahun lalu sebesar Rp281,1 triliun. Bila dibandingkan dengan tahun 2016, maka jumlah anggaran infrastruktur tahun 2021 meningkat sebesar 55,1%.

Seiring dengan menurunnya kasus Covid-19, pembangunan infrastruktur nasional juga terlihat semakin menggeliat. Realisasi anggaran infrastruktur tahun 2021 mencapai Rp402,8 triliun atau tumbuh 31,1% dibandingkan tahun 2020. Realisasi anggaran tersebut setara dengan 96,5% dari total anggaran yang ditetapkan yaitu sebesar Rp417,4 triliun.

Kementerian Pekerjaan Umum dan Perumahan Rakyat (PUPR) yang menjadi tombak utama pembangunan infrastruktur berhasil merealisasikan anggaran sebesar Rp155,9 triliun untuk membangun

The government through the Ministry of Finance has set the largest infrastructure budget in the last 6 (six) years, amounting to Rp417.4 trillion. The amount of the 2021 budget increased by 48.4% compared to last year's Rp281.1 trillion. The total infrastructure budget in 2021 increased by 55.1% compared to that of 2016.

Along with the decline in Covid-19 cases, the development of national infrastructure also increased. The realization of the infrastructure budget in 2021 reached Rp402.8 trillion or grew by 31.1% compared to that of 2020. The realization of the budget was equivalent to 96.5% of the total set budget at Rp417.4 trillion.

The Ministry of Public Works and Public Housing (PUPR) which is the main lead of infrastructure development has succeeded in realizing a budget of Rp155.9 trillion to build various



berbagai infrastruktur berupa bendungan, jalan dan jembatan di tahun 2021. Kementerian PUPR telah berhasil menyelesaikan pembangunan dan rehabilitasi jaringan irigasi, penyediaan air bersih, sanitasi dan persampahan, serta pembangunan rumah susun dan rumah khusus.

Berdasarkan data Proyek Strategis Nasional (PSN), jumlah bendungan yang pembangunan telah mencapai tahap penyelesaian di tahun 2021 adalah sebanyak 11 bendungan. Salah satu bendungan yang berhasil difinalisasikan adalah Bendungan Ladongi di Kabupaten Kolaka Timur, Provinsi Sulawesi Tenggara yang menghabiskan anggaran sebesar Rp1,2 triliun. Selain itu, penyelesaian Bendungan Randugunting di Jawa Tengah menghabiskan anggaran sebesar Rp800 miliar di tahun 2021.

Realisasi belanja infrastruktur Kementerian Perhubungan (Kemenhub) di tahun 2021 tercatat sebesar Rp34,2 triliun yang digunakan untuk pembangunan infrastruktur perkeretaapian, pembangunan sarana dan pra sarana bandara, serta pembangunan pelabuhan dan terminal. Sementara itu, Kementerian Komunikasi dan Informatika (Kominfo) menghabiskan anggaran infrastruktur sebesar Rp16,5 triliun yang digunakan untuk pengadaan BTS, penyediaan kapasitas satelit, akses internet dan pusat data nasional.

ANALISIS POSISI PERSEROAN DALAM INDUSTRI

Perseroan senantiasa meningkatkan perannya sebagai katalisator pembangunan di tanah air melalui karya-karya yang bermutu dan memiliki manfaat luas bagi masyarakat. Selama lebih dari setengah abad, Perseroan telah memberikan kontribusi nyata dalam membangun negeri melalui sejumlah proyek skala besar dan monumental di seluruh Indonesia yang manfaatnya telah dirasakan luas oleh masyarakat.

Ditengah gencarnya pembangunan nasional yang telah direncanakan pemerintah dalam RPJMN, dunia diterpa bencana Pandemi Covid-19, termasuk di Indonesia. Belum pulihnya kondisi ekonomi akibat pandemi dan varian virus yang ada tidak hanya mengakibatkan bencana kesehatan dan kemanusiaan saja, namun juga telah memberikan dampak negatif secara signifikan pada situasi ekonomi nasional.

Kemunculan pandemi ini turut memberikan dampak signifikan terhadap industri konstruksi di tanah air. Dampak tersebut diantaranya adalah tertundanya pembayaran termin, tertundanya tender konstruksi, dan terhambatnya progres pembangunan proyek infrastruktur di Indonesia. Hal tersebut memunculkan efek domino pada persaingan antar BUMN karya yang semakin tinggi dalam memperoleh tender konstruksi (nilai kontrak baru/

infrastructures in the form of dams, roads, and bridges in 2021. The Ministry of PUPR has successfully completed the construction and rehabilitation of irrigation networks, water supply clean, sanitation and solid waste, as well as the construction of flats and special houses.

Based on data from the National Strategic Project (PSN), the number of dams whose construction has reached the completion stage in 2021 is 11 dams. One of the dams that was successfully finalized was the Ladongi Dam in East Kolaka Regency, Southeast Sulawesi Province, which spent a budget of Rp1.2 trillion. In addition, the completion of the Randugunting Dam in Central Java costed Rp800 billion in 2021.

The realization of the Ministry of Transportation (Kemenhub) infrastructure spending in 2021 was recorded at Rp34.2 trillion which was used for the construction of railway infrastructure, construction of airport facilities and infrastructure, as well as the construction of ports and terminals. Meanwhile, the Ministry of Communication and Information (Kominfo) spent an infrastructure budget of Rp16.5 trillion which was used to procure BTS, provide satellite capacity, internet access, and a national data center.

ANALYSIS ON COMPANY POSITION IN THE INDUSTRY

The Company constantly improves its role as a catalyst for development in the country through quality works that have broad benefits for the community. For more than half a century, the Company has made a real contribution in developing the country through a number of large-scale and monumental projects throughout Indonesia whose benefits have been widely felt by the community.

Amid the intense national development that has been planned by the government in the RPJMN, the world was hit by the Covid-19 pandemic, including in Indonesia. The unrecovered economic conditions due to the pandemic and the existing virus variants have not only resulted in health and humanitarian disasters, but have also had a significant negative impact on the national economic situation.

The emergence of this pandemic also has a significant impact on the construction industry in the country. These impacts include delays in payment of terms, delays in construction tenders, and delays in the progress of infrastructure project development in Indonesia. This creates a domino effect on the increasingly high competition between state-owned enterprises in obtaining construction tenders (new contract value/NKB). The various



NKB). Berbagai faktor diatas, pada akhirnya memicu terjadinya kontraksi kinerja dan gangguan likuiditas pada sejumlah BUMN Karya, termasuk Perseroan.

Namun, Perseroan terus berupaya untuk memperbaiki posisinya di industri konstruksi tanah air. Sampai dengan tahun 2021, Perseroan telah menerapkan program penyehatan keuangan yang didalamnya terdapat transformasi bisnis untuk menjawab tantangan yang terbentuk dari pandemi global Covid-19 dan ketatnya persaingan usaha di Industri konstruksi. Perlahan tapi pasti, keseimbangan usaha baru mulai terbentuk secara konkrit.

Ditengah ketidakpastian dan kondisi usaha yang semakin penuh tantangan, Perseroan mampu untuk terus mencetak kontrak baru yang dibuktikan dengan berbagai perolehan proyek di industri konstruksi nasional selama tahun 2021, diantaranya Proyek Pembangunan Jalan Tol Kayu Agung – Palembang Betung, Proyek Jembatan Termanu CS Kabupaten Kupang, Proyek Jalan Semamu – Long Bawan 2 (JO), Proyek Perbaikan Infrastruktur Bencana Kupang, Proyek Relokasi Hunian Tetap Kabupaten Kupang dan Proyek Jembatan Musi.

Sampai dengan 2021, Perseroan juga telah berhasil merampungkan sejumlah proyek, yaitu : Proyek Bendungan Tapin, Proyek Saluran Interkoneksi D.I Osaka. Proyek Apron Bandara Internasional Lombok, Proyek Gedung Politeknik Negeri Malang, Proyek Pembangunan Jalan Tol Cimanggis Cibitung Seksi IA, Proyek Pembangunan Jalan Tol Cinere – Serpong dan Proyek Pembangunan Jalan Tol Cibitung Cilincing Seksi I.

Berbekal rekam jejak di industri konstruksi nasional, Waskita juga secara terukur melebarkan sayapnya melalui penggarapan proyek-proyek konstruksi di luar negeri. Pada tahun 2021, Perseroan berhasil meraih sebuah proyek infrastruktur di Sudan Selatan.

STRATEGI PERUSAHAAN

Sejalan dengan tantangan usaha yang telah dijalankan pada tahun 2020, Waskita telah memprediksi bahwa tahun 2021 juga akan menjadi periode yang penuh dengan rintangan. Namun demikian, Perseroan tetap optimis dalam menghadapi tahun 2021. Pengalaman dan kapasitas yang dimiliki Perseroan terbukti telah mampu membawa Waskita untuk terus bertahan dan bertransformasi dalam berbagai kondisi ekonomi.

Di tahun 2021, strategi yang dijalankan Perseroan berfokus pada perbaikan likuiditas melalui program 8 stream penyehatan keuangan perusahaan. Inisiatif ini bertujuan untuk memperkuat

factors above, in the end, triggered a performance contraction and liquidity disturbances in a number of BUMN Karya, including the Company.

However, the Company continuously strives to improve its position in the country's construction industry. As of 2021, the Company has implemented a financial restructuring program in which there is a business transformation to respond to the challenges posed by the global Covid-19 pandemic and intense business competition in the construction industry. Slowly but surely, a new business balance began to form concretely.

In the midst of uncertainty and increasingly challenging business conditions, the Company managed to obtain new contracts as evidenced by various project acquisitions in the national construction industry throughout 2021, including the Kayu Agung – Palembang Betung Toll Road Project, Termanu CS Bridge Project, Kupang Regency, Jalan Semamu – Long Bawan 2 (JO), Kupang Disaster Infrastructure Improvement Project, Kupang Regency Permanent Residential Relocation Project and the Musi Bridge Project.

As of 2021, the Company has also successfully completed a number of projects, namely: Tapin Dam Project, D.I Osaka Interconnection Channel Project, Lombok International Airport Apron Project, Politeknik Negeri Malang Building Project, Cimanggis Cibitung Toll Road Construction Project Section IA, Cinere – Serpong Toll Road Development Project and Section I Cibitung Cilincing Toll Road Construction Project.

Armed with a track record in the national construction industry, Waskita has also measurably expanded by cultivating construction projects abroad. In 2021, the Company succeeded in achieving an infrastructure project in South Sudan.

CORPORATE STRATEGY

In line with the business challenges that have occurred in 2020, Waskita has predicted that 2021 will also be a period full of obstacles. However, the Company remains optimistic in facing 2021. The experience and capacity of the Company has proven to be able to bring Waskita to continuously survive and transform in various economic conditions.

In 2021, the strategy implemented by the Company focuses on improving liquidity through the 8 stream corporate financial restructuring program. This initiative aims to strengthen the



struktur permodalan dalam rangka restrukturisasi keuangan dan penyelesaian proyek jalan tol. Secara garis besar, program 8 stream penyehatan keuangan dapat dijabarkan sebagai berikut:

1. Divestasi Inti;
2. Penjaminan Pemerintah atas pinjaman dan Obligasi dan/atau Sukuk;
3. Restrukturisasi Utang Induk;
4. Restrukturisasi Utang Anak Usaha;
5. Penyelesaian Ruas Tol Khusus;
6. Penyertaan Modal Negara (PMN);
7. Restrukturisasi Bisnis
8. Penerapan Pedoman Tata Kelola & Manajemen Risiko.

Dengan prioritas penerapan program penyehatan keuangan tersebut, Perseroan mampu memperbaiki likuiditas sekaligus kinerja portofolio keuangan sehingga Perseroan dapat meningkatkan daya saing untuk terus menjalankan usaha secara berkelanjutan (*sustainability growth*).

TINJAUAN BISNIS

Berdasarkan tujuan dan bidang usaha Perusahaan dan seiring dengan proses transformasi bisnis, maka Perusahaan perlu merumuskan ulang dan menyempurnakan Visi dan Misi Perusahaan sebagai bagian dari strategi jangka panjang yang akan dicapai di masa yang akan datang. Dengan demikian, Perusahaan akan mampu melaksanakan upaya-upaya yang diperlukan guna mendukung program penyehatan keuangan.

Perseroan secara berkesinambungan melakukan pengembangan bisnis melalui perluasan pasar konstruksi (*precast*, beton, *property/realty* & pengembangan jalan tol, serta energi), dalam rangka meningkatkan nilai dan daya saing Perseroan. Penerapan transformasi bisnis yang mengikuti tren perkembangan pasar industri konstruksi nasional merupakan tumpuan rancangan kerja Perseroan untuk mewujudkan Visinya, yaitu “Menjadi Perusahaan Terdepan dalam Membangun Ekosistem yang Berkelanjutan,” dengan Misi:

1. Meningkatkan kompetensi sumber daya manusia berlandaskan nilai inti perusahaan AKHLAK.
2. Menghadirkan produk dan jasa berkualitas terbaik dengan menggunakan teknologi terkini dan sistem terintegrasi.
3. Memperkuat pengelolaan keuangan, manajemen risiko dan tata kelola Perusahaan.
4. Mengoptimalkan portfolio bisnis yang tepat & terukur serta menjadi agen pembangunan Pemerintah menuju Indonesia Maju.

capital structure in the context of financial restructuring and completion of toll road projects. Broadly speaking, the 8 stream financial restructuring program can be described as follows:

1. Core Divestment;
2. Government Guarantee on loans and Bonds and/or Sukuk;
3. Restructuring of Parent Debt;
4. Restructuring of Subsidiary Debt;
5. Completion of Special Toll Roads;
6. State Equity Participation (PMN);
7. Business Restructuring;
8. Implementation of Governance Code & Risk Management.

With the priority of implementing the financial restructuring program, the Company was able to improve liquidity as well as the performance of its financial portfolio so that the Company can increase its competitiveness to run its business in a sustainable manner (*sustainability growth*).

BUSINESS OVERVIEW

Based on the Company's goals and line of business and in line with the business transformation process, the Company needs to reformulate and refine the Company's Vision and Mission as part of a long-term strategy to be achieved in the future. Thus, the Company will be able to carry out the necessary efforts to support the financial restructuring program.

The Company continuously develops business through expansion of the construction market (*precast*, concrete, *property/realty* & toll road development, as well as energy), in order to increase the value and competitiveness of the Company. The implementation of business transformation that follows the development trend of the national construction industry market is the cornerstone of the Company's work plan to realize its Vision, namely “Being a Leading Company in Building a Sustainable Ecosystem,” with a mission:

1. Improving the competence of human resources based on the Company's core values AKHLAK.
2. Presenting the best quality products and services using the latest technology and integrated systems.
3. Strengthening financial management, risk management and corporate governance.
4. Optimizing the right & measurable business portfolio as well as becoming an agent of the Government's development towards Advanced Indonesia.



5. Memperluas jaringan bisnis international dengan menjadi pemain handal di pasar konstruksi global.
6. Memperhatikan kepedulian sosial dan keseimbangan lingkungan dalam aktivitas bisnis Perusahaan.

5. Expanding international business network by becoming a reliable player in the global construction market.
6. Paying attention to social concerns and environmental balance in the Company's business activities.

Komitmen konkrit Perseroan dalam mewujudkan Visi dan Misi-nya tercerminkan oleh penetapan pola usaha unit bisnis yang menjadi fondasi aktivitas operasional Perseroan di tahun 2020, sebagaimana ditetapkan melalui Surat Keputusan *Board of Directors* No.79/SK/WVK/2020 tanggal 23 Juli 2020. Berikut adalah uraian mengenai pola usaha unit bisnis Perseroan di tahun 2020.

The Company's concrete commitment in realizing its Vision and Mission is reflected in the determination of the business unit pattern that will form the foundation of the Company's operational activities in 2020, as stipulated in the Decree of the Board of Directors No.79/SK/WVK/2020 dated July 23, 2020. Description of the business pattern of the Company's business units in 2020 can be seen below.

Building Division	
Kedudukan / Location	Di Jakarta (di bawah koordinasi <i>Director of Operation I</i>) / In Jakarta (under coordination of <i>Director of Operation I</i>)
Lingkup Pekerjaan / Scope of Work	Bidang pemasaran sampai dengan produksi untuk spesialis pekerjaan proyek gedung, bandara, pengembangan kawasan, jalur kereta api, LRT, pelabuhan laut/dermaga, penahan gelombang, <i>Sewerage Non-Equipment</i> dan lain-lain, termasuk proyek-proyek investasi & pengembangan terpilih yang ditetapkan oleh <i>Board of Directors</i> / Marketing to production for building projects, airports, regional development, railway lines, LRT, seaports/piers, wavebreaks, <i>Sewerage Non-Equipment</i> and others, including selected investment & development projects determined by the Board of Directors
Daerah Operasi / Operational Area	Seluruh Indonesia / Throughout Indonesia
Batasan Nilai Kontrak Baru / Limit of New Contract	≥ Rp200 miliar / ≥ Rp200 billion
Infrastructure I Division	
Kedudukan / Location	Di Jakarta (di bawah koordinasi <i>Director of Operation II</i>) / In Jakarta (under coordination of <i>Director of Operation II</i>)
Lingkup Pekerjaan / Scope of Work	Bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek infrastruktur sipil non jalan dan jembatan, seperti bendungan, irigasi, bangunan air dan lain-lain, termasuk proyek-proyek investasi & pengembangan terpilih yang ditetapkan oleh <i>Board of Directors</i> / Marketing to production for non-road and bridge civil infrastructure projects, such as dams, irrigation, waterworks and others, including selected investment & development projects determined by the Board of Directors
Daerah Operasi / Operational Area	Seluruh Indonesia / Throughout Indonesia
Batasan Nilai Kontrak Baru / Limit of New Contract	≥ Rp200 miliar / ≥ Rp200 billion
Infrastructure II Division	
Kedudukan / Location	Di Jakarta (di bawah koordinasi <i>Director of Operation II</i>) / In Jakarta (under coordination of <i>Director of Operation II</i>)
Lingkup Pekerjaan / Scope of Work	Bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek infrastruktur sipil jalan dan jembatan, seperti jalan, jembatan, dan lain-lain, termasuk proyek-proyek investasi & pengembangan terpilih yang ditetapkan oleh <i>Board of Directors</i> / Marketing to production for road and bridge civil infrastructure projects, such as roads, bridges, etc., including selected investment & development projects determined by the Board of Directors
Daerah Operasi / Operational Area	Seluruh Indonesia / Throughout Indonesia
Batasan Nilai Kontrak Baru / Limit of New Contract	≥ Rp200 miliar / ≥ Rp200 billion
Infrastructure III Division	
Kedudukan / Location	Di Jakarta (di bawah koordinasi <i>Director of Operation III</i>) / In Jakarta (under coordination of <i>Director of Operation III</i>)
Lingkup Pekerjaan / Scope of Work	Bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek infrastruktur sipil jalan dan jembatan, seperti jalan, jembatan, dan lain-lain, termasuk proyek-proyek investasi & pengembangan terpilih yang ditetapkan oleh <i>Board of Directors</i> / Marketing to production for road and bridge civil infrastructure projects, such as roads, bridges, etc., including selected investment & development projects determined by the Board of Directors
Daerah Operasi / Operational Area	Seluruh Indonesia / Throughout Indonesia
Batasan Nilai Kontrak Baru / Limit of New Contract	≥ Rp200 miliar / ≥ Rp200 billion
EPC Division	
Kedudukan / Location	Di Jakarta (di bawah koordinasi <i>Director of Operation III</i>) / In Jakarta (under coordination of <i>Director of Operation III</i>)
Lingkup Pekerjaan / Scope of Work	Bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek EPC, seperti <i>power plant, industrial plant, smelter, transmisi-distribusi air, listrik, oil & gas</i> dan lain-lain, termasuk proyek-proyek investasi & pengembangan terpilih yang ditetapkan oleh <i>Board of Directors</i> (Termasuk Jalan Tol) / Marketing to production for EPC projects, such as power plants, industrial plants, smelters, water transmission-distribution, electricity, oil & gas and others, including selected investment & development projects determined by the Board of Directors (including Toll Roads).
Daerah Operasi / Operational Area	Seluruh Indonesia / Throughout Indonesia
Batasan Nilai Kontrak Baru / Limit of New Contract	Tidak ada batasan / No limit



Overseas Division	
Kedudukan / Location	Di Jakarta (di bawah koordinasi <i>Director of Operation I</i>) / In Jakarta (under coordination of Director of Operation I)
Lingkup Pekerjaan / Scope of Work	Bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek di luar negeri, baik gedung, infrastruktur dan EPC, termasuk proyek-proyek investasi & pengembangan terpilih yang ditetapkan oleh <i>Board of Directors</i> (Termasuk Dermaga) / Marketing to production for overseas projects, including buildings, infrastructure and EPC, including selected investment & development projects determined by the Board of Directors (including docks).
Daerah Operasi / Operational Area	Luar negeri, meliputi: <i>Middle East Asia, South East Asia, South Asia dan Africa</i> / Overseas, including: Middle East Asia, South East Asia, South Asia and Africa
Batasan Nilai Kontrak Baru / Limit of New Contract	Tidak ada batasan / No limit
Area Representative	Berfungsi sebagai <i>Representative Office (RO)</i> yang menjalankan proses perintisan tender sampai dengan kontrak sesuai dengan area yang ditentukan dan berkoordinasi dengan <i>Marketing Manager Overseas Division</i> / Serves as a Representative Office (RO) that carries out the process of initiating tenders to contracts in accordance with the specified area and coordinating with the Marketing Manager of the Overseas Division

Selanjutnya di tahun 2021, seiring dengan perubahan struktur organisasi, sebagaimana ditetapkan melalui Surat Keputusan Board of Directors No.16/SK/WK/2021 tanggal 29 Juni 2021, terdapat perubahan pola usaha unit bisnis, sebagai berikut:

Furthermore, in 2021, along with changes in the organizational structure, as stipulated by the Decree of the Board of Directors No.16/SK/WK/2021 dated June 29, 2021, there will be changes in the business unit pattern, as follows:

Building Division	
Kedudukan / Location	Di Jakarta (di bawah koordinasi <i>Director of Operation I</i>) / In Jakarta (under coordination of Director of Operation I)
Lingkup Pekerjaan / Scope of Work	Bidang pemasaran sampai dengan Produksi untuk pekerjaan proyek Gedung, Bandara, LRT, Jalur Kereta Api, Pengembangan Kawasan, dan lain – lain termasuk proyek – proyek investasi & pengembangan terpilih yang ditetapkan oleh <i>Board of Directors</i> / Marketing to Production for Building, Airport, LRT, Railroad, Regional Development projects, including selected investment & development projects determined by the Board of Directors
Daerah Operasi / Operational Area	Seluruh Indonesia / Throughout Indonesia
Batasan Nilai Kontrak Baru / Limit of New Contract	≥ Rp200 miliar / ≥ Rp200 billion
Infrastructure I Division	
Kedudukan / Location	Di Jakarta (di bawah koordinasi <i>Director of Operation II</i>) / In Jakarta (under coordination of Director of Operation II)
Lingkup Pekerjaan / Scope of Work	Bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek infrastruktur sipil non jalan dan jembatan, seperti bendungan, irigasi, bangunan air, pelabuhan dan lain-lain, termasuk proyek-proyek investasi & pengembangan terpilih yang ditetapkan oleh <i>Board of Directors</i> / Marketing to production for non-road and bridge civil infrastructure projects, such as dams, irrigation, waterworks, ports and others, including selected investment & development projects determined by the Board of Directors
Daerah Operasi / Operational Area	Seluruh Indonesia / Throughout Indonesia
Batasan Nilai Kontrak Baru / Limit of New Contract	≥ Rp200 miliar / ≥ Rp200 billion
Infrastructure II Division	
Kedudukan / Location	Di Jakarta (di bawah koordinasi <i>Director of Operation II</i>) / In Jakarta (under coordination of Director of Operation II)
Lingkup Pekerjaan / Scope of Work	Bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek infrastruktur sipil jalan dan jembatan, seperti jalan, jembatan, dan lain-lain, termasuk proyek-proyek investasi & pengembangan terpilih yang ditetapkan oleh <i>Board of Directors</i> / Marketing to production for road and bridge civil infrastructure projects, such as roads, bridges, etc., including selected investment & development projects determined by the Board of Directors
Daerah Operasi / Operational Area	Seluruh Indonesia / Throughout Indonesia
Batasan Nilai Kontrak Baru / Limit of New Contract	≥ Rp200 miliar / ≥ Rp200 billion
EPC Division	
Kedudukan / Location	Di Jakarta (di bawah koordinasi <i>Director of Operation III</i>) / In Jakarta (under coordination of Director of Operation III)
Lingkup Pekerjaan / Scope of Work	Bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek EPC, seperti <i>power plant, industrial plant, smelter, transmisi-distribusi air, listrik, oil & gas</i> dan lain-lain, termasuk proyek-proyek investasi & pengembangan terpilih yang ditetapkan oleh <i>Board of Directors</i> / Marketing to production for EPC projects, such as power plants, industrial plants, smelters, water transmission-distribution, electricity, oil & gas and others, including selected investment & development projects determined by the Board of Directors
Daerah Operasi / Operational Area	Seluruh Indonesia / Throughout Indonesia
Batasan Nilai Kontrak Baru / Limit of New Contract	Tidak ada batasan / No limit



Overseas Division	
Kedudukan / Location	Di Jakarta (di bawah koordinasi <i>Director of Operation I</i>) / In Jakarta (under coordination of <i>Director of Operation I</i>)
Lingkup Pekerjaan / Scope of Work	Bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek di luar negeri, baik gedung, infrastruktur dan EPC, termasuk proyek-proyek investasi & pengembangan terpilih yang ditetapkan oleh <i>Board of Directors</i> / Marketing to production for overseas projects, including buildings, infrastructure and EPC, including selected investment & development projects determined by the Board of Directors
Daerah Operasi / Operational Area	Luar negeri, meliputi: <i>Middle East Asia, South East Asia, South Asia dan Africa</i> / Overseas, including: Middle East Asia, South East Asia, South Asia and Africa
Batasan Nilai Kontrak Baru / Limit of New Contract	Tidak ada batasan / No limit
Area Representative	Berfungsi sebagai <i>Representative Office (RO)</i> yang menjalankan proses perintisan tender sampai dengan kontrak sesuai dengan area yang ditentukan dan berkoordinasi dengan <i>Marketing Manager Overseas Division</i> / Serves as a <i>Representative Office (RO)</i> that carries out the process of initiating tenders to contracts in accordance with the specified area and coordinating with the Marketing Manager of the Overseas Division

KINERJA OPERASIONAL

Perseroan terus berupaya untuk mengembangkan kapasitasnya dalam mewujudkan visi dan misi yang telah ditetapkan. Upaya tersebut diwujudkan melalui perolehan kontrak pekerjaan yang berhasil dibukukan Perseroan di sepanjang tahun 2021, melalui 3 (tiga) model bisnis kontrak kerja antara lain:

1. Kontrak Kerja yang Ditangani Sendiri;
2. Kerja Sama Operasi (KSO).

Perseroan melakukan kerja sama operasi dengan pihak lain sebagai salah satu strategi untuk mendapatkan sebuah proyek. Kerja sama operasi adalah suatu bentuk kerja sama dengan mitra KSO yang tujuannya untuk mendapatkan sinergi yang optimal terkait dengan kompetensi teknis maupun non-teknis dalam rangka mendapatkan proyek dan pelaksanaannya, sehingga Perseroan memperoleh nilai tambah berupa laba, transfer teknologi, serta pengalaman. Proyek-proyek KSO hanya dicatat nilai kontrak dan labanya saja. Jenis Kontrak yang dikelola, antara lain:

3. Investasi

Perseroan melakukan investasi dalam bidang produksi/manufaktur beton, konstruksi dan konsesi jalan tol, properti, realty, hotel, dan infrastruktur non jalan tol melalui Anak Perusahaan, yaitu PT Waskita Beton Precast Tbk, PT Waskita Toll Road, PT Waskita Karya Realty, dan PT Waskita Karya Infrastruktur.

Perseroan memiliki 3 (tiga) jenis kontrak yang dikelola dari penerapan masing-masing model bisnis kontrak kerja, antara lain:

- a. Kontrak *Lump Sum*

Kontrak *lump sum* merupakan kontrak pengadaan barang/jasa atas penyelesaian seluruh pekerjaan yang ditawarkan sesuai dengan persyaratan yang disepakati meliputi gambar, spesifikasi, *schedule*, dan lainnya dalam jangka waktu tertentu dengan jumlah harga yang pasti dan tetap. Seluruh elemen dalam kontrak disetujui secara tertulis sebelum pekerjaan dimulai. Pengguna jasa membayar harga atas penyelesaian pekerjaan berdasarkan cara pembayaran yang telah ditetapkan.

OPERATIONAL PERFORMANCE

The Company always strives to develop its capacity in realizing the vision and mission that has been set. This effort is realized through the acquisition of work contracts that were successfully recorded by the Company throughout 2021, through 3 (three) work contract business models, including:

1. Construction Services Contract;
2. Joint Operations (JO);

The Company conducts joint operations with other parties as one of the strategies to obtain a project. Joint operations is a form of cooperation with JO partners whose objective is to obtain optimal synergy related to technical and nontechnical competencies in order to acquire the project and its implementation, so that the Company gain value added in the form of profit, technology transfer, and experience. JO projects are recorded only for contracts and profits. Types of managed contracts are among others:

3. Investment

The Company has invested in concrete production/manufacturing, construction and concessions of toll road, property, realty, hotels and non-toll road infrastructure through its subsidiaries, namely PT Waskita Beton Precast Tbk, PT Waskita Toll Road, PT Waskita Karya Realty, and PT Waskita karya Infrastruktur.

The Company has 3 (three) types of contracts that are managed from the implementation of each business contract business model, including:

- a. *Lump Sum Contract*

A *lump sum contract* is a procurement contract for the completion of all work offered in accordance with agreed terms including drawings, specifications, schedules, and others within a specified period with a determined and fixed amount of prices. All elements in the contract are agreed in writing before the work begins. the service user pays the price for the completion of work based on the predetermined payment method.



b. Kontrak *Unit Price*

Kontrak *Unit Price* merupakan kontrak pengadaan barang/ jasa atas penyelesaian seluruh pekerjaan dalam batas waktu tertentu berdasarkan harga satuan yang pasti dan tetap untuk setiap satuan pekerjaan dengan spesifikasi tertentu.

c. Kontrak *Design and Build*

Kontrak *Design and Build* merupakan kontrak proyek yang pekerjaan dan perencanaan dan pelaksanaannya diserahkan kepada satu penyedia jasa (perencana) ditunjuk oleh kontraktor, bukan oleh pengguna jasa atau kepada suatu badan kerja sama antara perencana dan kontraktor.

b. Unit Price Contract

Unit price contract is a procurement contract for the completion of all work within a certain time limit based on a determined and fixed unit price for each unit of work with certain specifications.

c. Design and build contract

Design and build contracts are project contracts where the planning and implementation work is assigned to a service provider (planner) appointed by the contractor, not by the service user or to a cooperation agency between the planner and the contractor.

Perolehan Kontrak Kerja Tahun 2021

Sepanjang tahun 2021, Perseroan telah mengikuti sejumlah lelang pekerjaan di berbagai institusi dengan rincian sebagai berikut:

Work Contract Acquisition in 2021

The Company has participated in work auctions in various institutions throughout 2021 as follows:

Uraian / Description	Tahun 2021 / In 2021	Tahun 2020 / In 2020	Pertumbuhan (%) / Growth (%)
Lelang Diikuti (proyek) / Tender Participated (project)	159	159	0,00%
Nilai Lelang Diikuti (Rp miliar) / Value of Tender Participated (Rp billion)	69.003,79	60.608,30	13,85%
Lelang Dimenangkan (proyek) / Tender Won (project)	25	37	(32,43%)
Nilai Lelang Dimenangkan (Rp miliar) / Value of Tender Won (Rp billion)	15.304,28	21.461,12	(28,69%)
Lelang Dimenangkan (%) / Tender Won (%)	42,17%	54,59%	(12,33%)
Tanpa Lelang (WSBP & WKI) (proyek) / No Tender (WSBP & WKI) (project)	70	382	(81,68%)
Nilai Tanpa Lelang (WSBP) (Rp miliar) / Value of No Tender Won (WSBP) (Rp billion)	2.847,82	2.309,72	23,30%
Penunjukan Langsung (proyek) / Direct Appointment (project)	17	12	41,67%
Nilai Penunjukan Langsung (Rp miliar) / Value of Direct Appointment (Rp billion)	690,36	1.836,33	(62,41%)
Kerja Tambah (proyek) / Additional Work (project)	52	22	136,36%
Jumlah Nilai Kerja Tambah (Rp miliar) / Total Additional Work (Rp billion)	1.651,09	1.396,18	18,26%

Di tahun 2021, Perseroan mengikuti lelang sebanyak 159 proyek dengan nilai total sebesar Rp69,00 triliun dan telah berhasil memenangkan 25 lelang proyek dengan nilai sebesar Rp15,30 triliun. Secara keseluruhan tingkat keberhasilan kemenangan nilai lelang proyek Perseroan tercatat sebesar 42,17% di tahun 2021, turun 12,33% dibandingkan tahun 2020 sebesar 54,59%.

In 2021, the Company participated in 159 project tenders with a total value of Rp69.000 trillion and has succeeded in winning 25 project tender with a value of Rp15.30 trillion. Overall, the success rate of winning the Company's project tender value was recorded at 42.17% in 2021, down 12.33% compared to that of 2020 at 54.49%.



Adapun kontrak kerja baru yang berhasil diperoleh Perseroan melalui proses Kerja Sama Operasi (KSO) di tahun 2021, adalah sebagai berikut:

The new work contracts that the Company has successfully obtained through the Joint Operations (JO) process in 2021 are as follows:

No	Proyek / Project	Bentuk Kerja Sama / Form of Cooperation	Partner	Porsi Waskita / Waskita's Portion	Nilai Kontrak (Rp) / Contract Value (Rp)	Periode / Period
1	Upgrading Smelter Inalum / Inalum Smelter Upgrade	JO Portion-Member	SAMI CRO (48,45%) (Leader) dan PT UNIVICO (31,35%)	20.20%	59.149.604.000	09 april 2021 - 27 agustus 2023 / April 09, 2021 - August 27, 2023
2	Jl Long Semamu – Long Bawan 2	JO Integrated-Leader	PT Duta Mega Perkasa (30%)	70%	143.144.094.540	13 Juli 2021 - 21 Desember 2023 / July 13, 2021 - December 21, 2023
3	Infrastruktur Kawasan Suci Besakih / Besakih Sacred Area Infrastructure	JO Portion-Leader	PT Tunas Jaya Sanur (40%)	60%	109.912.318.180	23 Juli 2021 - 14 Desember 2022 / July 23, 2021 - December 14, 2022
4	Proyek Bendungan MBAY / MBAY Dam Project	JO Portion-Leader	PT Bumi Indah (30%)	70%	445.897.448.490	19 Agustus 2021 - 31 Desember 2024 / August 19, 2021 - December 31, 2024
5	Proyek Pengendalian Banjir Loji / Loji Flood Control Project	JO Portion-Leader	PT Diwongso Asgung Konstruksi (40%)	60%	251.318.181.380	04 Oktober 2021 - 24 September 2023 / October 04, 2021 - September 24, 2023

Perolehan Kontrak Kerja Per Divisi Tahun 2021

Berikut pembagian lelang kontrak kerja per Divisi yang berhasil dimenangkan oleh Perseroan di sepanjang tahun 2021:

1. Building Division

Pada tahun 2021, *Building Division* memperoleh kontrak baru dengan total nilai sebesar Rp2,05 triliun yang merupakan jumlah dari proyek sendiri dan proyek kerjasama operasi dengan rincian sebagai berikut:

Work Contract Acquisition per Division in 2021

The following is work contract auction won by the Company per Division throughout 2021:

1. Building Division

In 2021, Building Division obtained a number of new work contracts with total value of Rp2.05 trillion which is the total of own projects and joint operation projects with details as follows:

No	Nama Proyek / Project Name	Sumber Dana / Source of Fund	Komposisi Pendanaan / Funding Composition	Lokasi / Location	Nilai Kontrak (Rp juta) / Contract Value (Rp million)
1	Penanganan Kerusakan Pasca Gempa - Cluster I / Handling of Post-Earthquake Damage - Cluster I	APBN	Turnkey	Sulbar	188.584
2	Peng. Fasilitas Sisi Udara Tahap I Apron Barat & Penunjang Lombok / Development of Airside Facility Phase I West Apron & Lombok Support	BUMN	Non-Turnkey	NTB	69.262
3	Masjid Raya Sheikh Zayed Solo / Sheikh Zayed Solo Grand Mosque	Swasta	Non-Turnkey	Solo	278.038
4	Penyediaan Infrastruktur Pasar Baru Trade Center / Provision of Trade Center New Market Infrastructure	APBN	Non-Turnkey	Bandung	532.567
5	Rusun dan Town House Duren Tiga Tahap II / Flats and Town House Duren Tiga Phase II	BUMN	Non-Turnkey	Jakarta	47.727
6	Pavement Runway Bandar Udara Hang Nadim – APBN / Hang Nadim Airport Runway Pavement - APBN	APBN	Non-Turnkey	Batam	105.475
7	Pembangunan Kampus UIII (Tahap III) / UIII Campus Development (Phase III)	APBN	Non-Turnkey	Depok	157.850
8	Penataan Kws. Pura Besakih, Kec. Rendang / Kws arrangement. Besakih Temple, Kec. Rendang	APBN	Non-Turnkey	Bali	109.941
9	Penanganan RS Darurat Covid RSCM Kiara (412 TT) / Handling the Covid Emergency Hospital Kiara RSCM (412 TT)	APBN	Turnkey	Jakarta	56.571
10	RS Darurat Covid RSUP Dr. Sardjito & RSPAU RS Harjolukito / Covid Emergency Hospital Dr. Sardjito & RSPAU Harjolukito Hospital	APBN	Turnkey	DIY	66.658
11	Penanganan RS Darurat Covid Bantul / Handling of Bantul Covid Emergency Hospital	APBN	Turnkey	DIY	5.511
12	Penanganan RS Darurat Covid RS Donoyudan / Handling the Covid Emergency Hospital Donoyudan Hospital	APBN	Turnkey	Solo	30.176



No	Nama Proyek / Project Name	Sumber Dana / Source of Fund	Komposisi Pendanaan / Funding Composition	Lokasi / Location	Nilai Kontrak (Rp juta) / Contract Value (Rp million)
13	Penanganan RsSDarurat Covid Pusat Isolasi Mandiri (BPSDMD) / Handling of Covid Emergency Hospital Independent Isolation Center (BPSDMD)	APBN	Turnkey	Semarang	2.669
14	Penataan Bangunan Kawasan Masjid Raya Baiturrahman / Building Arrangement of the Baiturrahman Grand Mosque Area	APBN	Non. Turnkey	Semarang	76.590
15	Penanganan RS Darurat Covid RS Paru Sumbar / Handling of Covid Emergency Hospital West Sumatra Lung Hospital	APBN	Turnkey	Sumbar	10.608
16	Pekerjaan - Penanganan Kerusakan Pasca Gempa - Cluster I / Work - Post-Earthquake Damage Management - Cluster I	APBN	Turnkey	Sulbar	(41.194)
17	Gedung Kantor OJK Maluku / Maluku OJK Office Building	APBN	Non. Turnkey	Maluku	60.403
18	Gedung Synthesis / Synthesis Building	Swasta	Non. Turnkey	Jatim	375.000
	Pekerjaan +/- / Work +/-				-
1	Pek - Penanganan Kerusakan Pasca Gempa - Cluster I / Post-Earthquake Damage Management - Cluster I	APBN	Turnkey	Sulbar	(38.644)
2	Pek - Penanganan RS Darurat Covid RSCM Kiara (412TT) / Handling of the Covid Emergency Hospital, RSCM Kiara (412TT)	APBN	Turnkey	Jakarta	(15.874)
3	Pek - RS Covid Dr. Sardjito & RSPAU RS Harjulukito / Dr. Covid Hospital. Sardjito & RSPAU Harjulukito Hospital	APBN	Turnkey	DIY	(32.153)
4	Pek - RS Darurat Covid Bantul / Bantul Covid Emergency Hospital	APBN	Turnkey	DIY	(1.710)
5	Pek - RS Darurat Covid Pusat Isolasi Mandiri (BPSDMD) / Covid Emergency Hospital Independent Isolation Center (BPSDMD)	APBN	Turnkey	Semarang	(436)
6	Proyek Penugasan RS Darurat Covid-19 Pasar Rumput / Pasar Rumput Covid-19 Emergency Hospital Assignment Project	APBN	Turnkey	Jakarta	1.434

2. EPC Division

Pada tahun 2021, EPC Division memperoleh kontrak baru dengan total nilai sebesar Rp1,37 triliun yang merupakan jumlah dari proyek sendiri dan proyek kerja sama operasi dengan rincian sebagai berikut:

2. EPC Division

In 2021, EPC Division obtained a number of new work contracts with total value of Rp1.37 trillion which is the total of own projects and joint operation projects with details as follows:

No	Nama Proyek / Project Name	Sumber Dana / Source of Fund	Komposisi Pendanaan / Funding Composition	Lokasi / Location	Nilai Kontrak (Rp juta) / Contract Value (Rp million)
1	Upgrading Inalum Smelter	BUMN	Non. Turnkey	Sumut	59.150
2	Tol Kamal - Teluknaga - Rajeg, Tahap I : Sta 0+000 - Sta 6+700 / Kamal - Teluknaga - Rajeg Toll Road, Phase I : Sta 0+000 - Sta 6+700	Swasta	Non. Turnkey	Tangerang	1.050.434
	Pekerjaan +/- / Work +/-				-
1	Add Sutt GI PLTU Kaltim – GI New Balikpapan	BUMN	Non. Turnkey	Sumut	490
2	Add Pembangunan JDU Spam Durolis / Add Construction of JDU Spam Durolis	APBN	Non. Turnkey	Sumut	11.769
3	Eskalasi Transmisi 500 KV Paket 1 / Transmission Escalation 500 KV Package 1	BUMN	Non. Turnkey	Sumatera	142.587
4	Eskalasi Transmisi 500 KV Paket 2 / Transmission Escalation 500 KV Package 2	BUMN	Non. Turnkey	Sumatera	40.664
5	Klaim Ptu Malinau / Malinau Steam Power Plant Claim	BUMN	Non. Turnkey	Kaltim	61.650
6	Pek. Sutt Rengat Tembilahan	BUMN	Non. Turnkey	Sumatera	(12.677)
7	Add 2 Pembangunan JDU Spam Durolis / Add 2 Development of JDU Spam Durolis	APBN	Non. Turnkey	Riau	2.300
8	Pekerjaan Tambah Sutt Sangatta Maloy 1 / Maloy 1 Sangatta SUTT Additional Work	BUMN	Non. Turnkey	Kaltim	6.619
9	Pekerjaan Tambah Sutt Sangatta Maloy 2 / Maloy 2 Sangatta SUTT Additional Work	BUMN	Non. Turnkey	Kaltim	2.317
10	Pekerjaan Tambah Sutt Sangatta Maloy 3 / Maloy 3 Sangatta SUTT Additional Work	BUMN	Non. Turnkey	Kaltim	3.772



3. Infrastructure I Division

Pada tahun 2021, *Infrastructure I Division* memperoleh kontrak baru dengan total nilai sebesar Rp2,51 triliun yang merupakan jumlah dari proyek sendiri dan proyek kerja sama operasi dengan rincian sebagai berikut:

3. Infrastructure I Division

In 2021, *Infrastructure I Division* obtained a number of new work contracts with total value of Rp2.51 trillion which is the total of own projects and joint operation projects with details as follows:

No	Nama Proyek / Project Name	Sumber Dana / Source of Fund	Komposisi Pendanaan / Funding Composition	Lokasi / Location	Nilai Kontrak (Rp juta) / Contract Value (Rp million)
1	PL Penggantian Jembatan S Salim / PL S Salim Bridge Replacement	APBN	Turnkey	Kalsel	8.770
2	PL Penanggulangan Banjir Kalsel / PL South Kalimantan Flood Management	APBN	Turnkey	Kalsel	3.712
3	PL Perbaikan Infrastruktur Bencana Kupang / PL Kupang Disaster Infrastructure Improvement	APBN	Turnkey	NTT	120.045
4	PL Rehabilitasi Spam Kupang / PL Spam Rehabilitation Kupang	APBN	Turnkey	NTT	6.200
5	Bendungan MBay I / MBay Dam I	APBN	Non.Turnkey	NTT	445.897
6	Bangunan Pengarah Rukoh / Rukoh Steering Building	APBN	Non.Turnkey	Aceh	415.192
7	Jembatan Kramasan / Kramasan Bridge	Pengembangan Bisnis / Business Development	Investasi / Investment	Sumsel	92.482
8	Jembatan Musi / Musi Bridge	Pengembangan Bisnis / Business Development	Investasi / Investment	Sumsel	112.090
9	Jembatan Musi – PMN / Musi Bridge – PMN	Swasta	Turnkey	Sumsel	643.604
10	Jembatan Kramasan – PMN / Kramasan Bridge – PMN	Swasta	Turnkey	Sumsel	156.822
11	Pengendali Banjir Sungai Loji - Banger Paket I / Loji River Flood Control - Banger Package I	APBN	Non.Turnkey	Sulteng	251.318
12	PL Relokasi Huntap Kupang / PL Relocation of Huntap Kupang	APBN	Turnkey	NTT	67.708
Pekerjaan +/- / Work +/-					-
1	Add PL Penanggulangan Banjir Kalsel / Add PL South Kalimantan Flood Management	APBN	Turnkey	Kalsel	549
2	Add Jembatan Ogan / Add Ogan Bridge	APBN	Non.Turnkey	Sumsel	1.130
3	Add Bendungan Way Sekampung Paket IV / Add Way Sekampung Dam Package IV	APBN	Non.Turnkey	Lampung	10.124
4	Add Bendungan Bener Paket II / Add Dam Bener Package II	APBN	Non.Turnkey	Jateng	16.178
5	Add Bendungan Leuwikeris 4 / Add Leuwikeris Dam 4	APBN	Non.Turnkey	Jabar	13.710
6	Add Bendungan Karian / Add Karian Dam	APBN	Non.Turnkey	Banten	12.041
7	Add Makassar Sewerage C2	APBN	Non.Turnkey	Sulsel	11.529
8	Add Huntap Pasca Bencana / Add Permanent Shelter Post Disaster	APBN	Non.Turnkey	Sulteng	11.007
9	Add Bendungan Leuwikeris 5 / Add Leuwikeris Dam 5	APBN	Non.Turnkey	Jabar	9.200
10	Add Makassar Sewerage B2	APBN	Non.Turnkey	Sulsel	57.132
11	Add Bendungan Margatiga / Add Margatiga Dam	APBN	Non.Turnkey	Lampung	4.598
12	Jalan Batu Mundom - Tabuyung - Natal (MYC APBNP) / Jalan Batu Mundom - Tabuyung - Natal (MYC APBNP)	APBN	Non.Turnkey	Sumut	5.890
13	Saluran Interkoneksi D.I. Osaka / D.I. Interconnect Line Osaka	APBN	Non.Turnkey	Banten	2.404
14	Add Jembatan Salim / Add Salim Bridge	APBN	Non.Turnkey	Sulbar	955
15	Tanggap Darurat Bencana Alam Sulbar / Sulbar Natural Disaster Emergency Response	APBN	Non.Turnkey	Sulbar	772
16	Penanganan Banjir Rob Sunda Kelapa / Handling the Sunda Kelapa Flood	APBN	Non.Turnkey	Jakarta	5.000
17	Add Bendungan Tapin Jo Portion / Add Tapin Jo Portion Dam	APBN	Non.Turnkey	Kalsel	11.074
18	Add Bendungan Tapin Jo Integrated / Add Tapin Jo Integrated Dam	APBN	Non.Turnkey	Kalsel	1.571
19	Bendungan Pringsewu, Lampung (62,5%) / Pringsewu Dam, Lampung (62.5%)	APBN	Non.Turnkey	Lampung	8.090



4. Infrastructure II Division

Pada tahun 2021, *Infrastructure II Division* memperoleh kontrak baru dengan total nilai sebesar Rp6,98 triliun yang merupakan jumlah dari proyek sendiri dan proyek kerja sama operasi dengan rincian sebagai berikut:

4. Infrastructure II Division

In 2021, *Infrastructure II Division* obtained a number of new work contracts with total value of Rp6.98 trillion which is the total of own projects and joint operation projects with details as follows:

No	Nama Proyek / Project Name	Sumber Dana / Source of Fund	Komposisi Pendanaan / Funding Composition	Lokasi / Location	Nilai Kontrak (Rp juta) / Contract Value (Rp million)
1	PL Tanggap Darurat Jembatan Pancing – Kerawang / PL Emergency Response Fishing Bridge - Kerawang	APBN	Turnkey	Jabar	8.000
2	PL Tanggap Bencana Alam Kalsel / PL South Kalimantan Responds to Natural Disasters	APBN	Turnkey	Kalsel	9.002
3	PL Bencana Alam Jembatan Cs Di Kabupaten Kupang / PL Natural Disaster Cs Bridge in Kupang Regency	APBN	Turnkey	NTT	95.000
4	PL Tanggap Darurat Tebing Tinggi / PL Tebing Tinggi Emergency Response	APBN	Turnkey	Sumut	10.600
5	Jalan Long Semamu - Long Bawan 2 / Long Semamu Street - Long Bawan 2	APBN	Non. Turnkey	Kaltara	143.144
6	Jalan Tol Kapal Betung Tahap 2 (Sta 62- Sta 111) / Kapal Betung Toll Road Phase 2 (Sta 62- Sta 111)	Pengembangan Bisnis / Business Development	Investasi / Investment	Sumsel	5.010.324
7	IC.Avasta Cibitung	Pengembangan Bisnis / Business Development	Investasi	Jabar	170.801
8	Pekerjaan + Cibitung – Cilincing / Work + Cibitung - Cilincing	Swasta	Turnkey	Jabar	560.000
9	IC.Vasaka Cibitung	Pengembangan Bisnis / Business Development	Investasi / Investment	Jabar	200.000
	Pekerjaan +/- / Work +/-				-
1	Pekerjaan + Bocimi 2 / Work + Bocimi 2	Pengembangan Bisnis / Business Development	Turnkey	Jabar	118.544
2	Add PL Tanggap Darurat Jembatan Pancing – Kerawang / PL Add Fishing Bridge Emergency Response - Kerawang	APBN	Turnkey	Jabar	7.028
3	Add PL Tanggap Bencana Alam Kalsel / PL Add South Kalimantan Natural Disaster Response	APBN	Turnkey	Kalsel	(9.002)
4	Add PL Bencana Alam Jembatan Cs Di Kabupaten Kupang / PL Add Cs Bridge Natural Disaster in Kupang Regency	APBN	Turnkey	NTT	(18.633)
5	Add Balsam	Swasta	Non. Turnkey	Kaltim	23.805
6	Pekerjaan + Japeksel / Work + Japeksel	Pengembangan Bisnis / Business Development	Investasi / Investment	Jakarta	279.058
7	Pekerjaan + Cimanggis Cibitung / Work + Cimanggis Cibitung	Pengembangan Bisnis / Business Development	Investasi / Investment	Jabar	220.017
8	Pekerjaan - Tanggap Darurat Tebing Tinggi-Belutu-Sibarau / Work – Tebing Tinggi-Belutu-Sibarau Emergency Response	APBN	Turnkey	Sumut	(1.579)
9	Pekerjaan - Tanggap Darurat Jembatan Pancing – Kerawang / Work - Pancing Bridge Emergency Response - Karawang	APBN	Turnkey	Jabar	(3.307)
10	Pekerjaan + BA Jembatan CS Di Kabupaten Kupang / Work + CS Bridge BA In Kupang Regency	APBN	Turnkey	NTT	6.360
11	Pekerjaan + & Eskalasi Cisumdawu Phase II / Work + & Escalation of Cisumdawu Phase II	APBN	Non. Turnkey	Jabar	17.234
12	Pekerjaan + Ploso / Work + Ploso	APBN	Non. Turnkey	Jatim	10.805
13	Pekerjaan + CCTW 1a / Work + CCTW 1a	Pengembangan Bisnis / Business Development	Investasi / Investment	Jabar	8.222
14	Pekerjaan + CCTW 2 / Work + CCTW 2	Pengembangan Bisnis / Business Development	Investasi / Investment	Jabar	60.708
15	Eskalasi Bakter-I / Bakter-I Escalation	Swasta	Turnkey	Lampung	40.850
16	Eskalasi Bakter-2 / Bakter-I Escalation	Swasta	Turnkey	Lampung	17.663



5. Overseas Division

Pada tahun 2021, Overseas Division memperoleh kontrak baru dengan total nilai sebesar Rp4,74 triliun yang merupakan jumlah dari proyek sendiri dan proyek kerja sama operasi dengan rincian sebagai berikut:

No	Nama Proyek / Project Name	Sumber Dana / Source of Fund	Komposisi Pendanaan / Funding Composition	Lokasi / Location	Nilai Kontrak (Rp juta) / Contract Value (Rp million)
1	Revetment Dan Retaining Wall Pelabuhan Benoa / Benoa Harbor Revetment And Retaining Wall	BUMN	Non.Turnkey	Bali	361.100
2	1000 Km Road Upgrading Sudan Seksi I / Sudan 1000 Km Road Upgrading Section I	Swasta Luar Negeri / Foreign Private	Non.Turnkey	South Sudan	4.379.071

TINJAUAN OPERASI PER SEGMENT USAHA

Perseroan menyajikan segmen operasi berdasarkan informasi keuangan yang digunakan oleh pengambil keputusan operasional dalam menilai kinerja segmen dan menentukan alokasi sumber daya yang dimilikinya. Segmen didasarkan pada aktivitas dari setiap kegiatan operasi entitas legal di dalam Perseroan.

Segmen operasi adalah suatu komponen dari entitas:

1. Yang terlibat dalam aktivitas bisnis yang memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban yang terkait dengan transaksi dengan komponen lain dari entitas yang sama);
2. Yang hasil operasinya dikaji ulang secara regular oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan
3. Yang informasi keuangan yang terpisah miliknya tersedia.

Segmen operasi Perseroan dikelompokkan berdasarkan aktivitas usaha yang dikerjakan, antara lain:

1. Segmen Konstruksi
2. Segmen Tol
3. Segmen Precast
4. Segmen Properti dan Hotel
5. Segmen Infrastruktur Lainnya
6. Segmen Sewa Gedung

Berikut adalah penjelasan mengenai segmen usaha Perseroan yang meliputi deskripsi usaha, produktivitas, pendapatan dan profitabilitas dari masing-masing segmen usaha pada tahun 2021.

5. Overseas Division

In 2021, Overseas Division obtained a number of new work contracts with total value of Rp4.74 billion which is the total of own projects and joint operation projects with details as follows:

OPERATIONAL REVIEW PER BUSINESS SEGMENT

The Company presents operational segments based on financial information used by operational decision makers in assessing segment performance and determining the allocation of owned resources. Segments are based on the activities of each operational activity of legal entity in the Company.

An operational segment is a component of an entity:

1. involved in business activities that earn income and incur expenses (including income and expenses related to transactions with other components of the same entity);
2. whose operating results are regularly reviewed by operational decision maker to make decisions about resources allocated to the segment and assess their performance; and
3. whose financial information is available separately.

The Company's operational segments are grouped based on business activities which include:

1. Construction
2. Toll
3. Precast
4. Property and Hotels
5. Building Rental
6. Other Infrastructures.

Explanation of the Company's business segments which include a description of the business, productivity, revenue and profitability of each business segment in 2021 is as follows:



SEGMENT KONSTRUKSI

Deskripsi Usaha Segmen Konstruksi

Perseroan senantiasa mengembangkan potensinya di industri jasa konstruksi nasional melalui kinerja Segmen Konstruksi yang terdiri dari 5 (lima) Divisi, yaitu: *Building Division, Infrastructure I Division, Infrastructure II Division, EPC Division, dan Overseas Division*. Segmen Konstruksi merupakan segmen unggulan Perseroan dalam mewujudkan Visi dan Misi yang telah ditetapkan melalui penerapan program konstruksi yang inovatif dan mengikuti tren perkembangan terkini di industri konstruksi tanah air.

Produktivitas Segmen Konstruksi

Sepanjang tahun 2021, Perseroan berhasil melaksanakan dan merampungkan beberapa proyek Segmen Konstruksi sesuai dengan kesepakatan kontrak kerja, antara lain:

CONSTRUCTION SEGMENT

Description of Construction Segment Business

The Company continues to develop its potential in the national construction service industry through the performance of the Construction Segment which consists of 5 (five) Divisions, namely: Building Division, Infrastructure I Division, Infrastructure II Division, EPC Division, and Overseas Division. The Construction segment is the Company's leading segment in realizing the Vision and Mission that has been set through the implementation of innovative construction programs and following the latest development trends in the country's construction industry.

Construction Segment Productivity

Throughout 2021, the Company successfully carried out and completed several Construction Segment projects in accordance with the work contract agreement, including:

No	Nama Proyek / Project Name	Pemberi Kerja / Owner	Nilai Kontrak (Rp juta) / Contract Value (Rp million)	Masa Pelaksanaan / Period	
				Mulai / Starts	Berakhir / Ends
1	Jalan Tol Becakayu Koneksi / Becakayu Toll Road Connection	PT Kresna Kusuma Dyandra Marga	449.295	5-Dec-2017	31-Mar-2022
2	Jalan Tol Becakayu Seksi 2A / Becakayu Toll Road Section 2A	PT Kresna Kusuma Dyandra Marga	1.051.037	30-Oct-2017	31-Dec-2021
3	Jalan Tol Becakayu Seksi 2A-Ujung / Becakayu Toll Road Section 2A - Built end	PT Kresna Kusuma Dyandra Marga	850.228	8-Feb-2019	31-Mar-2022
4	Pembangunan Jalan Tol Ciawi - Sukabumi Seksi 2 / Construction of the Ciawi - Sukabumi Toll Road Section 2	PT Trans Jabar Tol	2.100.353	11-Mar-2019	30-Jun-2022
5	Pembangunan Jalan Tol Pasuruan-Probolinggo / Construction of Pasuruan-Probolinggo Toll Road	PT Transjawa Paspro Jalan Tol	5.104.650	Seksi 123 : 12 Juli 2016 Seksi 4 : 26 Oktober 2020»	Seksi 123 : 30 April 2019 Seksi 4A : 31 Juli 2022 Seksi 4B : 25 Desember 2022”
6	Proyek Pembangunan Jalan Tol Cimanggis - Cibitung Seksi 2 / Construction of Cimanggis - Cibitung Toll Road Project Section 2	PT Cimanggis Cibitung Tollways	4.081.771	27-Jul-2016	30-Jan-2023
7	Pembangunan Jalan Tol Kayuagung-Palembang-Betung Paket II / Construction of the Kayuagung-Palembang-Betung Toll Road Package II	PT Waskita Sriwijaya Tol	9.785.393	30-May-2016	31-Aug-2023
8	Pembangunan Jalan Tol Kayuagung-Palembang-Betung Paket IV / Construction of the Kayuagung-Palembang-Betung Toll Road Package IV	PT Waskita Sriwijaya Tol	3.010.141	20-Dec-2016	31-Aug-2023
9	Pembangunan Jalan Tol Kayuagung-Palembang-Betung Paket III / Construction of the Kayuagung-Palembang-Betung Toll Road Package III	PT Waskita Sriwijaya Tol	3.572.018	30-May-2016	23-Mar-2023
10	Proyek Jalan Tol KLBM / KLBM Toll Road Project	PT Waskita Bumi Wira	4.867.181	13-Dec-2016	27-Sep-2021

Pendapatan Usaha Segmen Konstruksi

Pada tahun 2021, Segmen Konstruksi mencatatkan Pendapatan Usaha sebesar Rp10.664,62 miliar, turun sebesar Rp3.832,33 miliar atau 26,44% dibandingkan tahun 2020 sebesar Rp14.496,94 miliar. Penurunan tersebut terjadi dikarenakan Perseroan masih dalam periode pemulihan kesehatan keuangan dimana MRA baru berlaku efektifnya pada bulan November 2021, mengakibatkan progress pekerjaan dilapangan juga tertunda. Selain itu penurunan diakibatkan oleh adanya gelombang kedua Covid-19 yang mengakibatkan adanya Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) diberbagai wilayah di Indonesia.

Construction Segment Revenue

Revenue of Construction Segment in 2021 amounted to Rp10,664.62 billion, decreased by Rp3,832.33 billion or 26.44% compared to 2020 at Rp14,496.94 billion. Such decline occurred because the Company was still in a period of financial health recovery in which the new MRA became effective in November 2021, resulting in the progress of work in the field also being delayed. In addition, the decline was caused by the second wave of Covid-19 which resulted in the imposition of Community Activity Restrictions (PPKM) in various regions in Indonesia.



Profitabilitas Segmen Konstruksi

Construction Segment Profitability

Profitabilitas Segmen Konstruksi Tahun 2020-2021 (dalam jutaan Rupiah) /
Construction Segment Profitability in 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pendapatan Usaha / Revenues	10.664.618	14.496.943	(3.832.325)	-26,44%
Beban Pokok Pendapatan / Cost of Revenues	9.444.879	13.703.364	(4.258.485)	-31,08%
Laba Bruto / Gross Profit	1.219.739	793.580	426.160	53,70%

Pada tahun 2021, Segmen Konstruksi mencatatkan Laba Bruto sebesar Rp1.219,74 miliar, naik sebesar Rp426,16 miliar atau 53,70% dibandingkan tahun 2020 sebesar Rp793,58 miliar. Peningkatan tersebut disebabkan oleh keberhasilan program efisiensi beban yang menghasilkan penurunan Beban Pokok Pendapatan yang melebihi penurunan Pendapatan Usaha di tahun 2021.

Gross Profit of Construction Segment in 2021 amounted to Rp1,219.74 billion, increased by Rp426.16 billion or 53.70% compared to 2020 at Rp793.58 billion. Such increase was caused by the success of the load efficiency program which resulted in a decrease in Cost of Revenue which exceeded the decrease in Revenue in 2021.

SEGMENT TOL

Deskripsi Usaha Segmen Tol

Perseroan melaksanakan usahanya pada Segmen Tol melalui entitas anak perusahaan yang bergerak di bidang pengembangan jalan tol, yaitu PT Waskita Toll Road (WTR) yang memiliki investasi di beberapa ruas jalan tol.

TOLL SEGMENT

Description of Toll Segment Business

The Company carries out its business in the Toll Segment through its subsidiary which is engaged in toll road development, namely PT Waskita Toll Road (WTR) which has investments in several toll road sections.

Produktivitas Segmen Tol

Sepanjang tahun 2021, Perseroan berhasil melaksanakan dan merampungkan beberapa proyek Segmen Tol sesuai dengan kesepakatan kontrak kerja, antara lain:

Toll Segment Productivity

Throughout 2021, the Company succeeded in implementing and completing several Toll Segment projects in accordance with the work contract agreement, including:

No	Nama Proyek / Project Name	Pemberi Kerja / Owner	Nilai Kontrak (Rp juta) / Contract Value (Rp million)	Masa Pelaksanaan / Period	
				Mulai / Starts	Berakhir / Ends
1	Jalan Tol Becakayu Koneksi / Becakayu Toll Road Connection	PT Kresna Kusuma Dyandra Marga	449.295	5-Dec-2017	31-Mar-2022
2	Jalan Tol Becakayu Seksi 2A / Becakayu Toll Road Section 2A	PT Kresna Kusuma Dyandra Marga	1.051.037	30-Oct-2017	31-Dec-2021
3	Jalan Tol Becakayu Seksi 2A-Ujung / Becakayu Toll Road Section 2A - Built end	PT Kresna Kusuma Dyandra Marga	850.228	8-Feb-2019	31-Mar-2022
4	Pembangunan Jalan Tol Ciawi - Sukabumi Seksi 2 / Construction of the Ciawi - Sukabumi Toll Road Section 2	PT Trans Jabar Tol	2.100.353	11-Mar-2019	30-Jun-2022
5	Pembangunan Jalan Tol Pasuruan-Probolinggo / Construction of Pasuruan-Probolinggo Toll Road	PT Transjawa Paspro Jalan Tol	5.104.650	Seksi 123 : 12 Juli 2016 Seksi 4 : 26 Oktober 2020»	Seksi 123 : 30 April 2019 Seksi 4A : 31 Juli 2022 Seksi 4B : 25 Desember 2022”
6	Proyek Pembangunan Jalan Tol Cimanggis - Cibitung Seksi 2 / Construction of Cimanggis - Cibitung Toll Road Project Section 2	PT Cimanggis Cibitung Tollways	4.081.771	27-Jul-2016	30-Jan-2023
7	Pembangunan Jalan Tol Kayuagung-Palembang-Betung Paket II / Construction of the Kayuagung-Palembang-Betung Toll Road Package II	PT Waskita Sriwijaya Tol	9.785.393	30-May-2016	31-Aug-2023
8	Pembangunan Jalan Tol Kayuagung-Palembang-Betung Paket IV / Construction of the Kayuagung-Palembang-Betung Toll Road Package IV	PT Waskita Sriwijaya Tol	3.010.141	20-Dec-2016	31-Aug-2023
9	Pembangunan Jalan Tol Kayuagung-Palembang-Betung Paket III / Construction of the Kayuagung-Palembang-Betung Toll Road Package III	PT Waskita Sriwijaya Tol	3.572.018	30-May-2016	23-Mar-2023
10	Proyek Jalan Tol KLBM / KLBM Toll Road Project	PT Waskita Bumi Wira	4.867.181	13-Dec-2016	27-Sep-2021



Pendapatan Usaha Segmen Tol

Pada tahun 2021, Segmen Tol mencatatkan Pendapatan Usaha sebesar Rp775,01 miliar, naik sebesar Rp384,40 miliar atau 98,41% dibandingkan tahun 2020 sebesar Rp390,60 miliar. Peningkatan tersebut disebabkan oleh peningkatan LHR yang terjadi selama tahun 2021.

Toll Segment Revenue

Revenues of Toll Road Segment in 2021 amounted to Rp775.01 billion, increased by Rp384.40 billion or 98.41% compared to 2020 at Rp390.60 billion. Such increase was caused by increased LHR throughout 2021.

Profitabilitas Segmen Tol

Toll Segment Profitability

Profitabilitas Segmen Tol Tahun 2020-2021 (dalam jutaan Rupiah) / Toll Segment Profitability in 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pendapatan Usaha / Revenues	775.006	390.604	384.402	98,41%
Beban Pokok Pendapatan / Cost of Revenues	375.110	214.316	160.795	75,03%
Laba Bruto / Gross Profit	399.896	176.289	223.607	126,84%

Pada tahun 2021, Segmen Tol mencatatkan Laba Bruto sebesar Rp399,90 miliar, naik sebesar Rp223,61 miliar atau 126,84% dibandingkan tahun 2020 sebesar Rp176,29 miliar. Peningkatan tersebut disebabkan oleh peningkatan Pendapatan Usaha yang signifikan di tahun 2021 yaitu sebesar 98,41%.

Gross Profit of Toll Segment in 2021 amounted to Rp399.90 billion, increased by Rp223.61 billion or 126.84% compared to 2020 at Rp176.29 billion. Such increase was caused by a significant increase in Revenues in 2021 by 98.41%.

SEGMENT PRECAST

Deskripsi Usaha Segmen Precast

Perseroan memiliki pabrik beton *precast* yang dikelola oleh entitas anak perusahaan, yakni PT Waskita Beton Precast Tbk (WSBP) yang sudah mencatatkan sahamnya di Bursa Efek Indonesia (BEI) sejak 20 September 2016.

PRECAST SEGMENT

Description of Precast Segment Business

The Company owns a precast concrete factory which is managed by a subsidiary, namely PT Waskita Beton Precast Tbk (WSBP) which has listed its shares on the Indonesia Stock Exchange (IDX) since September 20, 2016.

Produktivitas Segmen Precast

Sepanjang tahun 2021, Perseroan berhasil melaksanakan dan merampungkan beberapa proyek Segmen Precast sesuai dengan kesepakatan kontrak kerja, antara lain:

Precast Segment Productivity

Throughout 2021, the Company succeeded in implementing and completing several Precast Segment projects in accordance with the work contract agreement, including:

No	Nama Proyek / Project Name	Pemberi Kerja / Owner	Nilai Kontrak (Rp juta) / Contract Value (Rp million)
Tahun 2021 / In 2021			
Area Penjualan I / Sales Area I			
1	Ready Mix - Proyek Toll Binjai - Pangkalan Brandan / Ready Mix - Binjai - Pangkalan Brandan Toll Project	PT. HK - SIS (PT. Semen Indogreen Sentosa)	90.310
2	ADD III - Readymix - Proyek Jalan Tol Serbelawan Siantar (SBSR) / ADD II - Readymix - Serbelawan Siantar Toll Road Project (SBSR)	PT. HAKAASTON	33.774
3	Proyek < 10 M / Project <10B	Gabungan / Joint Venture	19.048
Sub Total			143.133
Area Penjualan II / Sales Area II			
1	Readymix - Proyek Wilayah Sumatera Selatan (Kontrak Payung) / Readymix - South Sumatra Region Project (Umbrella Contract)	PT.Waskita Karya (Persero) Tbk	336.159
2	Spun Pile - Proyek Pembangunan Jalan Tol KAPB Paket II Seksi 2 / Spun Pile - KAPB Package II Toll Road Construction Project Section 2	PT.Waskita Karya (Persero) Tbk	63.557
3	Spun Pile - Proyek Jalan Tol KAPB Paket Jembatan Musi (Spun D1000) / Spun Pile - KAPB Toll Road Project Musi Bridge Package (Spun D1000)	PT.Waskita Karya (Persero) Tbk	24.835
4	Spun Pile - Proyek Pembangunan Jalan Tol KAPB Paket II Seksi 2 / Spun Pile - KAPB Package II Toll Road Construction Project Section 2	PT.Waskita Karya (Persero) Tbk	23.986
5	Spun Pile - Proyek Jembatan Musi / Spun Pile - Musi Bridge Project	PT.Waskita Karya (Persero) Tbk	23.241



No	Nama Proyek / Project Name	Pemberi Kerja / Owner	Nilai Kontrak (Rp juta) / Contract Value (Rp million)
6	Spun Pile - Proyek Jalan Tol KAPB II Seksi 2 / Spun Pile - KAPB II Toll Road Project Section 2	PT.Waskita Karya (Persero) Tbk	23.072
7	Spun Pile - Proyek Pembangunan Jalan Tol KAPB IV Seksi 2A / Spun Pile - KAPB IV Toll Road Construction Project Section 2A	PT.Waskita Karya (Persero) Tbk	18.119
8	PCI Girder - Proyek Jalan Tol KAPB / PCI Girder - KAPB Toll Road Project	PT.Waskita Karya (Persero) Tbk	16.000
9	Full Slab - Proyek Pembangunan Jalan Tol KAPB Paket II Seksi 2 / Full Slab - KAPB Package II Toll Road Construction Project Section 2	PT.Waskita Karya (Persero) Tbk	11.800
10	PCI Girder - Proyek Fly Over Patih Galung / PCI Girder - Patih Galung Fly Over Project	PT Ricky Kencana Sukses Mandiri	11.798
11	CCSP - Proyek Pengendalian Banjir Sungai Lambidaro - Sekanak Kota Palembang / CCSP - Lambidaro River Flood Control Project - Sekanak Palembang City	PT Bukit - Cahaya KSO	11.430
12	Proyek < 10 M / Project < 10 B	Gabungan	16.515
Sub Total			547.482
Area Penjualan III / Sales Area III			
1	Spun Pile dan Girder Proyek Jalan Tol Kataraja Seksi I / Spun Pile and Girder Kataraja Toll Road Project Section I	PT. Duta Graha Karya	278.613
2	Proyek pembangunan Jalan Tol Becakayu 2B / Becakayu 2B Toll Road construction project	PT.Waskita Karya (Persero) Tbk	256.585
3	Readymix, Spun Pile, Full Slab - Proyek Jalan Tol Cibitung Cilincing Seksi I / Readymix, Spun Pile, Full Slab - Section I Cibitung Cilincing Toll Road Project	PT.Waskita Karya (Persero) Tbk	45.428
4	Readymix - Proyek Lawe - Lawe Facilities RDMP RUV / Readymix - Lawe Project - Lawe Facilities RDMP RUV	PT. Sarana Amanah Integrasi	35.125
5	ADD-III - RDMP RUV Balikpapan Project - PKG 3 / ADD-III - RDMP RUV Balikpapan Project - PKG 3	RDMP Balikpapan JO	17.759
6	Spun Pile - Proyek Thilawa Shipyard Myanmar Fase III Assign / Spun Pile - Myanmar's Thilawa Shipyard Project Phase III Assign	Fourth Harbor Engineering Co.,Ltd (CCCC4)	15.192
7	Add.XV - Proyek Cibitung - Cilincing Seksi I (Seksi I&3) / Add.XV - Cibitung - Cilincing Project Section I (Sections I&3)	PT.Waskita Karya (Persero) Tbk	15.039
8	Proyek < 10 M / Project < 10 B	Gabungan	144.256
Sub Total			807.997
Area Penjualan IV / Sales Area IV			
1	Readymix - Twin Tower Makassar	PT.Waskita Karya (Persero) Tbk	36.921
2	PC-I Girder - Proyek Pembangunan Jalan Tol Pasuruan - Probolinggo Seksi 4 / PC-I Girder - Pasuruan - Probolinggo Toll Road Construction Project Section 4	PT.Waskita Karya (Persero) Tbk	13.498
3	CCSPW 500 A 1000 - Proyek Pengendalian Banjir Kali Blorong Kab. Kendal / CCSPW 500 A 1000 - Blorong River Flood Control Project Kab. Kendal	Arafah - Sakti, KSO	10.530
4	Spun Pile - Proyek Smelter Manyar Gresik / Spun Pile - Manyar Gresik Smelter Project	PT.Adhi Karya (Persero) Tbk	10.502
5	PCB - Jalan Kendari Toronipa / PCB - Kendari Toronipa Road	PP KPS - KSO	10.166
6	Proyek < 10 M / Project < 10 B	Gabungan	117.083
Sub Total			198.700
TOTAL AREA PENJUALAN / TOTAL SALES AREA			1.697.311
Konstruksi & Instalasi Modular / Modular Construction & Installation			
EKSTERNAL / EXTERNAL			
1	Pekerjaan Konstruksi Rumah Pompa Pulau 2B (River Walk Island) / 2B Island Pump House Construction Work (River Walk Island)	Kapuknaga Indah	50.700
2	Perumahan Savasa / Savasa Housing	Panahome Deltamas Indonesia	11.570
3	JPM Dukuh Atas	KSO WBFV	167.116
4	Proyek < 10 M / Project < 10 B		661
Sub Total Eksternal KIM / KIM External Sub Total			230.047
INTERNAL			
1	Rumah Kupang (RISHA) / Kupang House (RISHA)	Div. Infra I	60.260
2	Pengadaan Spun Pile Kapal Betung / Betung Ship Spun Pile Procurement	Div. Infra II	87.860
3	Pengadaan Fullslab Proyek KAPB / KAPB Project Fullslab Procurement	Div. Infra II	167.983
4	Pengadaan CCSP Loji Banger / Procurement of CCSP Loji Banger	Div. Infra I	44.754
5	Klaim CCTW Paket 2 / Claim CCTW Package 2	Cimanggis Cibitung Tollways	72.703
6	Tol CCTW (ADD 8) / CCTW Toll (ADD 8)	Cimanggis Cibitung Tollways	310.057
7	Addendum CCTW paket 2 / CCTW addendum package 2	Cimanggis Cibitung Tollways	32.922
8	Proyek < 10 M / Project < 10 B		13.354
Sub Total Internal KIM / KIM Internal Sub Total			789.892
TOTAL AREA KIM			1.019.939



Sampai dengan akhir tahun 2021, WSBP telah memiliki 9 *plant* dengan total kapasitas mencapai 3,7 juta ton, WSBP tidak melakukan penambahan kapasitas produksi beton precast dari tahun 2020 ke 2021. Hal ini dikarenakan kapasitas yang dimiliki saat ini mampu mencukupi kebutuhan produksi dan permintaan pasar.

As of the end of 2021, WSBP has had 9 plants with a total capacity of 3.7 million tons, the same capacity as the previous year as WSBP did not add its precast concrete capacity in 2021. This was due to the current capacity is sufficient for production and market demand.

Perkembangan Kapasitas Produksi Beton Precast WSBP Tahun 2017 - 2021 /
Growth of Precast Concrete Production Capacity of WSBP in 2017-2021

Tahun / Year	Kapasitas Produksi (ton/tahun) / Production Capacity (ton/year)
2017	3.250.000
2018	3.500.000
2019	3.700.000
2020	3.700.000
2021	3.700.000

Pendapatan Usaha Segmen Precast

Pada tahun 2021, Segmen Precast mencatatkan Pendapatan Usaha sebesar Rp380,95 miliar, turun sebesar Rp383,36 miliar atau 50,16% dibandingkan tahun 2020 sebesar Rp764,31 miliar. Penurunan tersebut disebabkan oleh dampak dari pandemi Covid-19 diantaranya melambatnya sejumlah proses tender kontrak baru/potensial, serta penurunan produktivitas akibat keterbatasan likuiditas.

Precast Segment Revenue

Revenues of Precast Segment in 2021 amounted to Rp380.95 billion, decreased by Rp383.36 billion or 50.16% compared to 2020 at Rp764.31 billion. Such decrease was caused by the impact of Covid-19, among others the delayed potential/new contract tender process, and declined productivity due to limited liquidity.

Profitabilitas Segmen Precast

Profitabilitas Segmen Precast Tahun 2020-2021 (dalam jutaan Rupiah) /
Precast Segment Profitability in 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pendapatan Usaha / Revenues	380.952	764.309	(383.357)	-50,16%
Beban Pokok Pendapatan / Cost of Revenues	272.982	784.385	(511.403)	-65,20%
Laba Bruto / Gross Profit	107.970	(20.075)	128.046	637,83%

Precast Segment Profitability

Pada tahun 2021, Segmen Precast mencatatkan Laba Bruto sebesar Rp107,97 miliar, naik sebesar Rp128,05 miliar atau 637,83% dibandingkan kerugian tahun 2020 sebesar minus Rp20,08 miliar. Peningkatan tersebut disebabkan oleh penurunan Beban Pokok Pendapatan yang melebihi penurunan Pendapatan Usaha.

Gross Profit of Precast Segment in 2021 amounted to Rp107.97 billion, increased by Rp128.05 billion or 637.83% compared to loss in 2020 amounted to minus Rp20.08 billion. The increase was due to a decrease in Cost of Revenue which exceeded the decrease in Revenues.

SEGMENT PROPERTI DAN HOTEL

Deskripsi Usaha Segmen Properti dan Hotel

Melalui Segmen Properti dan Hotel, Perseroan telah mengelola beberapa perhotelan seperti Teraskita Hotel Jakarta, Teraskita Hotel Makassar, Maison Teraskita Hotel Bandung dan The Reiz Suites Medan. Adapun untuk bidang properti, yakni Vasaka The Reiz Condo Medan, Vasaka Nines, Vasaka Bali, Soltera, dan Avasta.

PROPERTY AND HOTEL SEGMENT

Description of Property and Hotel Segment Business

Through the Property and Hotel Segment, the Company has managed several hotels such as Teraskita Hotel Jakarta, Teraskita Hotel Makassar, Maison Teraskita Hotel Bandung and The Reiz Suites Medan. As for the property sector, namely Vasaka The Reiz Condo Medan, Vasaka Nines, Vasaka Bali, Soltera, and Avasta.



Produktivitas Segmen Properti dan Hotel

Sepanjang tahun 2021, Perseroan berhasil melaksanakan dan merampungkan beberapa proyek Segmen Properti dan Hotel sesuai dengan kesepakatan kontrak kerja, antara lain:

No	Nama Proyek / Project Name	Pemberi Kerja / Owner	Nilai Kontrak (Rp juta) / Contract Value (Rp million)	Masa Pelaksanaan / Period	
				Mulai / Starts	Berakhir / Ends
I	Maison Teraskita Bandung	PT.Waskita Karya Realty	Rp51.644.452.084,- (Exclude PPN)	4 Juli 2019 / July 4, 2019	31 Januari 2021 / January 31, 2021

Pendapatan Usaha Segmen Properti dan Hotel

Pada tahun 2021, Segmen Properti dan Hotel mencatatkan Pendapatan Usaha sebesar Rp300,43 miliar, turun sebesar Rp176,98 miliar atau 37,07% dibandingkan tahun 2020 sebesar Rp477,41 miliar.

Profitabilitas Segmen Properti dan Hotel

Profitabilitas Segmen Properti dan Hotel Tahun 2020-2021 (dalam jutaan Rupiah) / Property and Hotel Segment Profitability in 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pendapatan Usaha / Revenues	300.431	477.412	(176.982)	-37,07%
Beban Pokok Pendapatan / Cost of Revenues	163.743	421.972	(258.229)	-61,20%
Laba Bruto / Gross Profit	136.688	55.440	81.248	146,55%

Pada tahun 2021, Segmen Properti dan Hotel mencatatkan Laba Bruto sebesar Rp136,69 miliar, naik sebesar Rp81,25 miliar atau 146,55% dibandingkan tahun 2020 sebesar Rp55,44 miliar. Peningkatan tersebut disebabkan oleh optimalisasi program efisiensi beban yang menghasilkan penurunan Beban Pokok Pendapatan yang melebihi penurunan Pendapatan Usaha di tahun 2021.

SEGMENT INFRASTRUKTUR LAINNYA

Deskripsi Usaha Segmen Infrastruktur Lainnya

Pada tahun 2019, Perseroan mengembangkan serta mendirikan anak perusahaan yakni PT Waskita Karya Infrastruktur yang menjadi Perusahaan Holding bagi PT Waskita Sangir Energi yang bergerak di bidang Pembangkit Listrik Tenaga Minihydro (PLTM) dengan kapasitas output 2x5 Megawatt. Hingga saat ini, perusahaan tersebut telah berkembang dan telah memberikan kontribusi positif terhadap Perseroan.

Produktivitas Segmen Infrastruktur Lainnya

Sepanjang tahun 2021, Perseroan tidak memiliki proyek konstruksi pada proyek Segmen Infrastruktur Lainnya.

Property and Hotel Segment Productivity

Throughout 2021, the Company succeeded in implementing and completing several Property and Hotel Segment projects in accordance with work contract agreements, including:

Property and Hotel Segment Revenue

Revenue of Property and Hotel Segment in 2021 amounted to Rp300.43 billion, decreased by Rp176.98 billion or 37.07% compared to 2020 at Rp477.41 billion.

Property and Hotel Segment Profitability

Gross Profit of Property and Hotel Segment in 2021 amounted to Rp136.69 billion, increased by Rp81.25 billion or 146.55% compared to 2020 at Rp55.44 billion. Such increase was caused by optimization of the load efficiency program resulting in a decrease in Cost of Revenue that exceeds the decrease in Revenues in 2021.

OTHER INFRASTRUCTURE SEGMENTS

Description of Other Infrastructure Segment Business

In 2019, the Company developed and established a subsidiary, namely PT Waskita Karya Infrastruktur which became the Holding Company for PT Waskita Sangir Energi which is engaged in Minihydro Power Plant (PLTM) with an output capacity of 2x5 Megawatts. As of today, the Company has grown and has made a positive contribution to the Company.

Other Infrastructure Segments Productivity

There were no construction projects in Other Infrastructure Segment by the Company throughout 2021.



Pendapatan Usaha Segmen Infrastruktur Lainnya

Pada tahun 2021, Segmen Infrastruktur Lainnya mencatatkan Pendapatan Usaha sebesar Rp94,27 miliar, naik sebesar Rp33,46 miliar atau 55,02% dibandingkan tahun 2020 sebesar Rp60,81 miliar. Peningkatan tersebut disebabkan oleh adanya penambahan nilai kontrak baru dan pekerjaan tambahan selama tahun 2021.

Other Infrastructure Segment Revenue

Revenues of Other Infrastructure Segment in 2021 amounted to Rp94.27 billion, increased by Rp33.46 billion or 55.02% compared to 2020 at Rp60.81 billion. Such increase was caused by addition of new contracts and works throughout 2021.

Profitabilitas Segmen Infrastruktur Lainnya

Profitabilitas Segmen Infrastruktur Lainnya Tahun 2020-2021 (dalam jutaan Rupiah) /
Other Infrastructure Segments Profitability in 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pendapatan Usaha / Revenues	94.270	60.811	33.459	55,02%
Beban Pokok Pendapatan / Cost of Revenues	68.929	11.987	56.941	475,01%
Laba Bruto / Gross Profit	25.341	48.824	(23.482)	-48,10%

Other Infrastructure Segments Profitability

Pada tahun 2021, Segmen Infrastruktur Lainnya mencatatkan Laba Bruto sebesar Rp25,34 miliar, turun sebesar Rp23,48 miliar atau 48,10% dibandingkan tahun 2020 sebesar Rp48,82 miliar. Penurunan tersebut disebabkan oleh kenaikan Beban Pokok Pendapatan yang melebihi peningkatan Pendapatan Usaha.

Gross Profit of Other Infrastructure Segment in 2021 amounted to Rp25.34 billion, decreased by Rp23.48 billion or 48.10% compared to 2020 at Rp48.82 billion. Such decrease was caused by increase in Cost of Revenue which exceeds the increase in Revenues.

SEGMENT SEWA GEDUNG

Deskripsi Usaha Segmen Sewa Gedung

Segmen Sewa Gedung merupakan salah satu segmen usaha jasa non konstruksi yang dikembangkan Perseroan dan merupakan bentuk optimalisasi aset yang dimiliki Perseroan dengan memberikan layanan tambahan melalui jasa sewa gedung.

BUILDING RENTAL SEGMENT

Description of the Building Rental Segment Business

The Building Rental segment is one of the non-construction service business segments developed by the Company and is a form of optimizing the assets owned by the Company by providing additional services through building rental services.

Produktivitas Segmen Sewa Gedung

Sepanjang tahun 2021, Perseroan berhasil mengelola dan menyewakan gedung sebanyak 1 unit gedung dengan okupansi mencapai 100%.

Building Rental Segment Productivity

Throughout 2021, the Company succeeded in managing and leasing 1 building unit with occupancy rate at 100%.

Pendapatan Usaha Segmen Sewa Gedung

Pada tahun 2021, Segmen Sewa Gedung mencatatkan Pendapatan Usaha sebesar Rp8,85 miliar, naik sebesar Rp8,48 miliar atau 2252,83% dibandingkan tahun 2020 sebesar Rp376 juta. Peningkatan tersebut disebabkan oleh peningkatan sewa pada pihak eksternal

Building Rental Segment Revenue

Revenues of Building Rental Segment in 2021 amounted to Rp8.85 billion, increased by Rp8.48 billion or 2252.83% compared to 2020 at Rp376 million. Such increase was caused by increased rent from external parties.

Profitabilitas Segmen Sewa Gedung

Profitabilitas Segmen Sewa Gedung Tahun 2020-2021 (dalam jutaan Rupiah) /
Building Rental Segment Profitability in 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pendapatan Usaha / Revenues	8.851	376	8.475	2252,83%
Beban Pokok Pendapatan / Cost of Revenues	-	-	-	-
Laba Bruto / Gross Profit	8.851	376	8.475	2252,83%

Building Rental Segment Profitability



Pada tahun 2021, Segmen Sewa Gedung mencatatkan Laba Bruto sebesar Rp8,85 miliar, naik sebesar Rp8,48 miliar atau 2252,83% dibandingkan tahun 2020 sebesar Rp376 juta. Peningkatan tersebut disebabkan oleh kenaikan Pendapatan Usaha di tahun 2021.

TINJAUAN KINERJA ANAK PERUSAHAAN

PT WASKITA BETON PRECAST TBK (WSBP)

PT Waskita Beton Precast Tbk (WSBP) merupakan entitas anak perusahaan yang didirikan pada tanggal 7 Oktober 2014, telah mencatatkan sahamnya di Bursa Efek Indonesia pada tanggal 20 September 2016. Waskita tercatat memiliki kepemilikan langsung pada WSBP sebesar 59,9999% saham. Sampai dengan akhir tahun 2021, WSBP memiliki 9 plant (5 diantaranya terletak di Jawa Barat dan dikelola dalam 1 (satu) pengelolaan yang terintegrasi) dengan total kapasitas mencapai 3,7 juta ton dengan rincian sebagai berikut:

1. Cibitung	: 325.000 ton
2. Sadang	: 350.000 ton
3. Sidoarjo	: 425.000 ton
4. Karawang	: 575.000 ton
5. Kalijati	: 250.000 ton
6. Bojonegoro	: 475.000 ton
7. Subang	: 350.000 ton
8. Klaten	: 225.000 ton
9. Gasing	: 725.000 ton
10. Total	: 3.700.000 ton

Per 31 Desember 2021, WSBP telah memiliki 1 (satu) Stone Crusher (*Quarry*) dan 29 (dua puluh sembilan) *batching plant* yang berlokasi di Jabodetabek, Jawa Barat, Jawa Tengah, Jawa Timur dan Sumatera. Porsi terbesar dari total produksi beton precast digunakan untuk mencukupi kebutuhan internal grup Waskita, sedangkan sisanya dijual kepada pihak eksternal.

Aktivitas Usaha WSBP

Kegiatan bisnis WSBP terfokus pada 3 (tiga) aktivitas utama yaitu produksi Beton Precast, Readymix dan Jasa Konstruksi. Untuk segmen Precast, WSBP secara umum memproduksi 2 (dua) tipe produk yaitu produk Precast putar dan produk Precast non putar. Selain itu, WSBP juga menyediakan jasa pendukung yang terdiri dari Engineering, Instalasi, Jasa Pemancang, Konstruksi, dan Jasa Post-tensioning dalam rangka menunjang kegiatan produksi dan juga penjualan produk WSBP.

Gross Profit of Building Rental Segment in 2021 amounted to Rp8.85 billion, increased by Rp8.48 billion or 2252.83% compared to 2020 at Rp376 million. Such increase was caused by increase in Revenues in 2021.

OVERVIEW OF SUBSIDIARY PERFORMANCE

PT WASKITA BETON PRECAST TBK (WSBP)

PT Waskita Beton Precast Tbk (WSBP) is a subsidiary company that was established on October 7, 2014, and has listed its shares on the Indonesia Stock Exchange on September 20, 2016. Waskita is listed as having direct ownership in WSBP amounting to 59.9999% shares. As of the end of 2020, WSBP has 9 plants (5 of which are located in West Java and managed in 1 (one) integrated management) with a total capacity of 3.7 million tons with details as follows:

1. Cibitung	: 325,000 tons
2. Sadang	: 350,000 tons
3. Sidoarjo	: 425,000 tons
4. Karawang	: 575,000 tons
5. Kalijati	: 250,000 tons
6. Bojonegoro	: 475,000 tons
7. Subang	: 350,000 tons
8. Klaten	: 225,000 tons
9. Gasing	: 725,000 tons
10. Total	: 3,700,000 tons

As of December 31, 2021, WSBP already has 1 (one) Stone Crusher (*Quarry*) and 29 (twenty nine) *batching plants* located in Jabodetabek, West Java, Central Java, East Java and Sumatra. The largest portion of total precast concrete production is used to meet the internal needs of Waskita group, while the rest is sold to external parties.

WSBP Business Activities

WSBP's business is focused on 3 (three) main activities, namely the production of Precast Concrete, Readymix and Construction Services. For Precast segment, WSBP generally produces 2 (two) types of products, i.e. Precast rotary and Precast non-rotary products. In addition, WSBP also provides supporting services consisting of Engineering, Installation, Designing Services, Construction, and Post-tensioning Services to support production activities as well as sales of WSBP products.



Kinerja WSBP

WSBP Performance

Kinerja WSBP Tahun 2020-2021 (dalam jutaan Rupiah) / WSBP Performance in 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Jumlah Aset / Total Assets	8.461	10.557	(2.096)	-19,85%
Jumlah Liabilitas / Total Liabilities	10.005	9.400	605	6,44%
Jumlah Ekuitas / Total Equity	(1.543)	1.157	(2.700)	-233,36%
Pendapatan Usaha / Revenues	1.359	2.211	(852)	-38,53%
Beban Pokok Pendapatan / Cost of Revenues	(1.984)	(5.558)	3.574	-64,30%
Laba Bruto / Gross Profit	(625)	(3.347)	2.722	-81,33%
Laba (Rugi) Bersih Tahun Berjalan / Net Profit (Loss) for the Year	(2.699)	(4.760)	2.061	-43,30%

Pada tahun 2021, Pendapatan Usaha WSBP tercatat sebesar Rp1.359 miliar, mengalami penurunan sebesar Rp852 miliar atau 38,53% bila dibandingkan dengan tahun 2020 sebesar Rp2.211 miliar. Penurunan tersebut disebabkan oleh dampak dari pandemi Covid-19 diantaranya melambatnya sejumlah proses tender kontrak baru/potensial, serta penurunan produktifitas akibat keterbatasan likuiditas.

Rugi Bersih Tahun Berjalan WSBP pada tahun 2021 tercatat sebesar Rp2.699 miliar, mengalami penurunan sebesar Rp2.061 miliar atau 43,30% bila dibandingkan dengan tahun 2020 sebesar Rp4.760 miliar. Pencatatan Rugi Bersih Tahun Berjalan tersebut disebabkan oleh menurunnya Pendapatan Usaha Perseroan, serta naiknya Beban Penjualan dan Beban Umum Administrasi.

Jumlah Aset WSBP tahun 2021 tercatat sebesar Rp8.461 miliar, sedangkan jumlah Liabilitas sebesar Rp10.005 miliar dan jumlah Ekuitas sebesar minus Rp1.543 miliar.

Revenue of WSBP in 2021 amounted to Rp1,359 billion, decreased by Rp852 billion or 38.53% compared to 2020 at Rp2,211 billion. The decline was caused by the Covid-19 pandemic, including the slowdown in a number of new/potential contract tender processes, as well as a decrease in productivity due to limited liquidity.

Net Loss for the Year of WSBP in 2021 amounted to Rp2,699 billion, decreased by Rp2,061 billion or 43.30% compared to 2020 at Rp4,760 billion. The Net Loss for the Year was caused by a decrease in the Company's Revenue, and an increase in Selling Expenses and General Administration Expenses.

Total Assets, Liabilities, and Equity of WSBP in 2021 amounted to Rp8,461 billion, Rp10,005 billion, and minus Rp1,543 billion, respectively.

Dividen WSBP

WSBP Dividend

Dividen WSBP Tahun 2019-2021 / WSBP Dividend in 2019-2021						
Tahun Pembagian / Distribution Year	Tahun Dividen / Dividend Year	Tanggal Pengumuman / Announcement Date	Tanggal Pembayaran / Payment Date	Dividen Kas yang Dibagikan (Rp) / Cash Dividend Distributed (Rp)	Dividen per Lembar Saham (Rp) / Dividend per Share (Rp)	Rasio Pembagian Dividen / Dividend Distribution Ratio
2021	2020	-	-	-	-	-
2020	2019	12 Mei 2020 / May 12, 2020	12 Juni 2020 / June 12, 2020	201.520.505.109	8,22	25%
2019	2018	24 April 2019 / April 24, 2019	24 Mei 2019 / May 24, 2019	551.607.222.015	22,50	50%

Sampai dengan 31 Desember 2021, WSBP telah melakukan pembagian dividen sebanyak 2 (dua) kali berdasarkan tahun buku 2018 sampai dengan 2020. Perseroan tidak melakukan pembagian dividen untuk tahun buku 2020. Perseroan melakukan pembagian dividen sebesar Rp201,52 miliar atau setara Rp8,22 per lembar saham di tahun buku 2019 dan Rp551,61 miliar atau setara dengan Rp22,50 per lembar saham di tahun buku 2018.

As of December 31, 2021, WSBP has distributed dividends 2 (two) times based on the 2018 to 2020 fiscal year. The Company did not distribute dividends in the 2020 fiscal year. The Company distributed dividends amounting to Rp201.52 billion or equivalent to Rp8.22 per share in the 2019 fiscal year, and Rp551.61 billion or equivalent to Rp22.50 per share in the 2018 fiscal year.



PT WASKITA TOLL ROAD (WTR)

PT Waskita Toll Road (WTR), didirikan pada tanggal 19 Juni 2014 sebagai salah satu anak usaha yang bergerak di bidang usaha Investasi Jalan Tol. Waskita tercatat memiliki kepemilikan langsung pada WTR sebesar 81,475% saham.

Aktivitas Usaha WTR

WTR secara aktif terus memperluas portofolio di bidang usaha Investasi Jalan Tol, dengan melaksanakan beberapa kegiatan usaha, antara lain:

1. Melakukan investasi dan penyertaan modal pada perusahaan jalan tol (BUJT atau Badan Usaha Jalan Tol) atau badan usaha lain yang bergerak di bidang infrastruktur;
2. Merencanakan, mengembangkan, menyediakan, mengelola, mengomersialkan, memiliki dan mengoperasikan jalan tol dan jembatan dan infrastruktur lainnya, termasuk fasilitasnya;
3. Meningkatkan kemampuan jalan tol atau jembatan tol atau fasilitas infrastruktur lainnya untuk meningkatkan pelayanan kepada masyarakat;
4. Kegiatan usaha penunjang;
5. Memanfaatkan kawasan sekitar jalan tol untuk usaha lain.

Hingga akhir tahun 2021, WTR memiliki 12 konsesi tol yang dikelola dan/atau dikembangkan oleh Badan Usaha Jalan Tol (BUJT) atau badan usaha lain yang bergerak di bidang jalan tol.

Kinerja WTR

Kinerja WTR Tahun 2020-2021 (dalam jutaan Rupiah) / WTR Performance in 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Jumlah Aset / Total Assets	58.023.905	67.364.584	(9.340.679)	-13,87%
Jumlah Liabilitas / Total Liabilities	35.682.910	45.198.229	(9.515.319)	-21,05%
Jumlah Ekuitas / Total Equity	22.340.995	22.166.355	174.640	0,79%
Pendapatan Usaha / Revenues	3.038.164	6.731.979	(3.693.815)	-54,87%
Beban Pokok Pendapatan / Cost of Revenues	(2.622.895)	(6.554.177)	3.931.282	-59,98%
Laba Bruto / Gross Profit	415.269	177.802	237.467	133,56%
Laba (Rugi) Bersih Tahun Berjalan / Net Profit (Loss) for the Year	1.145.535	(965.454)	2.110.989	218,65%

Pada tahun 2021, Pendapatan Usaha WTR tercatat sebesar Rp3.038,16 miliar, mengalami penurunan sebesar Rp3.693,82 miliar atau 54,87% bila dibandingkan dengan tahun 2020 sebesar Rp6.731,98 miliar. Penurunan tersebut disebabkan oleh beberapa hal, diantaranya sebagian besar ruas tol telah selesai konstruksinya, penundaan penyelesaian konstruksi di beberapa ruas jalan tol dan telah dilakukan divestasi pada 4 (empat) ruas jalan tol milik WTR.

PT WASKITA TOLL ROAD (WTR)

PT Waskita Toll Road (WTR), was established on June 19, 2014 as a subsidiary engaged in the Toll Road Investment business. Waskita is recorded as having direct ownership in WTR of 81.475% shares.

WTR Business Activities

WTR is actively continuing to expand its portfolio in the Toll Road Investment business, by carrying out several business activities, including:

1. Make investment and equity participation in toll road companies (BUJT or Toll Road Business Entities) or other business entities engaged in infrastructure;
2. Planning, developing, providing, managing, commercializing, owning and operating toll roads and bridges and other infrastructure, including their facilities;
3. Increase the capacity of toll roads or toll bridges or other infrastructure facilities to improve services to the community;
4. Supporting business activities;
5. Utilizing the area around toll roads for other forms of business.

As of the end of 2020, WTR has 12 toll road concessions that are managed and/or developed by Toll Road Business Entity (BUJT) or other business entities engaged in the toll road sector.

WTR Performance

Revenue of WTR in 2021 amounted to Rp3,038.16 billion, decreased by Rp3,693.82 billion or 54.87% compared to that of 2020 at Rp6,731.98 billion. Such decrease was caused by several things, including the toll road sections that have been mostly completed, delays in the completion of construction in several toll road sections and the divestment of 4 (four) toll roads belonging to WTR.



Laba Bersih Tahun Berjalan WTR pada tahun 2021 tercatat sebesar Rp1.145,54 miliar, mengalami peningkatan sebesar Rp2.110,99 miliar atau 218,65% bila dibandingkan dengan Rugi Bersih Tahun Berjalan tahun 2020 sebesar minus Rp965,45 miliar. Peningkatan tersebut disebabkan oleh keberhasilan WTR dalam melakukan divestasi atas 4 (empat) ruas jalan tol yang dimiliki.

Jumlah Aset WTR tahun 2021 tercatat sebesar Rp58.023,91 miliar, sedangkan jumlah Liabilitas sebesar Rp35.682,91 miliar dan jumlah Ekuitas sebesar Rp22.341,00 miliar.

Dividen WTR

Sampai dengan 31 Desember 2021, sesuai dengan Kebijakan Dividen yang mengacu kepada Anggaran Dasar dan keputusan RUPS, PT Waskita Toll Road belum melakukan pembagian dividen saham.

PT WASKITA KARYA REALTY (WKR)

PT Waskita Karya Realty (WKR) merupakan entitas anak perusahaan yang didirikan pada tanggal 16 Oktober 2014 dan bergerak di bidang usaha Investasi Realty. Waskita tercatat memiliki kepemilikan langsung pada WKR sebesar 99,99% saham.

Aktivitas Usaha WKR

WKR telah melaksanakan beberapa kegiatan usaha, antara lain pengembangan Apartemen Vasaka The Reiz Condo di Medan, Yukata Suites apartemen di Alam Sutera, Vasaka Nines di BSD Serpong, Vasaka Solterra apartemen di Jakarta Selatan, 88Avenue (apartemen superblok, kantor dan plaza) di Surabaya, Waskita Rajawali Tower (Gedung Perkantoran) di Jakarta Timur, Teraskita Hotel di Bandung dan Makassar, Vasaka Bali (kompleks perumahan tapak), serta Proyek Inisiasi Baru untuk pengembangan Apartemen di daerah Permata Hijau. Di tahun 2021, WKR juga telah mengembangkan Proyek KSO pembangunan Jembatan Penghubung Multiguna (JPM) di daerah Dukuh Atas dan Revitalisasi Stasiun Sudirman. WKR bekerjasama dengan konsorsium membentuk KSO dengan WKR sebagai pemegang saham mayoritas 92,4%, dan KSO bekerjasama dengan MITJ selaku pemilik proyek.

Kinerja WKR

Net Profit for the Year of WTR in 2021 amounted to Rp1,145.54 billion, increases by Rp2,110.99 billion or 218.65% compared to the Net Loss for the Year in 2020 at minus Rp965.45 billion. Such increase was due to WTR's success in divesting its 4 (four) toll roads.

Total Assets of WTR in 2021 amounted to Rp58,023.91 billion, while total Liabilities and total Equity amounted to Rp35,682.91 billion and Rp22,341.00 billion respectively.

WTR Dividend

As of December 31, 2021, in accordance with the Dividend Policy guided by the Articles of Association and the GMS resolution, PT Waskita Toll Road has not distributed share dividends.

PT WASKITA KARYA REALTY (WKR)

PT Waskita Karya Realty (WKR) is a subsidiary company that was founded on October 16, 2014 and is engaged in the Realty Investment business. Waskita is recorded as having direct ownership in WKR amounting to 99.99% of shares.

WKR Business Activities

WKR has carried out several business activities, including the development of Vasaka The Reiz Condo Apartment in Medan, Yukata Suites apartment in Alam Sutera, Vasaka Nines in BSD Serpong, Vasaka Solterra apartment in South Jakarta, 88Avenue (superblock apartments, offices and plazas) in Surabaya, Waskita Rajawali Tower (Office Building) in East Jakarta, Teraskita Hotel in Bandung and Makassar, and Vasaka Bali (site housing complex). In 2020, WKR has also developed a New Initiation Project for Apartment development in Permata Hijau area. In 2021, WKR has also developed the KSO Project for the construction of a Multipurpose Connecting Bridge (JPM) in the Dukuh Atas area and the Revitalization of Sudirman Station. WKR in collaboration with a consortium formed a KSO with WKR as the majority shareholder of 92.4%, and KSO in collaboration with MITJ as the project owner.

WKR Performance

Kinerja WKR Tahun 2020-2021 (dalam jutaan Rupiah) / WKR Performance in 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Jumlah Aset / Total Assets	5.680.083	5.291.525	388.558	7,34%
Jumlah Liabilitas / Total Liabilities	2.808.292	2.426.889	381.403	15,72%
Jumlah Ekuitas / Total Equity	2.871.791	2.864.635	7.156	0,25%
Pendapatan Usaha / Revenues	300.430	477.412	(176.982)	-37,07%
Beban Pokok Pendapatan / Cost of Revenues	(250.479)	(407.721)	157.242	-38,57%
Laba Bruto / Gross Profit	49.951	69.691	(19.740)	-28,33%
Laba (Rugi) Bersih Tahun Berjalan / Net Profit (Loss) for the Year	2.315	48.184	(45.869)	-95,20%



Pada tahun 2021, Pendapatan Usaha WKR tercatat sebesar Rp300,43 miliar, mengalami penurunan sebesar Rp176,98 miliar atau 37,07% bila dibandingkan dengan tahun 2020 sebesar Rp477,41 miliar. Penurunan tersebut disebabkan penerapan PSAK 72 untuk pertama kalinya di tahun 2020. Penerapan di tahun 2020 tersebut mengharuskan Perseroan untuk melakukan pengakuan kembali atas pendapatan di tahun-tahun sebelumnya atas unit yang telah diserahkan terimakan untuk diakui kembali di awal tahun 2020, sehingga terakumulasi menjadi angka pendapatan tahunan di 2020.

Laba Bersih Tahun Berjalan WKR pada tahun 2021 tercatat sebesar Rp2,32 miliar, mengalami penurunan sebesar Rp45,87 miliar atau 95,20% bila dibandingkan dengan tahun 2020 sebesar Rp48,18 miliar. Penurunan tersebut disebabkan oleh penerapan PSAK 72 di tahun 2020 untuk pertama kalinya, sehingga memberikan pengaruh peningkatan yang signifikan terhadap pencatatan Laba tahun 2020.

Jumlah Aset WKR tahun 2021 tercatat sebesar Rp5.680,08 miliar, sedangkan jumlah Liabilitas sebesar Rp2.808,29 miliar dan jumlah Ekuitas sebesar Rp2.871,79 miliar.

Dividen WKR

Sampai dengan 31 Desember 2021, sesuai dengan Kebijakan Dividen yang mengacu kepada Anggaran Dasar dan keputusan RUPS, PT Waskita Karya Realty belum melakukan pembagian dividen saham.

PT WASKITA KARYA INFRASTRUKTUR (WKI)

Waskita memiliki kepemilikan langsung sebesar 99,99% pada PT Waskita Karya Energi yang didirikan pada tanggal 4 Maret 2016. Di tahun 2017, Perseroan telah mengembangkan PT Waskita Karya Energi dan menjadi perusahaan holding bagi PT Waskita Wado Energi yang bergerak dalam bidang energi baru terbarukan dan PT Waskita Sangir Energi yang bergerak dalam bidang Pembangkit Listrik Tenaga Minihydro (PLTM) dengan kapasitas output 2 x 5 Megawatt. Kemudian pada tanggal 26 Februari 2019, PT Waskita Karya Energi berubah nama menjadi PT Waskita Karya Infrastruktur (WKI).

Aktivitas Usaha WKI

Aktivitas usaha yang telah dijalankan oleh Waskita Karya Infrastruktur hingga akhir tahun 2021 adalah pabrikasi baja untuk produk tower transmisi, tower telekomunikasi, *guardrail* dan jasa produksi tower serta pekerjaan konstruksi atas kontrak pengelolaan alat.

Revenue of WTR in 2021 amounted to Rp300.43 billion, decreased by Rp176.98 billion or 37.07% compared to that of 2020 at Rp477.41 billion. Such decrease was due to the PSAK 72 which was implemented for the first time in 2020. Such implementation in 2020 required the Company to re-recognize revenue in previous years for units that have been handed over to be re-recognized in early 2020, so that it accumulates into yearly revenue in 2020.

Net Profit for the Year of WKR in 2021 amounted to Rp2.32 billion, decreased by Rp45.87 billion or 95.20% compared to that of 2020 at Rp48.18 billion. Such decrease was caused by PSAK 72 which was implemented for the first time in 2020, thus giving a significant increase in the recording of profit in 2020.

Total Assets of WKR in 2021 amounted to Rp5,680.08 billion, while total Liabilities and total Equity amounted to Rp2,808.29 billion and Rp2,871.79 billion respectively.

WKR Dividend

As of December 31, 2021, in accordance with the Dividend Policy which refers to the Articles of Association and the GMS resolution, PT Waskita Karya Realty has not distributed share dividends.

PT WASKITA KARYA INFRASTRUKTUR (WKI)

Waskita has 99.99% direct ownership in PT Waskita Karya Energi, which was established on March 4, 2016. In 2017, the Company has developed PT Waskita Karya Energi and became a holding company for PT Waskita Wado Energi engaged in new and renewable energy and PT Waskita Sangir Energi engaged in Minihydro Power Plant (PLTM) with an output capacity of 2 x 5 Megawatts. Then on February 26, 2019, PT Waskita Karya Energi changed its name to PT Waskita Karya Infrastruktur (WKI).

WKI Business Activities

The business activities that have been carried out by Waskita Karya Infrastruktur as of the end of 2021 are steel manufacturing for transmission tower products, telecommunication towers, guardrails and tower production services as well as construction work on equipment management contracts.

**Kinerja WKI****WKI Performance**

Kinerja WKI Tahun 2020-2021 (dalam jutaan Rupiah) /
WKI Performance in 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Jumlah Aset / Total Assets	966,20	956,15	10,05	1,05%
Jumlah Liabilitas / Total Liabilities	648,24	644,79	3,45	0,54%
Jumlah Ekuitas / Total Equity	317,96	311,36	6,60	2,12%
Pendapatan Usaha / Revenues	247,11	177,04	70,07	39,58%
Beban Pokok Pendapatan / Cost of Revenues	180,68	110,52	70,16	63,48%
Laba Bruto / Gross Profit	66,42	66,52	(0,10)	-0,15%
Laba (Rugi) Bersih Tahun Berjalan / Net Profit (Loss) for the Year	6,61	3,94	2,67	67,77%

Pada tahun 2021, Pendapatan Usaha WKI tercatat sebesar Rp247,11 miliar, mengalami peningkatan sebesar Rp70,07 miliar atau 39,58% bila dibandingkan dengan tahun 2020 sebesar Rp177,04 miliar. Peningkatan tersebut disebabkan oleh ekspansi ke pasar eksternal serta diversifikasi produk pabrik baja.

Laba Bersih Tahun Berjalan WKI pada tahun 2021 tercatat sebesar Rp6,61 miliar, mengalami peningkatan sebesar Rp2,67 miliar atau 67,77% bila dibandingkan dengan tahun 2020 sebesar Rp3,94 miliar. Peningkatan tersebut disebabkan oleh ekspansi ke pasar eksternal serta diversifikasi produk pabrik baja disertai efisiensi menyeluruh dari segala sisi.

Jumlah Aset WKI tahun 2021 tercatat sebesar Rp966,20 miliar, sedangkan jumlah Liabilitas sebesar Rp648,24 miliar dan jumlah Ekuitas sebesar Rp317,96 miliar.

Dividen WKI

Sampai dengan 31 Desember 2021, sesuai dengan Kebijakan Dividen yang mengacu kepada Anggaran Dasar dan keputusan RUPS, PT Waskita Karya Infrastruktur belum melakukan pembagian dividen saham.

TINJAUAN KEUANGAN

Analisis dan pembahasan kinerja keuangan pada laporan tahunan ini mengacu pada Laporan Keuangan untuk tahun-tahun yang berakhir pada 31 Desember 2021 dan 2020 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan (anggota dari *Crowe Horwath International*). Laporan Keuangan Perseroan disusun dan disajikan sesuai Standar Akuntansi Keuangan (SAK) di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK) yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan ("DSAK") Ikatan Akuntan Indonesia.

Revenue of WKI in 2021 amounted to Rp247.11 billion, increased by Rp70.07 billion or 39.58% compared to 2020 at Rp177.04 billion. The increase was due to expansion into external markets as well as product diversification of steel mills.

Net Profit for the Year of WKI in 2021 amounted to Rp6.61 billion, increased by Rp2.67 billion or 67.77% compared to 2020 at Rp3.94 billion. This increase was due to expansion into external markets as well as product diversification of steel mills along with overall efficiency from all sides.

Total assets, liabilities, and equity of WKI in 2021 amounted to Rp966.20 billion, Rp648.24 billion and Rp317.96 billion, respectively.

WKI Dividend

As of December 31, 2021, in accordance with the Dividend Policy which refers to the Articles of Association and the resolution of the GMS, PT Waskita Karya Infrastruktur has not distributed share dividends.

FINANCIAL OVERVIEW

The analysis and discussion of financial performance in this annual report refers to the Consolidated Financial Statements for the years ended 31 December 2021 and 2020 which have been audited by the Public Accounting Firm Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan (a member of *Crowe Horwath International*). The Financial Statements of the Company are prepared and presented in accordance with Indonesian Financial Accounting Standards, namely the Statement of Financial Accounting Standards (PSAK), which includes Statements and Interpretations issued by the Financial Accounting Standards Board ("DSAK") Institute of Indonesia Chartered Accountants.



Bahasan kinerja keuangan Perseroan, disampaikan dengan memperhatikan penjelasan pada catatan Laporan Keuangan Konsolidasi dari pihak auditor eksternal sebagai bagian yang tidak terpisahkan dari laporan tahunan ini.

The discussion on the Company's financial performance was delivered by taking into account the notes to the Consolidated Financial Statements from the external auditor as an integral part of this Annual Report.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

Laporan Posisi Keuangan Konsolidasian Tahun 2020-2021 (dalam jutaan Rupiah) / Consolidated Statements of Financial Position in 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Aset / Assets	103.601.612	100.767.648	2.833.963	2,81%
Aset Lancar / Current Assets	42.588.609	28.755.276	13.833.334	48,11%
Aset Tidak Lancar / Non-Current Assets	61.013.003	72.012.372	(10.999.370)	-15,27%
Liabilitas / Liabilities	88.140.179	89.338.542	(1.198.363)	-1,34%
Liabilitas Jangka Pendek / Current Liabilities	27.300.293	48.564.973	(21.264.680)	-43,79%
Liabilitas Jangka Panjang / Non-Current Liabilities	60.839.886	40.773.569	20.066.316	49,21%
Ekuitas / Equity	15.461.433	11.429.106	4.032.327	35,28%

Sampai dengan akhir tahun 2021, Perseroan mencatatkan kenaikan Aset sebesar Rp2.833,96 miliar atau 2,81% menjadi Rp103.601,61 miliar. Liabilitas per tanggal 31 Desember 2021 tercatat sebesar Rp88.140,18 miliar, turun Rp1.198,36 miliar atau 1,34% bila dibandingkan dengan tahun 2020 sebesar Rp89.338,54 miliar. Perubahan pada nilai Aset dan Liabilitas per tanggal 31 Desember 2021 tersebut menyebabkan nilai Ekuitas meningkat sebesar Rp4.032,33 miliar atau 35,28% menjadi Rp15.461,43 miliar di akhir tahun 2021 bila dibandingkan dengan Rp11.429,11 miliar di tahun 2020.

ASET

Pada akhir tahun 2021, jumlah Aset Perseroan tercatat sebesar Rp103.601,61 miliar. Nilai jumlah Aset ini meningkat Rp2.833,96 miliar atau 2,81% dibandingkan tahun 2020 sebesar Rp100.767,65 miliar. Peningkatan Aset tersebut seluruhnya berasal dari penambahan Aset Lancar sebesar Rp13.833,33 miliar atau setara dengan 48,11% di tahun 2021 bila dibandingkan dengan tahun sebelumnya. Peningkatan tersebut memberikan dampak penguatan terhadap posisi likuiditas Perseroan untuk melunasi kewajiban yang dimiliki.

As of the end of 2021, the Company's Assets increased by Rp2,833.96 billion or 2.81% to Rp103,601.61 billion. Liabilities as of December 31, 2021 amounted to Rp88,140.18 billion, decreased by Rp1,198.36 billion or 1.34% compared to 2020 at Rp89,338.54 billion. Changes in the value of Assets and Liabilities as of December 31, 2021, caused the value of Equity to increase by Rp4,032.33 billion or 35.28% to Rp15,461.43 billion at the end of 2021 compared to Rp11,429.11 billion in 2020.

ASSETS

The Company's total assets as of the end of 2021 amounted to Rp103,601.61 billion, increased by Rp2,833.96 billion or 2.81% compared to 2020 at Rp100,767.65 billion. Such increase in Assets came entirely from the addition of Current Assets of Rp13,833.33 billion or 48.11% in 2021 compared to the previous year. This increase strengthened the Company's liquidity position to pay off its obligations.



Aset Lancar

Current Assets

Aset Lancar per 31 Desember 2020-2021 (dalam jutaan Rupiah) / Current Assets as of December 31, 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Kas dan Setara Kas / Cash and Cash Equivalents	13.165.761	1.213.437	11.952.324	985,00%
Investasi Jangka Pendek / Short-Term Investments	47.280	239.009	(191.728)	-80,22%
Piutang Usaha – Bersih / Accounts Receivable – Net	2.907.079	3.559.687	(652.609)	-18,33%
Piutang Retensi – Bersih / Retention Receivables – Net	1.647.916	1.226.537	421.379	34,36%
Piutang Lain-lain Lancar – Bersih / Other Current Receivables – Net	6.660.033	6.870.642	(210.609)	-3,07%
Piutang Ventura Bersama / Joint Ventures Receivables	225.287	128.304	96.983	75,59%
Persediaan / Inventories	4.355.127	3.823.731	531.396	13,90%
Tagihan Bruto Kepada Pengguna Jasa - Bagian Lancar / Gross Amount Due from Customers – Current Portion	9.305.655	9.137.255	168.400	1,84%
Aset Keuangan Atas Proyek Konsesi / Financial Asset from Concession Project	6.203	4.053	2.151	53,07%
Pajak Dibayar Dimuka / Prepaid Taxes	1.671.735	1.033.895	637.839	61,69%
Uang Muka dan Biaya Dibayar Dimuka / Advances and Prepayments	1.181.766	1.518.724	(336.959)	-22,19%
Aset Dimiliki untuk Dijual / Assets Held for Sale	1.414.767	-	1.414.767	-
Jumlah Aset Lancar / Total Current Assets	42.588.609	28.755.276	13.833.334	48,11%

Per 31 Desember 2021, Perseroan berhasil mencatatkan jumlah Aset Lancar sebesar Rp42.588,61 miliar, naik Rp13.833,33 miliar atau 48,11% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp28.755,28 miliar. Peningkatan tersebut terutama disebabkan oleh jumlah Kas dan Setara Kas yang naik sebesar Rp11.952,32 miliar atau 985,00%. Selain itu, kenaikan Aset Lancar Perseroan sampai dengan akhir tahun 2021 juga ditopang oleh peningkatan pada jumlah Piutang Retensi – Bersih, Piutang Ventura Bersama, Persediaan, Tagihan Bruto Kepada Pengguna Jasa – Bagian Lancar, Aset Keuangan Atas Proyek Konsesi, dan Aset Dimiliki untuk Dijual.

Total Current Assets of the Company as of December 31, 2021 amounted to Rp42,588.61 billion, increased by Rp13,833.33 billion or 48.11% compared to that of December 31, 2020 at Rp28,755.28 billion. Such increase was mainly due to the amount of Cash and Cash Equivalents which increased by Rp11,952.32 billion or 985.00%. In addition, the increase in the Company's Current Assets as of the end of 2021 was also supported by an increase in the amount of Retention Receivables – Net, Joint Venture Receivables, Inventories, Gross Amount Due from Customers – Current Portion, Financial Asset from Concession Project, and Assets Held for Sale.

Kas dan Setara Kas

Cash and Cash Equivalents

Kas dan Setara Kas per 31 Desember 2020-2021 (dalam jutaan Rupiah) / Cash and Cash Equivalents as of December 31, 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Kas / Cash on Hand	3.960	1.914	2.046	106,87%
Bank / Cash in Banks	6.205.301	1.177.523	5.027.778	426,98%
Deposito Berjangka / Time Deposit	6.956.500	34.000	6.922.500	20360,29%
Jumlah / Total	13.165.761	1.213.437	11.952.324	985,00%



Kas dan Setara Kas sampai dengan 31 Desember 2021 tercatat sebesar Rp13.165,76 miliar, naik Rp11.952,32 miliar atau 985,00% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp1.213,44 miliar. Peningkatan tersebut terutama disebabkan oleh kenaikan jumlah Deposito Berjangka sebesar Rp6.922,50 miliar atau setara dengan 20360,29% dan kenaikan jumlah Bank sebesar Rp5.027,78 miliar atau setara dengan 426,98%, yang berasal dari Penerimaan Tambahan Setoran Modal melalui Transaksi HMETD sebesar Rp7.900,00 miliar pada tahun 2021. Selain itu, peningkatan Kas dan Setara Kas sampai dengan akhir tahun 2021 juga berasal dari kenaikan jumlah Kas sebesar Rp2,05 miliar atau 106,87% bila dibandingkan dengan tahun sebelumnya.

Cash and Cash Equivalents as of December 31, 2021 amounted to Rp13,165.76 billion, increased by Rp11,952.32 billion or 985.00% compared to that of December 31, 2020 at Rp1,213.44 billion. Such increase was mainly due to an increase in Time Deposits by Rp6,922.50 billion or 20360.29% and an increase in Cash in Banks by Rp5,027.78 billion or 426.98%, which came from Receipts of Additional Capital with Pre-emptive Rights Transactions at Rp7,900.00 billion in 2021. In addition, the increase in Cash and Cash Equivalents as of the end of 2021 also came from an increase in the amount of Cash by Rp2.05 billion or 106.87% compared to the previous year.

Investasi Jangka Pendek

Short Term Investments

Investasi Jangka Pendek per 31 Desember 2020-2021 (dalam jutaan Rupiah) / Short Term Investments as of December 31, 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Kas yang Dibatasi Penggunaannya / Restricted Cash	38.832	230.560	(191.728)	-83,16%
Deposito yang Dibatasi Penggunaannya / Restricted Time Deposits	8.448	8.448	-	0,00%
Jumlah / Total	47.280	239.009	(191.728)	-80,22%

Investasi Jangka Pendek sampai dengan 31 Desember 2021 tercatat sebesar Rp47,28 miliar, turun Rp191,73 miliar atau 80,22% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp239,01 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya Kas yang Dibatasi Penggunaannya sebesar Rp191,73 miliar atau 83,16% yang merupakan penurunan Kas di Bank yang dimiliki oleh Entitas Anak WTR dari PT Bank Negara Indonesia (Persero) Tbk, PT Bank CIMB Niaga Tbk, PT Bank Mandiri (Persero) Tbk, dan PT Bank Rakyat Indonesia (Persero) Tbk.

Short-Term Investments as of December 31, 2021 amounted to Rp47.28 billion, decreased by Rp191.73 billion or 80.22% compared to that of December 31, 2020 at Rp239.01 billion. Such decrease was mainly due to a decrease in Restricted Cash by Rp191.73 billion or 83.16% which was a decrease in Cash in the Bank owned by WTR from PT Bank Negara Indonesia (Persero) Tbk, PT Bank CIMB Niaga Tbk, PT Bank Mandiri (Persero) Tbk, and PT Bank Rakyat Indonesia (Persero) Tbk.

Piutang Usaha – Bersih

Accounts Receivable – Net

Piutang Usaha - Bersih per 31 Desember 2020-2021 (dalam jutaan Rupiah) / Accounts Receivable – Net as of December 31, 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pihak Berelasi / Related Parties	2.506.158	3.391.257	(885.099)	-26,10%
Pihak Ketiga / Third Parties	400.920	168.430	232.490	138,03%
Jumlah / Total	2.907.079	3.559.687	(652.609)	-18,33%

Piutang Usaha – Bersih sampai dengan 31 Desember 2021 tercatat sebesar Rp2.907,08 miliar, turun Rp652,61 miliar atau 18,33% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp3.559,69 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya Piutang dari Pihak Berelasi sebesar Rp885,10 miliar atau 26,10%. Penurunan Piutang tersebut berasal dari berkurangnya Piutang Usaha Jasa Konstruksi dan Piutang Dagang.

Accounts Receivable – Net as of December 31, 2021 amounted to Rp2,907.08 billion, decreased by Rp652.61 billion or 18.33% compared to that of December 31, 2020 at Rp3,559.69 billion. Such decrease was mainly due to a decrease in Receivables from Related Parties by Rp885.10 billion or 26.10%. The decrease in Accounts Receivable came from a decrease in Accounts Receivable from Construction Services and Trade Receivables.



Manajemen berpendapat bahwa cadangan penurunan nilai piutang usaha adalah cukup untuk menutupi kerugian yang mungkin timbul dari tidak tertagihnya piutang tersebut. Manajemen juga berpendapat bahwa tidak terdapat risiko yang terkonsentrasi secara signifikan atas Piutang Usaha.

The management believes that allowance for impairment losses of trade accounts receivable to are sufficient to cover the possible losses on uncollectible receivables. The management also believes that there is no significant risk concentrated in accounts receivable.

Piutang Retensi – Bersih

Retention Receivables – Net

Piutang Retensi - Bersih per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Retention Receivables as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pihak Berelasi / Related Parties	1.443.069	1.170.835	272.234	23,25%
Pihak Ketiga / Third Parties	204.847	55.702	149.145	267,75%
Jumlah / Total	1.647.916	1.226.537	421.379	34,36%

Piutang Retensi – Bersih sampai dengan 31 Desember 2021 tercatat sebesar Rp1.647,92 miliar, naik Rp421,38 miliar atau 34,36% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp1.226,54 miliar. Peningkatan tersebut terutama disebabkan oleh naiknya Piutang Retensi – Bersih dari Pihak Berelasi sebesar Rp272,23 miliar atau 23,25% dan dari Pihak Ketiga sebesar Rp149,15 miliar atau 267,75% sampai dengan akhir tahun 2021.

Retention Receivables – Net as of December 31, 2021 amounted to Rp1,647.92 billion, increased by Rp421.38 billion or 34.36% compared to that of December 31, 2020 at Rp1,226.54 billion. Such increase was mainly due to an increase in Retention Receivables – Net from Related Parties by Rp272.23 billion or 23.25% and from Third Parties by Rp149.15 billion or 267.75% until the end of 2021.

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai piutang adalah cukup untuk menutupi kemungkinan tidak tertagihnya piutang retensi di kemudian hari. Manajemen juga berpendapat bahwa tidak terdapat risiko yang terkonsentrasi secara signifikan atas Piutang Retensi.

The management believes that allowance for impairment losses of receivables is sufficient to cover the possible losses on the uncollectible retention receivables in the future. The management also believes that there is no significant risk concentrated in retention receivables.

Piutang Lain-lain Lancar – Bersih

Other Current Receivables – Net

Piutang Lain-lain Lancar - Bersih per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Other Current Receivable – Net as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pihak Berelasi / Related Parties	6.205.296	5.924.577	280.719	4,74%
Pihak Ketiga / Third Parties	454.736	946.065	(491.329)	-51,93%
Jumlah / Total	6.660.033	6.870.642	(210.609)	-3,07%

Piutang Lain-lain merupakan biaya yang dibayar terlebih dahulu oleh Perseroan untuk pembebasan lahan. Piutang Lain-lain Lancar – Bersih sampai dengan 31 Desember 2021 tercatat sebesar Rp6.660,03 miliar, turun Rp210,61 miliar atau 3,07% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp6.870,64 miliar. Penurunan tersebut seluruhnya berasal dari Piutang Lain-lain Lancar – Bersih dari Pihak Ketiga yang berkurang sebesar Rp491,33 miliar atau 51,93%.

Other receivables consist of expenses paid in advance by the Group for land acquisition. Other Current Receivable – Net as of December 31, 2021 amounted to Rp6,660.03 billion, decreased by Rp210.61 billion or 3.07% compared to that of December 31, 2020 at Rp6,870.64 billion. Such decrease entirely came from Other Current Receivables – Net from Third Parties which decreased by Rp491.33 billion or 51.93%.



Piutang Ventura Bersama

Piutang Ventura bersama merupakan pinjaman dan biaya ventura bersama yang dibayarkan terlebih dahulu oleh Perseroan. Piutang Ventura Bersama sampai dengan 31 Desember 2021 tercatat sebesar Rp225,29 miliar, naik Rp96,98 miliar atau 75,59% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp128,30 miliar. Peningkatan tersebut terutama disebabkan oleh pencatatan baru atas kemitraan Waskita – Baswara Sinar Mulia untuk proyek Jalan SP. Blusuh – BTS Kalteng sebesar Rp33,36 miliar, kemitraan Waskita – HK – BRP untuk proyek Bendungan Leuwi Keris Paket 4 sebesar Rp38,89 miliar, kemitraan Waskita – WIKA untuk proyek Jalan Tol Seksi-I Ciawi – Cigombong/Lido (Paket I) sebesar Rp24,63 miliar dan Kemitraan Waskita – Utama – Wika untuk proyek Runway BDR Samarinda Baru sebesar Rp5,98 miliar.

Joint Ventures Receivables

Joint venture receivables represent loan and advance payment of joint venture's expenses paid by the Company. Joint Ventures Receivables as of December 31, 2021 amounted to Rp225.29 billion, increased by Rp96.98 billion or 75.59% compared to that of December 31, 2020 at Rp128.30 billion. Such increase was mainly due to the new listing of Waskita – Baswara Sinar Mulia partnership for the SP. Blusuh – BTS Kalteng Road project at Rp33.36 billion, Waskita – HK – BRP partnership for the Leuwi Keris Dam Package 4 project at Rp38.89 billion, Waskita – WIKA partnership for the Section-I Ciawi – Cigombong/Lido (Package I) toll road project at Rp24.63 billion and Waskita – Utama – Wika Partnership for the Samarinda Baru BDR Runway project of Rp5.98 billion.

Persediaan

Inventories

Persediaan per 31 Desember 2020-2021 (dalam jutaan Rupiah) / Inventories as of December 31, 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Bahan Baku / Raw Material	693.840	179.465	514.374	286,61%
Persediaan dalam Pengembangan / Work in Progress	3.412.634	2.820.537	592.098	20,99%
Persediaan untuk Dijual / Inventory Available for Sale	248.653	823.729	(575.076)	-69,81%
Jumlah / Total	4.355.127	3.823.731	531.396	13,90%

Persediaan sampai dengan 31 Desember 2021 tercatat sebesar Rp4.355,13 miliar, naik Rp531,40 miliar atau 13,90% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp3.823,73 miliar. Peningkatan tersebut disebabkan oleh kenaikan pada Persediaan dalam Pengembangan sebesar Rp592,10 miliar atau 20,99% dan kenaikan Bahan Baku sebesar Rp514,37 miliar atau 286,61% dibandingkan dengan tahun sebelumnya.

Inventories as of December 31, 2021 amounted to Rp4,355.13 billion, increased by Rp531.40 billion or 13.90% compared to that of December 31, 2020 at Rp3,823.73 billion. Such increase was mainly due to an increase in Work in Progress by Rp592.10 billion or 20.99% and an increase in Raw Material by Rp514.37 billion or 286.61% compared to the previous year.

Manajemen tidak membentuk cadangan penurunan nilai persediaan, sebab Manajemen berkeyakinan bahwa Persediaan dapat digunakan dan dijual.

The management did not provide allowance for impairment losses of inventory for the management believes that all inventories are fully usable and are able to sell.

Tagihan Bruto Kepada Pengguna Jasa – Bagian Lancar

Gross Amount Due from Customers – Currents Portion

Tagihan Bruto Kepada Pengguna Jasa - Bagian Lancar per 31 Desember 2020-2021 (dalam jutaan Rupiah) / Gross Amount Due from Customers – Currents Portion as of December 31, 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pihak Berelasi / Related Parties	8.340.381	7.536.515	803.866	10,67%
Pihak Ketiga / Third Parties	965.274	1.600.741	(635.466)	-39,70%
Jumlah / Total	9.305.655	9.137.255	168.400	1,84%



Tagihan Bruto Kepada Pengguna Jasa – Bagian Lancar sampai dengan 31 Desember 2021 tercatat sebesar Rp9.305,66 miliar, naik Rp168,40 miliar atau 1,84% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp9.137,26 miliar. Peningkatan tersebut berasal dari Tagihan Bruto dari Pihak Berelasi yang naik sebesar Rp803,87 miliar atau 10,67%.

Manajemen berpendapat bahwa Tagihan Bruto kepada pengguna jasa dapat ditagihkan. Manajemen juga berpendapat bahwa cadangan kerugian penurunan nilai tagihan bruto kepada pengguna jasa adalah cukup untuk menutupi kemungkinan tidak tertagihnya Tagihan Bruto di kemudian hari.

Aset Keuangan atas Proyek Konsesi - Bagian Lancar

Aset Keuangan atas Proyek Konsesi - Bagian Lancar sampai dengan 31 Desember 2021 tercatat sebesar Rp6,20 miliar, naik Rp2,15 miliar atau 53,07% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp4,05 miliar. Peningkatan tersebut terutama disebabkan oleh adanya klasifikasi Aset Keuangan Atas Proyek Konsesi- bagian tidak lancar ke klasifikasi Aset Keuangan Atas Proyek Konsesi - bagian lancar.

Pajak Dibayar Dimuka

Pajak Dibayar Dimuka sampai dengan 31 Desember 2021 tercatat sebesar Rp1.671,74 miliar, naik Rp637,84 miliar atau 61,69% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp1.033,90 miliar. Peningkatan tersebut terutama berasal dari kenaikan Pajak Dibayar Dimuka dari Pasal 4(2), Pasal 22, Pasal 23 dan Pajak Pertambahan Nilai.

Uang Muka dan Biaya Dibayar Dimuka

Uang Muka dan Biaya Dibayar Dimuka per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Advances and Prepayments as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
PPN Keluaran yang Belum Diterima / VAT Out Not Yet Received	687.144	687.497	(353)	-0,05%
Uang Muka Investasi / Advanced Investment	280.000	280.000	-	0,00%
Uang Muka Kontrak / Advanced Contracts	140.698	432.759	(292.061)	-67,49%
Biaya Dibayar Dimuka / Prepaid Expenses	64.733	112.813	(48.080)	-42,62%
Uang Muka Beban Umum dan Administrasi / Advances for General and Administration	7.108	4.247	2.861	67,35%
Lain-lain / Others	2.083	1.409	675	47,91%
Jumlah / Total	1.181.766	1.518.724	(336.959)	-22,19%

Uang Muka dan Biaya Dibayar Dimuka sampai dengan 31 Desember 2021 tercatat sebesar Rp1.181,77 miliar, turun Rp336,96 miliar atau 22,19% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp1.518,72 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya Uang Muka Kontrak sebesar Rp292,06 miliar atau 67,49% dan penurunan Biaya Dibayar Dimuka sebesar Rp48,08 miliar atau 42,62%.

Gross Amount Due from Customers – Currents Portion as of December 31, 2021 amounted to Rp9,305.66 billion, increased by Rp168.40 billion or 1.84% compared to that of December 31, 2020 at Rp9,137.26 billion. Such increase came from Gross Amount from Related Parties which increased by Rp803.87 billion or 10.67%.

The management believes all gross amounts due from customers are collectible. The management also believes that allowance for impairment losses of gross amount due from customers is sufficient to cover the possible losses on the uncollectible gross amount due from customers in the future.

Financial Assets from Concession Project - Current Portion

Financial Assets from Concession Project - Current Portion as of December 31, 2021 amounted to Rp6.20 billion, increased by Rp2.15 billion or 53.07% compared to that of December 31, 2020 at Rp4.05 billion. Such increase was mainly due to the classification of Financial Asset from Concession Project - non current portion to classification of Financial Assets from Concession Project - current portion.

Prepaid Taxes

Prepaid Taxes as of December 31, 2021 amounted to Rp1,671.74 billion, increased by Rp637.84 billion or 61.69% compared to that of December 31, 2020 at Rp1,033.90 billion. Such increase mainly came from the increase in Prepaid Taxes from Article 4(2), Article 22, Article 23 and Value Added Tax.

Advances and Prepayments

Advances and Prepayments as of December 31, 2021 amounted to Rp1,181.77 billion, decreased by Rp336.96 billion or 22.19% compared to that of December 31, 2020 at Rp1,518.72 billion. Such decrease was mainly due to a decrease in Advanced Contract by Rp292.06 billion or 67.49% and a decrease in Prepaid Expenses by Rp48.08 billion or 42.62%.



Aset Dimiliki untuk Dijual

Aset Dimiliki untuk Dijual sampai dengan 31 Desember 2021 tercatat sebesar Rp1.414,77 miliar, sedangkan nilai per 31 Desember 2020 tercatat nihil. Berdasarkan keputusan Dewan Komisaris PT Waskita Beton Precast Tbk No. 60/WBP/DK/2021, tanggal 24 Juni 2021 mengenai persetujuan penjualan Aset Tetap atas Pabrik Gasing, Karawang, Cibitung dan Klaten dengan nilai buku sebesar Rp1.414.766.634.427. Sesuai surat persetujuan Dewan Komisaris maka aset tetap tersebut direklasifikasi menjadi aset diklasifikasikan untuk dijual.

Asset Available for Sale

Asset Held for Sale as of December 31, 2021 amounted to Rp1,414.77 billion, while the value as of December 31, 2020 was nil. Based on the decision of the Board of Commissioners of PT Waskita Beton Precast Tbk No. 60/WBP/DK/2021, dated June 24, 2021 regarding the approval of the sale of Fixed Assets for the Gasing, Karawang, Cibitung and Klaten factories with a book value of Rp1,414,766,634,427. In accordance with the approval letter from the Board of Commissioners, the fixed assets were reclassified into assets classified for sale.

Aset Tidak Lancar

Non-Current Assets

Aset Tidak Lancar per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Non-Current Assets as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Investasi Pada Entitas Asosiasi dan Ventura Bersama / Investment in Associates and Joint Ventures	4.000.737	6.866.922	(2.866.185)	-41,74%
Piutang Lain-lain Tidak Lancar / Other Non-Current Receivable	67.238	69.697	(2.460)	-3,53%
Properti Investasi / Investment Properties	317.540	310.146	7.394	2,38%
Investasi Jangka Panjang Lainnya / Other Long-Term Investments	868.519	780.241	88.278	11,31%
Aset Tetap – Bersih / Fixed Assets – Net	5.413.150	7.278.414	(1.865.264)	-25,63%
Aset Hak Guna / Right to Use Assets	68.827	127.624	(58.796)	-46,07%
Goodwill	1.393.315	1.995.909	(602.593)	-30,19%
Aset Tak Berwujud / Intangible Assets	48.143.910	53.871.282	(5.727.371)	-10,63%
Aset Keuangan atas Proyek Konsesi / Financial Assets from Concession Project	338.400	344.604	(6.203)	-1,80%
Aset Pajak Tangguhan / Deferred Tax Assets	37.409	24.183	13.226	54,69%
Aset Lain-lain / Other Assets	363.956	343.351	20.605	6,00%
Jumlah Aset Tidak Lancar / Total Non-Current Assets	61.013.002	72.012.373	(10.999.370)	-15,27%

Per 31 Desember 2021, Perseroan berhasil mencatatkan jumlah Aset Tidak Lancar sebesar Rp61.013,00 miliar, turun Rp10.999,37 miliar atau 15,27% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp61.013,00 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya jumlah Aset Tak Berwujud Hak Pengusahaan Jalan Tol, Investasi Pada Entitas Asosiasi dan Ventura, dan Aset Tetap – Bersih. Perubahan tersebut tidak memberikan dampak signifikan terhadap likuiditas Perseroan dikarenakan adanya peningkatan atas jumlah Aset Lancar di tahun 2021.

Total Non-Current Assets as of December 31, 2021 amounted to Rp61,013.00 billion, decreased by Rp10,999.37 billion or 15.27% compared to that of December 31, 2020 at Rp61,013.00 billion. Such decrease was mainly due to a decrease in the number of Intangible Assets Toll Road Concession Rights, Investments in Associates and Ventures, and Fixed Assets – Net. Such change does not have a significant impact on the Company's liquidity due to an increase in total Current Assets in 2021.

Investasi pada Entitas Asosiasi dan Ventura Bersama

Investment in Associates and Joint Ventures

Investasi pada Entitas Asosiasi dan Ventura Bersama per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Investment in Associates and Joint Ventures as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Investasi pada Entitas Asosiasi / Investment in Associates	1.155.907	3.718.240	(2.562.333)	-68,91%
Investasi pada Ventura Bersama / Investment in Joint Ventures	2.844.830	3.148.682	(303.852)	-9,65%
Jumlah / Total	4.000.737	6.866.922	(2.866.185)	-41,74%



Investasi pada Ventura Bersama sampai dengan 31 Desember 2021 tercatat sebesar Rp4.000,74 miliar, turun Rp2.866,19 miliar atau 41,74% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp6.866,92 miliar. Penurunan tersebut berasal dari berkurangnya jumlah Investasi pada Entitas Asosiasi sebesar Rp2.562,33 miliar atau 68,91% dan penurunan pada Investasi pada Ventura Bersama sebesar Rp303,85 miliar atau 9,65%.

Piutang Lain-lain Tidak Lancar

Piutang Lain-lain Tidak Lancar sampai dengan 31 Desember 2021 tercatat sebesar Rp67,24 miliar, turun Rp2,46 miliar atau 3,53% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp69,70 miliar. Penurunan tersebut terutama disebabkan oleh bertambahnya realisasi dari penyisihan kerugian ekspektasi penurunan nilai piutang sampai dengan akhir tahun 2021.

Properti Investasi

Properti investasi merupakan proyek gedung perkantoran dan hotel Cawang, yang berlokasi di Jalan MT Haryono Cawang, dengan luas lahan sebesar 3.650 m². Properti Investasi sampai dengan 31 Desember 2021 tercatat sebesar Rp317,54 miliar, naik Rp7,39 miliar atau 2,38% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp310,15 miliar. Peningkatan tersebut terutama disebabkan oleh penilaian independen yang dilaksanakan oleh KJPP Agus, Ali, Firdaus dan Rekan yang menghasilkan penilaian wajar lebih tinggi dibandingkan harga perolehannya bila dibandingkan dengan tahun sebelumnya.

Investasi Jangka Panjang lainnya

Investasi Jangka Panjang Lainnya per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Other Long-Term Investments as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
PT Citra Waspphutowa	328.859	328.859	-	0,00%
PT Prima Multi Terminal	302.622	302.622	-	0,00%
PT Citra Karya Jabar Tol	131.250	131.250	-	0,00%
PT Utama Marga Waskita	79.403	-	79.403	-
PT PP Sinergi Banjaratma	12.685	12.685	-	0,00%
PT Jasamarga Jogja Bawen	13.500	4.625	8.875	191,89%
PT Jasamarga Probolinggo Banyuwangi	200	200	-	0,00%
Jumlah / Total	868.519	780.241	88.278	11,31%

Investasi Jangka Panjang Lainnya sampai dengan 31 Desember 2021 tercatat sebesar Rp868,52 miliar, naik Rp88,28 miliar atau 11,31% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp780,24 miliar. Peningkatan tersebut terutama disebabkan oleh pencatatan atas Investasi Jangka Panjang lainnya pada PT Utama Marga Waskita sebesar Rp79,40 miliar dan kenaikan investasi pada PT Jasamarga Jogja Bawen sebesar Rp8,88 miliar atau 191,89%.

Investment in Joint Ventures as of December 31, 2021 amounted to Rp4,000.74 billion, decreased by Rp2,866.19 billion or 41.74% compared to that of December 31, 2020 at Rp6,866.92 billion. Such decrease came from a decrease in Investments in Associates by Rp2,562.33 billion or 68.91% and a decrease in Investments in Joint Ventures by Rp303.85 billion or 9.65%.

Other Non-Current Receivable

Other Non-Current Receivable as of December 31, 2021 amounted to Rp67.24 billion, decreased by Rp2.46 billion or 3.53% compared to that of December 31, 2020 at Rp69.70 billion. Such decrease was mainly due to the addition of realization of allowance for impairment expected credit losses receivables.

Investment Properties

Investment properties consist of office building and Cawang hotel project, located in Jalan MT Haryono Cawang, lying on a land area of 3,650sqm. Investment Properties as of December 31, 2021 amounted to Rp317.54 billion, increased by Rp7.39 billion or 2.38% compared to that of December 31, 2020 at Rp310.15 billion. Such increase was mainly due to an independent assessment carried out by KJPP Agus, Ali, Firdaus dan Rekan which resulted in a fair valuation which was higher than the acquisition price compared to the previous year.

Other Long-Term Investments

Other Long-Term Investments as of December 31, 2021 amounted to Rp868.52 billion, increased by Rp88.28 billion or 11.31% compared to that of December 31, 2020 at Rp780.24 billion. Such increase was mainly due to the recording of other long-term investments in PT Utama Marga Waskita amounting to Rp79.40 billion and an increase in investment in PT Jasamarga Jogja Bawen by Rp8.88 billion or 191.89%.



Aset Tetap – Bersih

Aset Tetap – Bersih sampai dengan 31 Desember 2021 tercatat sebesar Rp5.413,15 miliar, turun Rp1.865,26 miliar atau 25,63% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp7.278,41 miliar. Penurunan tersebut terutama disebabkan oleh reklasifikasi Aset Tetap menjadi Aset Dimiliki untuk Dijual sebesar Rp1.414,77 miliar.

Aset Hak Guna

Aset Hak Guna sampai dengan 31 Desember 2021 tercatat sebesar Rp68,83 miliar, turun Rp58,80 miliar atau 46,07% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp127,62 miliar. Penurunan tersebut terutama disebabkan oleh pengurangan Aset Guna Usaha berupa Tanah, Bangunan, dan Kendaraan senilai Rp75,95 miliar dan disertai dengan pencatatan Akumulasi Amortisasi sebesar Rp73,25 miliar di tahun 2021.

Goodwill

Goodwill sampai dengan 31 Desember 2021 tercatat sebesar Rp1.393,32 miliar, turun Rp602,59 miliar atau 30,19% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp1.995,91 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya perolehan saham oleh PT Waskita Toll Road terhadap PT MTD CTP Expressway (CTP) sebesar Rp602,59 miliar sehingga menjadi nihil di tahun 2021. Berdasarkan akta notaris No. 30 tanggal 14 Oktober 2021 oleh Hastuti Nainggolan, SH., M.Kn, WTR melepas seluruh saham di CTP kepada PT Akses Pelabuhan Indonesia.

Aset Tak Berwujud Hak Pengusahaan Jalan Toll

Aset Tak Berwujud Hak Pengusahaan Jalan Toll sampai dengan 31 Desember 2021 tercatat sebesar Rp48.143,91 miliar, turun Rp5.727,37 miliar atau 10,63% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp53.871,28 miliar. Penurunan tersebut berasal dari Aset Dalam Penyelesaian yang direklasifikasi sebesar Rp339,55 miliar dan dijual sebesar Rp9.877,98 miliar.

Aset Keuangan atas Proyek Konsesi

Aset Keuangan atas Proyek Konsesi merupakan piutang tidak lancar dari PLN sehubungan dengan pembayaran kapasitas minimum masa depan yang tercantum dalam PPA yang telah diklasifikasikan sebagai aset keuangan sebagai hasil penerapan ISAK 16. Aset Keuangan atas Proyek Konsesi sampai dengan 31 Desember 2021 tercatat sebesar Rp338,40 miliar, turun Rp6,20 miliar atau 1,80% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp344,60 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya Jumlah Pembayaran Kapasitas Minimum di Masa Depan.

Fixed Assets – Net

Fixed Assets – Net as of December 31, 2021 amounted to Rp5,413.15 billion, decreased by Rp1,865.26 billion or 25.63% compared to that of December 31, 2020 at Rp7,278.41 billion. Such decrease was mainly due to the reclassification of Fixed Assets to Assets Held for Sale amounting to Rp1,414.77 billion.

Right to Use Assets

Right to Use Assets as of December 31, 2021 amounted to Rp68.83 billion, decreased by Rp... billion or 46.07% compared to that of December 31, 2020 at Rp127.62 billion. Such decrease was mainly due to a reduction in Leased Assets in the form of Land, Buildings, and Vehicles worth Rp75.95 billion and accompanied by the recording of Accumulated Amortization at Rp73.25 billion in 2021.

Goodwill

Goodwill as of December 31, 2021 amounted to Rp1,393.32 billion, decreased by Rp602.59 billion or 30.19% compared to that of December 31, 2020 at Rp1,995.91 billion. Such decrease was mainly due to a decrease in the acquisition of shares by PT Waskita Toll Road to PT MTD CTP Expressway (CTP) amounting to Rp602.59 billion so that it will be nil in 2021. Based on notarial deed No. 30 dated October 14, 2021 by Hastuti Nainggolan, SH., M.Kn, WTR sold all shares in CTP to PT Akses Pelabuhan Indonesia.

Intangible Assets Toll Road Concession Rights

Intangible Assets Toll Road Concession Rights as of December 31, 2021 amounted to Rp48.143.91 billion, decreased by Rp5,727.37 billion or 10.63% compared to that of December 31, 2020 at Rp53,871.28 billion. Such decrease came from Construction in Progress which was reclassified at Rp339.55 billion and sold for Rp9,877.98 billion.

Financial Assets from Concession Project - Current Portion

Financial Assets from Concession Project - Current Portion represents non-current receivable from PLN in relation to the future minimum capacity payments set forth in PPA that have been classified as financial asset as a result of adoption of ISAK 16. Financial Assets from Concession Project as of December 31, 2021 amounted to Rp338.40 billion, decreased by Rp6.20 billion or 1.80% compared to that of December 31, 2020 at Rp344.60 billion. Such decrease was mainly due to a reduction in the Total Future Minimum Capacity Payments in the Future.



Aset Pajak Tangguhan

Aset Pajak Tangguhan sampai dengan 31 Desember 2021 tercatat sebesar Rp37,41 miliar, naik Rp13,23 miliar atau 54,69% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp24,18 miliar. Peningkatan tersebut terutama disebabkan oleh meningkatnya komponen yang dikreditkan ke Laba Rugi dari Aset Pajak Tangguhan oleh TJT, CCT, WTR, PBTR dan WST di tahun 2021.

Aset Lain-lain

Aset Lain-lain sampai dengan 31 Desember 2021 tercatat sebesar Rp363,96 miliar, naik Rp20,61 miliar atau 6,00% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp343,35 miliar. Peningkatan tersebut terutama disebabkan oleh naiknya Aset Lain-lain di tahun 2021 berupa Aset Lain-lain – Bagi Hasil, Perangkat Lunak, Uang Jaminan, dan Kas Dibatasi Penggunaannya – Jangka Panjang.

LIABILITAS

Pada akhir tahun 2021, jumlah Liabilitas Perseroan tercatat sebesar Rp88.140,18 miliar. Nilai tersebut menurun Rp1.198,36 miliar atau 1,34% dibandingkan tahun 2020 sebesar Rp89.338,54 miliar. Penurunan Liabilitas tersebut seluruhnya berasal dari berkurangnya Liabilitas Jangka Pendek sebesar Rp21.264,68 miliar atau setara dengan 43,79%. Di sisi lain, Liabilitas Jangka Panjang tercatat meningkat sebesar Rp20.066,32 miliar atau 49,21%.

Liabilitas Jangka Pendek

Deferred Tax Assets

Deferred Tax Assets as of December 31, 2021 amounted to Rp37.41 billion, increased by Rp13.23 billion or 54.69% compared to that of December 31, 2020 at Rp24.18 billion. Such The increase was mainly due to the increase in components credited to Profit and Loss from Deferred Tax Assets by TJT, CCT, WTR, PBTR and WST in 2021.

Other Assets

Other Assets as of December 31, 2021 amounted to Rp363.96 billion, increased by Rp20.61 billion or 6.00% compared to that of December 31, 2020 at Rp343.35 billion. Such increase was mainly due to the increase in Other Assets in 2021 in the form of Other Assets – Profit Sharing, Software, Security Deposits, and Restricted Cash – Long Term.

LIABILITIES

Total Liabilities of the Company as of the end of 2021 amounted to Rp88,140.18 billion, decreased by Rp1,198.36 billion or 1.35% compared to that of 2020 at Rp89,338.54 billion. Such decrease came entirely from the decrease in Current Liabilities by Rp21,264.68 billion or 43.79%. On the other hand, Non-Current Liabilities increased by Rp20,066.32 billion or 49.21%.

Current Liabilities

Liabilitas Jangka Pendek per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Current Liabilities as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Utang Usaha / Accounts Payable	7.602.633	13.101.807	(5.499.174)	-41,97%
Utang Bank Jangka Pendek / Short-Term Bank Loans	4.210.231	24.870.590	(20.660.359)	-83,07%
Utang Bruto Subkontraktor Jangka Pendek / Short-Term Gross Amount Due to Subcontractors	1.441.439	1.607.628	(166.189)	-10,34%
Biaya yang Masih Harus Dibayar / Accrued Expenses	2.919.372	1.563.819	1.355.553	86,68%
Utang Pajak Jangka Pendek / Short-Term Taxes Payables	2.537.828	1.106.642	1.431.186	129,33%
Uang Muka Kontrak Jangka Pendek / Advances on Short-Term Contract	594.660	699.897	(105.237)	-15,04%
Utang Bank Jangka Panjang yang Jatuh Tempo dalam Setahun / Current Maturities of Long-Term Bank Loan	315.276	1.220.249	(904.973)	-74,16%
Liabilitas Sewa Jangka Panjang yang Jatuh Tempo dalam Setahun / Current Maturities of Long-Term Lease Liabilities	4.659	30.379	(25.720)	-84,66%
Surat Utang Jangka Menengah Jangka Pendek / Short-Term Medium Term Notes	-	300.000	(300.000)	-100,00%
Utang Obligasi Jangka Pendek – Bersih / Short-Term Bonds Payable – Net	7.020.964	2.835.442	4.185.521	147,61%
Liabilitas Jangka Pendek lainnya / Other Short-Term Liabilities	653.231	1.228.518	(575.287)	-46,83%
Jumlah Liabilitas Jangka Pendek / Total Current Liabilities	27.300.293	48.564.973	(21.264.680)	-43,79%



Per 31 Desember 2021, Perseroan mencatatkan jumlah Liabilitas Jangka Pendek sebesar Rp27.300,29 miliar, turun Rp21.264,68 miliar atau 43,79% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp48.564,97 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya Utang Bank Jangka Pendek sebesar Rp20.660,36 miliar atau 83,07%. Selain itu, sampai dengan akhir tahun 2021, Utang Usaha, Utang Bruto Subkontraktor Jangka Pendek, Utang Bank Jangka Panjang yang Jatuh Tempo dalam Setahun, dan Surat Utang Jangka Menengah juga turut mencatatkan penurunan dibandingkan akhir tahun 2020.

Total Current Liabilities of the Company as of December 31, 2021 amounted to Rp27,300.29 billion, decreased by Rp21,264.68 billion or 43.79% compared to that of December 31, 2020 at Rp48,564.97 billion. Such decrease was mainly due to a decrease in Short-Term Bank Loans by Rp20,660.36 billion or 83.07%. In addition, until the end of 2021, Accounts Payable, Short-Term Gross Amount Due to Subcontractors, Current Maturities of Long-Term Bank Loan, and Medium-Term Notes also recorded a decline compared to the end of 2020.

Utang Usaha

Accounts Payable

Utang Usaha per 31 Desember 2020-2021 (dalam jutaan Rupiah) / Accounts Payable as of December 31, 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pemasok / Suppliers	4.551.887	6.588.861	(2.036.973)	-30,92%
Subkontraktor / Subcontractors	2.273.120	4.842.364	(2.569.244)	-53,06%
Sewa Alat / Rental Equipment	264.509	572.353	(307.844)	-53,79%
Upah Kerja / Wages	181.125	739.057	(557.932)	-75,49%
Lain-lain / Others	331.992	359.173	(27.180)	-7,57%
Jumlah / Total	7.602.633	13.101.807	(5.499.174)	-41,97%

Utang Usaha sampai dengan 31 Desember 2021 tercatat sebesar Rp7.602,63 miliar, turun Rp5.499,17 miliar atau 41,97% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp13.101,81 miliar. Penurunan tersebut terjadi pada seluruh komponen Utang usaha, terutama pada Utang Usaha pada Subkontraktor yang turun sebesar Rp2.569,24 miliar atau 53,06% dan Utang Usaha pada Pemasok yang mengalami penurunan sebesar Rp2.036,97 miliar atau 30,92%.

Accounts Payable as of December 31, 2021 amounted to Rp7,602.63 billion, decreased by Rp5,499.17 billion or 41.97% compared to that of December 31, 2020 at Rp13,101.81 billion. Such decrease occurred in all components of Accounts Payable, especially in Accounts Payable to Subcontractors which decreased by Rp2,569.24 billion or 53.06% and Accounts Payable to Suppliers which decreased by Rp2,036.97 billion or 30.92%.

Utang Bank Jangka Pendek

Short Term Bank Loans

Utang Bank Jangka Pendek per 31 Desember 2020-2021 (dalam jutaan Rupiah) / Short Term Bank Loans as of December 31, 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pihak Berelasi / Related Parties	2.090.463	17.256.242	(15.165.778)	-87,89%
Pihak Ketiga / Third Parties	2.119.768	7.614.349	(5.494.581)	-72,16%
Jumlah / Total	4.210.231	24.870.590	(20.660.359)	-83,07%

Utang Bank Jangka Pendek sampai dengan 31 Desember 2021 tercatat sebesar Rp4.210,23 miliar, turun Rp20.660,36 miliar atau 83,07% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp24.870,59 miliar. Penurunan tersebut terutama disebabkan oleh reklasifikasi dari Utang Bank Jangka Pendek menjadi Utang Bank Jangka Panjang sejalan dengan efektifnya *Master Restructuring Agreement (MRA)*.

Short-term Bank Loans as of December 31, 2021 amounted to Rp4,210.23 billion, decreased by Rp20,660.36 billion or 83.07% compared to that of December 31, 2020 at Rp24,870.59 billion. Such decrease was mainly due to the reclassification of Short Term Bank Loans to Long Term Bank Loans in line with the effective of *Mater Restructuring Agreement (MRA)*.



Utang Bruto Subkontraktor Jangka Pendek

Short-Term Gross Amount Due to Subcontractors

Utang Bruto Subkontraktor Jangka Pendek per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Short-Term Gross Amount Due to Subcontractors as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pihak Berelasi / Related Parties	26.530	7.558	18.972	251,02%
Pihak Ketiga / Third Parties	1.414.909	1.600.070	(185.161)	-11,57%
Jumlah / Total	1.441.439	1.607.628	(166.189)	-10,34%

Utang Bruto Subkontraktor Jangka Pendek sampai dengan 31 Desember 2021 tercatat sebesar Rp1.441,44 miliar, turun Rp166,19 miliar atau 10,34% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp1.607,63 miliar. Penurunan tersebut berasal dari penurunan Utang Bruto Subkontraktor Jangka Pendek dari Pihak Ketiga sebesar Rp185,16 miliar atau 11,57%.

Short-Term Gross Amount Due to Subcontractors as of December 31, 2021 amounted to Rp1,441.44 billion, decreased by Rp166.19 billion or 10.34% compared to that of December 31, 2020 at Rp1,607.63 billion. Such decrease came from the decrease in Short-Term Gross Amount Due to Subcontractors from Third Parties by Rp185.16 billion or 11.57%.

Biaya yang Masih Harus Dibayar

Accrued Expenses

Biaya yang Masih Harus Dibayar per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Accrued Expenses as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Beban Umum / General Expenses	1.152.932	480.050	672.882	140,17%
Beban Bunga Pinjaman / Interest Loan Expenses	1.037.945	682.899	355.046	51,99%
Beban Bunga Obligasi / Bond Interest Expenses	323.216	161.186	162.030	100,52%
Beban Pegawai / Employee Expenses	103.994	119.997	(16.002)	-13,34%
Beban Kantor / Office Expenses	22.358	55.458	(33.100)	-59,69%
Beban Gedung / Building Expenses	1.854	1.425	429	30,07%
Beban Operasional Proyek / Projects Operational Charges	507	171	336	196,49%
Lain-lain / Others	276.565	62.633	213.932	341,57%
Jumlah / Total	2.919.372	1.563.819	1.355.553	86,68%

Biaya yang Masih Harus Dibayar sampai dengan 31 Desember 2021 tercatat sebesar Rp2.919,37 miliar, naik Rp1.355,55 miliar atau 86,68% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp1.563,82 miliar. Peningkatan tersebut terutama disebabkan oleh kenaikan Biaya yang Masih Harus Dibayar berupa Beban Umum sebesar Rp672,88 miliar atau 140,17%. Selain itu, terdapat kenaikan pada Beban Bunga Pinjaman, Beban Bunga Obligasi, Beban Gedung, Beban Operasional Proyek dan Lain-lain sampai dengan akhir tahun 2021.

Accrued expenses as of December 31, 2021 amounted to Rp2,919.37 billion, increased by Rp1,355.55 billion or 86.68% compared to that of December 31, 2020 at Rp1,563.82 billion. Such increase was mainly due to an increase in Accrued Expenses in the form of General Expenses by Rp672.88 billion or 140.17%. In addition, there was an increase in Interest Loan Expenses, Bond Interest Expenses, Building Expenses, Projects Operational Expenses and Others as of the end of 2021.

Utang Pajak Jangka Pendek

Short Term Taxes Payables

Utang Pajak Jangka Pendek sampai dengan 31 Desember 2021 tercatat sebesar Rp2.537,83 miliar, naik Rp1.431,19 miliar atau 129,33% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp1.106,64 miliar. Peningkatan tersebut terutama disebabkan oleh kenaikan pada Utang Pajak Jangka Pendek dari Pasal 21, Pasal 22, Pasal 23 dan Pasal 29.

Short-Term Taxes Payables as of December 31, 2021 amounted to Rp2,537.83 billion, increased by Rp1,431.19 billion or 129.33% compared to that of December 31, 2020 at Rp1,106.64 billion. Such increase was mainly due to an increase in Short-Term Taxes Payables from Article 21, Article 22, Article 23 and Article 29.



Uang Muka Kontrak Jangka Pendek

Advances on Short-Term Contract

Uang Muka Kontrak Jangka Pendek per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Advances on Short-Term Contract as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pihak Berelasi / Related Parties	50.089	56.376	(6.287)	-11,15%
Pihak Ketiga / Third Parties	544.571	643.521	(98.950)	-15,38%
Jumlah / Total	594.660	699.897	(105.237)	-15,04%

Uang Muka Kontrak Jangka Pendek merupakan uang muka pelaksanaan proyek yang diterima dari pemberi kerja sesuai kontrak pekerjaan konstruksi jangka pendek; uang muka tersebut akan dikompensasikan dengan progress pekerjaan dan termin pembayaran sesuai dengan progress lapangan. Uang Muka Kontrak Jangka Pendek sampai dengan 31 Desember 2021 tercatat sebesar Rp594,66 miliar, turun Rp105,24 miliar atau 15,04% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp699,90 miliar. Penurunan tersebut terutama disebabkan oleh uang muka yang telah direalisasikan menjadi Pendapatan dari Pihak Ketiga sebesar Rp98,95 miliar dan Pihak Berelasi sebesar Rp6,29 miliar di tahun 2021.

Advances on Short-Term Contract represents advance received from the owners of projects on short-term construction contracts; the advances will be offset with the progress of work and terms of payment in accordance with the progress of work. Advances on Short-Term Contracts as of December 31, 2021 amounted to Rp594.66 billion, decreased by Rp105.24 billion or 15.04% compared to that of December 31, 2020 at Rp699.90 billion. Such decrease was mainly due to advances that have been realized into Revenues from Third Parties of Rp98.95 billion and to Related Parties of Rp6.29 billion in 2021.

Utang Bank Jangka Panjang yang Jatuh Tempo dalam Setahun

Utang Bank Jangka Panjang yang Jatuh Tempo dalam Setahun sampai dengan 31 Desember 2021 tercatat sebesar Rp315,28 miliar, turun Rp904,97 miliar atau 74,16% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp1.220,25 miliar. Penurunan tersebut terutama disebabkan oleh restrukturisasi atas utang-utang bank yang dilakukan Perseroan.

Current Maturities of Long-Term Bank Loan

Current maturities of long-term bank loan as of December 31, 2021 amounted to Rp315.28 billion, decreased by Rp904.97 billion or 74.16% compared to that of December 31, 2020 at Rp1.220.25 billion. Such decrease was mainly due to bank loan restructuring carried out by the Company.

Liabilitas Sewa Guna Usaha Jangka Panjang yang Jatuh Tempo dalam Setahun

Liabilitas Sewa Guna Usaha Jangka Panjang yang Jatuh Tempo dalam Setahun sampai dengan 31 Desember 2021 tercatat sebesar Rp4,66 miliar, turun Rp25,72 miliar atau 84,66% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp30,38 miliar. Penurunan tersebut terutama disebabkan oleh selesainya kontrak-kontrak sewa yang dihitung menggunakan PSAK 73.

Current Maturities of Long-Term Lease Liabilities

Current maturities of long-term lease liabilities as of December 31, 2021 amounted to Rp4.66 billion, decreased by Rp25.72 billion or 84.66% compared to that of December 31, 2020 at Rp30.38 billion. Such decrease was mainly due to completed rent contract calculated using PSAK 73.

Surat Utang Jangka Menengah Jangka Pendek

Surat Utang Jangka Menengah Jangka Pendek sampai dengan 31 Desember 2021 tercatat nihil bila dibandingkan nilai per 31 Desember 2020 sebesar Rp300,00 miliar. Penurunan tersebut terutama disebabkan oleh pembayaran lunas Surat Utang Jangka Menengah yang telah dilakukan WKCR.

Short-Term Medium Term Notes

There was no Short-Term Medium Term Notes as of December 31, 2021 compared to that of December 31, 2020 at Rp300.00 billion. Such decrease was mainly due to payment of Medium Term Notes by WKCR.



Utang Obligasi Jangka Pendek - Bersih

Utang Obligasi Jangka Pendek - Bersih sampai dengan 31 Desember 2021 tercatat sebesar Rp7.020,96 miliar, naik Rp4.185,52 miliar atau 147,61% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp2.835,44 miliar. Peningkatan tersebut terutama disebabkan oleh utang obligasi yang akan jatuh tempo, terdiri dari Utang Obligasi Berkelanjutan II Tahap III Seri B, Berkelanjutan III Tahap I Seri B, dan Berkelanjutan III Tahap IV Seri A.

Short-Term Bonds Payable - Net

Short-Term Bonds Payable - Net as of December 31, 2021 amounted to Rp7,020.96 billion, increased by Rp4,185.52 billion or 147.61% compared to that of December 31, 2020 at Rp2,835.44 billion. Such increase was mainly due to maturin bond payables consisting of Shelf Registration Bond II Phase III, Shelf Registration III Phase I Trance B, and Shelf Registration Bond III Phase IV Trance A.

Liabilitas Jangka Pendek Lainnya

Other Short-Term Liabilities

Biaya yang Masih Harus Dibayar per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Other Short-Term Liabilities as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Insentif Kerja / Incentives	79.257	72.261	6.996	9,68%
Jamsostek	5.920	6.912	(993)	-14,36%
Luran Dana Pensiun / Pension Fund Contribution	909	179.724	(178.815)	-99,49%
Lain-lain / Others	567.145	969.620	(402.475)	-41,51%
Jumlah / Total	653.231	1.228.518	(575.287)	-46,83%

Liabilitas Jangka Pendek Lainnya sampai dengan 31 Desember 2021 tercatat sebesar Rp653,23 miliar, turun Rp575,29 miliar atau 46,83% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp1.228,52 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya Biaya Lain-lain sebesar Rp402,48 miliar atau 41,51% dan berkurangnya luran Dana Pensiun sebesar Rp178,82 miliar atau 99,49%.

Other Short-Term Liabilities as of December 31, 2021 amounted to Rp653.23 billion, decreased by Rp575.29 billion or 46.83% compared to that of December 31, 2020 at Rp1,228.52 billion. Such decrease was mainly due to a decrease in Other Expenses by Rp402.48 billion or 41.51% and a decrease in Pension Fund Contributions by Rp178.82 billion or 99.49%.

Liabilitas Jangka Panjang

Non-Current Liabilities

Liabilitas Jangka Panjang per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Non-Current Liabilities as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Utang Bank Jangka Panjang / Long-term Bank Loans	49.171.949	23.086.340	26.085.608	112,99%
Utang Ventura Bersama Jangka Panjang / Long-Term Joint Venture Payable	1.043.543	970.228	73.315	7,56%
Utang Lembaga Keuangan Non Bank Jangka Panjang / Long-Term Loan to Financial Institution Non-Bank	2.360.441	2.901.642	(541.202)	-18,65%
Utang Bruto Jangka Panjang / Long-Term Gross Amount	621.583	771.728	(150.144)	-19,46%
Uang Muka Kontrak Jangka Panjang / Advances on Long-Term Contract	406.602	407.602	(1.000)	-0,25%
Liabilitas Pajak Tangguhan / Deferred Tax Liabilities	5.669	7.289	(1.619)	-22,22%
Utang Pajak Jangka Panjang / Long-Term Taxes Payable	851.396	725.300	126.096	17,39%
Liabilitas Sewa Jangka Panjang / Long-Term Lease Liabilities	60.861	60.759	102	0,17%
Utang Lain-lain Jangka Panjang / Other Long-Term Payables	1.525.809	2.025.478	(499.669)	-24,67%
Surat Utang Jangka Menengah Jangka Panjang / Long-Term Medium Term Notes	250.000	-	250.000	-
Utang Obligasi Jangka Panjang – Bersih / Long-Term Bonds Payable – Net	4.476.592	9.728.155	(5.251.563)	-53,98%
Liabilitas Imbalan Kerja / Employee Benefit Liabilities	65.441	89.048	(23.607)	-26,51%
Jumlah Liabilitas Jangka Panjang / Total Non-Current Liabilities	60.839.886	40.773.569	20.066.316	49,21%



Per 31 Desember 2021, Perseroan mencatatkan jumlah Liabilitas Jangka Panjang sebesar Rp60.839,89 miliar, naik Rp20.066,32 miliar atau 49,21% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp40.773,57 miliar. Peningkatan tersebut terutama disebabkan oleh kenaikan pada Utang Bank Jangka Panjang sebesar Rp26.085,61 miliar atau 112,99%. Selain itu, Utang Ventura Bersama Jangka Panjang, Utang Pajak Jangka Panjang, Liabilitas Sewa Guna Usaha Jangka Panjang, dan Surat Utang Jangka Menengah Jangka Panjang juga turut mencatatkan peningkatan sampai dengan akhir tahun 2021.

Total Non-Current Liabilities of the Company as of December 31, 2021 amounted to Rp60,839.89 billion, increased by Rp20,066.32 billion or 49.21% compared to that of December 31, 2020 at Rp40,773.57 billion. Such increase was mainly due to an increase in Long-Term Bank Loans by Rp26,085.61 billion or 112.99%. In addition, Long-Term Joint Venture Payables, Long-Term Taxes Payables, Long-Term Lease Liabilities, and Long-Term Medium-Term Notes also recorded an increase as of the end of 2021.

Utang Bank Jangka Panjang

Long-Term Bank Loans

Utang Bank Jangka Panjang per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Long-Term Bank Loans as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pihak Berelasi / Related Parties	29.157.084	9.123.407	20.033.677	219,59%
Pihak Ketiga / Third Parties	20.014.865	13.962.933	6.051.932	43,34%
Jumlah / Total	49.171.949	23.086.340	26.085.608	112,99%

Utang Bank Jangka Panjang sampai dengan 31 Desember 2021 tercatat sebesar Rp49.171,95 miliar, naik Rp26.085,61 miliar atau 112,99% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp23.086,34 miliar. Peningkatan tersebut terutama disebabkan oleh reklasifikasi dari Utang Bank Jangka Pendek menjadi Utang Bank Jangka Panjang sejalan dengan efektifnya *Master Restructuring Agreement* (MRA).

Long-term Bank Loans as of December 31, 2021 amounted to Rp49,171.95 billion, increased by Rp26,085.61 billion or 112.99% compared to that of December 31, 2020 at Rp23,086.34 billion. Such increase was mainly caused by reclassification of Short Term Bank Loans to Long Term Bank Loans in line with the effective *Master Restructuring Agreement* (MRA).

Utang Ventura Bersama Jangka Panjang

Utang Ventura Bersama Jangka Panjang sampai dengan 31 Desember 2021 tercatat sebesar Rp1.043,54 miliar, naik Rp73,32 miliar atau 7,56% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp970,23 miliar. Peningkatan tersebut terutama disebabkan oleh kenaikan pada Utang Ventura Bersama Jangka Panjang dengan BAP – Waskita.

Long-Term Joint Venture Payable

Long-term Joint Venture Payable as of December 31, 2021 amounted to Rp1,043.54 billion, increased by Rp73.32 billion or 7.56% compared to that of December 31, 2020 at Rp970.23 billion. Such increase was mainly due to an increase in Long-Term Joint Venture Payables with BAP – Waskita.

Utang Lembaga Keuangan Non Bank Jangka Panjang

Long-Term Loan to Financial Institution Non-Bank

Utang Lembaga Keuangan Non Bank Jangka Panjang per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Long-Term Loan to Financial Institution Non-Bank as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pihak Berelasi / Related Parties	1.354.581	1.592.823	(238.242)	-14,96%
Pihak Ketiga / Third Parties	1.005.859	1.308.819	(302.959)	-23,15%
Jumlah / Total	2.360.441	2.901.642	(541.202)	-18,65%



Utang Lembaga Keuangan Non Bank Jangka Panjang sampai dengan 31 Desember 2021 tercatat sebesar Rp2.360,44 miliar, turun Rp541,20 miliar atau 18,65% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp2.901,64 miliar. Penurunan tersebut disebabkan oleh berkurangnya utang yang diterima dari Pihak Ketiga sebesar Rp302,96 miliar atau 23,15% dan dari Pihak Berelasi sebesar Rp238,24 miliar atau 14,96%.

Long-term to Financial Institutions Non-Bank as of December 31, 2021 amounted to Rp2,360.44 billion, decreased by Rp541.20 billion or 18.65% compared to that of December 31, 2020 at Rp2,901.64 billion. Such decrease was due to a decrease in debt received from Third Parties by Rp302.96 billion or 23.15% and from Related Parties by Rp238.24 billion or 14.96%.

Utang Bruto Jangka Panjang

Long-Term Gross Amount

Utang Bruto Jangka Panjang per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Long-Term Gross Amount as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Divisi Infrastruktur II / Infrastructure II Division	320.289	428.052	(107.763)	-25,18%
Divisi Gedung / Building Division	260.479	299.638	(39.159)	-13,07%
Divisi EPC / EPC Division	20.578	27.389	(6.812)	-24,87%
Divisi Infrastruktur I / Infrastructure I Division	20.016	16.448	3.569	21,70%
Divisi Luar Negeri / Overseas Division	222	201	21	10,56%
Jumlah / Total	621.583	771.728	(150.144)	-19,46%

subkontraktor atau material yang diakui sebagai prestasi karena belum memenuhi syarat pembayaran sesuai kontrak. Utang Bruto Jangka Panjang sampai dengan 31 Desember 2021 tercatat sebesar Rp621,58 miliar, turun Rp150,14 miliar atau 19,46% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp771,73 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya Utang Bruto Jangka Panjang dari Divisi Infrastruktur II sebesar Rp107,76 miliar atau 25,18%. Selain itu Utang Bruto Jangka Panjang dari Divisi Gedung dan Divisi EPC juga turut mencatatkan penurunan di tahun 2021.

Gross amount due to subcontractors represents payable for uncertified subcontractor's working progress, either from subcontractor or materials which are recognized as progress but it has not fulfilled the certain payment condition as stated in the contract. Long-Term Gross Amount as of December 31, 2021 amounted to Rp621.58 billion, decreased by Rp150.14 billion or 19.46% compared to that of December 31, 2020 at Rp771.73 billion. Such decrease was mainly due to a decrease in Long-Term Gross Amount from the Infrastructure Division II by Rp107.76 billion or 25.18%. In addition, the Long-Term Gross Amount from the Building Division and the EPC Division also declined in 2021.

Uang Muka Kontrak Jangka Panjang

Advances on Long-Term Contract

Uang Muka Kontrak Jangka Panjang per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Advances on Long-Term Contract as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pihak Berelasi / Related Parties	12.077	14.022	(1.945)	-13,87%
Pihak Ketiga / Third Parties	394.525	393.580	945	0,24%
Jumlah / Total	406.602	407.602	(1.000)	-0,25%

Uang Muka Kontrak Jangka Panjang sampai dengan 31 Desember 2021 tercatat sebesar Rp406,60 miliar, turun Rp1,00 miliar atau 0,25% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp407,60 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya Uang Muka Kontrak Jangka Panjang dari Pihak Berelasi sebesar Rp1,95 miliar atau 13,87%. Perubahan tersebut memberikan dampak positif terhadap Pendapatan Perseroan.

Advances on Long-Term Contract as of December 31, 2021 amounted to Rp406.60 billion, decreased by Rp1.00 billion or 0.25% compared to that of December 31, 2020 at Rp407.60 billion. Such decrease was mainly due to a decrease in Advances on Long-Term Contracts from Related Parties by Rp1.95 billion or 13.87%. These changes have a positive impact on the Company's Revenue.



Liabilitas Pajak Tangguhan

Liabilitas Pajak Tangguhan sampai dengan 31 Desember 2021 tercatat sebesar Rp5,67 miliar, turun Rp1,62 miliar atau 22,22% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp7,29 miliar. Penurunan tersebut terutama disebabkan oleh penyesuaian pajak tangguhan WKR.

Utang Pajak Jangka Panjang

Utang Pajak Jangka Panjang sampai dengan 31 Desember 2021 tercatat sebesar Rp851,40 miliar, naik Rp126,10 miliar atau 17,39% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp725,30 miliar. Peningkatan tersebut berasal dari kenaikan Pajak Final Konstruksi. Perubahan tersebut memberikan dampak peningkatan pada jumlah pajak yang harus dibayarkan.

Liabilitas Sewa Guna Usaha Jangka Panjang

Liabilitas Sewa Guna Usaha Jangka Panjang sampai dengan 31 Desember 2021 tercatat sebesar Rp60,86 miliar, naik Rp102,00 juta atau 0,17% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp60,76 miliar. Peningkatan tersebut terutama disebabkan oleh adanya kontrak sewa baru Perseroan yang dihitung dengan PSAK 73.

Utang Lain-lain Jangka Panjang

Utang Lain-lain Jangka Panjang sampai dengan 31 Desember 2021 tercatat sebesar Rp1.525,81 miliar, turun Rp499,67 miliar atau 24,67% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp2.025,48 miliar. Penurunan tersebut berasal dari penurunan Utang Lain-lain Jangka Panjang kepada Kementerian Pekerjaan Umum dan Perumahan Rakyat.

Surat Utang Jangka Menengah Jangka Panjang

Surat Utang Jangka Menengah Jangka Panjang sampai dengan 31 Desember 2021 tercatat sebesar Rp250,00 miliar, sedangkan nilai per 31 Desember 2020 tercatat nihil. Pencatatan tersebut merupakan surat utang yang diterbitkan oleh WKR sebagai entitas anak.

Utang Obligasi Jangka Panjang - Bersih

Utang Obligasi Jangka Panjang - Bersih sampai dengan 31 Desember 2021 tercatat sebesar Rp4.476,59 miliar, turun Rp5.251,56 miliar atau 53,98% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp9.728,16 miliar. Penurunan tersebut terutama disebabkan oleh pelunasan atas obligasi yang sudah jatuh tempo serta bertambahnya bagian yang jatuh tempo dalam satu tahun.

Deferred Tax Liabilities

Deferred Tax Liabilities as of December 31, 2021 amounted to Rp5.67 billion, decreased by Rp1.62 billion or 22.22% compared to that of December 31, 2020 at Rp7.29 billion. Such decrease was mainly due to adjustment of deferred tax of WKR.

Long Term Taxes Payable

Long-Term Taxes Payable as of December 31, 2021 amounted to Rp851.40 billion, increased by Rp126.10 billion or 17.39% compared to that of December 31, 2020 at Rp725.30 billion. Such increase came from the increase in the Construction Final Tax. This change has the effect of increasing the amount of tax that must be paid.

Long-Term Lease Liabilities

Long-Term Lease Liabilities as of December 31, 2021 amounted to Rp60.86 billion, increased by Rp102.00 billion or 0.17% compared to that of December 31, 2020 at Rp60.76 billion. Such increase was mainly due to new rent contract calculated using PSAK 73.

Other Long-Term Payables

Other Long-Term Payables as of December 31, 2021 amounted to Rp1,525.81 billion, decreased by Rp499.67 billion or 24.67% compared to that of December 31, 2020 at Rp2,025.48 billion. Such decrease came from a decrease in Other Long-Term Payables to the Ministry of Public Works and Public Housing.

Long-Term Medium Term Notes

Long-Term Medium Term Notes as of December 31, 2021 amounted to Rp250.00 billion, while it was nil of December 31, 2020. Such recording was medium term notes issued by WKR as a subsidiary.

Long-Term Bonds Payable – Net

Long-Term Bonds Payable – Net as of December 31, 2021 amounted to Rp4,476.59 billion, decreased by Rp5,251.56 billion or 53.98% compared to that of December 31, 2020 at Rp9,728.16 billion. Such decrease was mainly due to payment of matured bonds and the addition of short term medium term notes.



Liabilitas Imbalan Kerja

Employee Benefits Liabilities

Liabilitas Imbalan Kerja per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Employee Benefits Liabilities as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Perusahaan / The Company	39.492	72.963	(33.470)	-45,87%
Entitas Anak / Subsidiaries	25.949	16.085	9.863	61,32%
Jumlah / Total	65.441	89.048	(23.607)	-26,51%

Liabilitas Imbalan Kerja sampai dengan 31 Desember 2021 tercatat sebesar Rp65,44 miliar, turun Rp23,61 miliar atau 26,51% bila dibandingkan nilai per 31 Desember 2020 sebesar Rp89,05 miliar. Penurunan tersebut disebabkan oleh berkurangnya Liabilitas Imbalan Kerja dari Perusahaan sebesar Rp33,47 miliar atau 45,87%.

Employee Benefits Liabilities as of December 31, 2021 amounted to Rp65.44 billion, decreased by Rp23.61 billion or 26.51% compared to that of December 31, 2020 at Rp89.05 billion. Such decrease was due to a decrease in the Company's Employee Benefits Liabilities by Rp33.47 billion or 45.87%.

EKUITAS

EQUITY

Ekuitas per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Equity as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Modal Saham / Share Capital	2.631.589	1.357.395	1.274.194	93,87%
Tambahan Modal Disetor / Additional Paid-in Capital	12.495.838	5.849.531	6.646.306	113,62%
Saldo Laba / Retained Earnings				
Telah Digunakan Penggunaannya / Appropriated	1.732.187	1.732.101	86	0,00%
Belum Ditentukan Penggunaannya / Unappropriated	(7.693.326)	(6.525.523)	(1.167.803)	17,90%
Komponen Ekuitas Lainnya / Other Component of Equity	903.485	782.902	120.583	15,40%
Jumlah Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk / Total Equity Attributable to Owners of Parent	10.069.773	3.196.407	6.873.366	215,03%
Kepentingan Non Pengendali / Non-Controlling Interest	5.391.660	8.232.699	(2.841.039)	-34,51%
Jumlah Ekuitas / Total Equity	15.461.433	11.429.106	4.032.327	35,28%

Jumlah Ekuitas per 31 Desember 2021 tercatat sebesar Rp15.461,43 miliar, naik Rp4.032,33 miliar atau 35,28% bila dibandingkan dengan nilai Ekuitas per 31 Desember 2020 sebesar Rp11.429,11 miliar. Peningkatan tersebut terutama berasal dari kenaikan Tambahan Modal Disetor sebesar Rp6.646,31 miliar atau 113,62% dan disertai dengan kenaikan Modal saham sebesar Rp1.274,19 miliar atau 93,87%. Selain itu, Perseroan juga mencatatkan kenaikan Saldo Laba yang Telah Ditentukan Penggunaannya dan kenaikan Komponen Ekuitas lainnya.

Total Equity as of December 31, 2021 amounted to Rp15,461.43 billion, increased by Rp4,032.33 billion or 35.28% compared to that of December 31, 2020 at Rp11,429.11 billion. Such increase mainly came from the increase in Additional Paid-in Capital by Rp6,646.31 billion or 113.62% and accompanied by an increase in share capital by Rp1,274.19 billion or 93.87%. In addition, the Company also recorded an increase in the Appropriated Retained Earnings and an increase in other Equity Components.



LAPORAN LABA (RUGI) KONSOLIDASIAN

CONSOLIDATED STATEMENTS OF PROFIT AND LOSS

Laba Rugi dan Penghasilan Komprehensif Lain Tahun 2020-2021 (dalam jutaan Rupiah) /
Statements of Profit and Loss in 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pendapatan Usaha / Revenues	12.224.128	16.190.457	(3.966.328)	-24,50%
Beban Pokok Pendapatan / Cost of Revenues	(10.325.642)	(15.136.024)	4.810.381	-31,78%
Laba Bruto / Gross Profit	1.898.486	1.054.433	844.053	80,05%
Beban Penjualan / Selling Expenses	(46.484)	(389.921)	343.437	-88,08%
Beban Umum dan Administrasi / General and Administrative Expenses	(2.258.616)	(4.334.418)	2.075.801	-47,89%
Beban Pajak Final / Final Tax Expenses	(240.315)	(357.036)	116.721	-32,69%
Pendapatan Bunga / Interest Income	985.758	750.125	235.632	31,41%
Keuntungan (Kerugian) Selisih Kurs – Bersih / Gain (Loss) on Foreign Exchange – Net	662	(2.605)	3.267	125,41%
Pendapatan Lain-lain / Other Income	3.736.079	(219.305)	3.955.384	1803,60%
Laba (Rugi) Sebelum Beban Keuangan, Bagian Laba Bersih Entitas Asosiasi dan Ventura Bersama / Profit (Loss) Before Financial Charges, Equity in Net Income of Associates and Joint Ventures	4.075.569	(3.498.727)	7.574.296	216,49%
Beban Keuangan / Financial Charges	(4.840.186)	(4.877.332)	37.147	-0,76%
Bagian Rugi Bersih Entitas Asosiasi dan Ventura Bersama / Equity in Net Loss of Associates and Joint Ventures	(321.624)	(648.846)	327.222	-50,43%
Rugi Sebelum Pajak / Loss Before Tax	(1.086.241)	(9.024.905)	7.938.665	-87,96%
Beban Pajak Penghasilan / Tax Benefit Expenses	(752.493)	(262.888)	(489.605)	186,24%
Rugi Bersih Tahun Berjalan / Profit Loss for the Year	(1.838.733)	(9.287.793)	7.449.060	-80,20%
Penghasilan Komprehensif Lain / Other Comprehensive Income				
Pos-pos yang Tidak Akan Direklasifikasi Kemudian ke Laba Rugi: / Items that will not be Reclassified to Profit and Loss:				
Surplus (Defisit) Revaluasi Aset Tetap / Revaluation Surplus (Deficit) on Fixed Assets	79.249	(68.446)	147.695	215,78%
Pengukuran Kembali Program Imbalan Pasti – Bersih / Remeasurement of Defined Benefit Obligations – Net	41.300	94.597	(53.297)	-56,34%
Pos-pos yang Akan Direklasifikasi Kemudian ke Laba Rugi: / Items that may be Reclassified Subsequently to Profit and Loss:				
Selisih Kurs Penjabaran Laporan Keuangan dari Kegiatan Operasi Luar Negeri / Exchange Difference on Translation of Financial Statements in Foreign Operational	34	(103)	137	-132,62%
Penghasilan (Beban) Komprehensif Lain Tahun Berjalan / Total Other Comprehensive Income (Expense) for the Year	120.583	26.048	94.535	362,92%
Total Laba (Rugi) Komprehensif pada Tahun Berjalan / Total Comprehensive Income (Loss) for the Year	(1.718.150)	(9.261.745)	7.543.595	-81,45%
Laba Per Saham Dasar / Basic Earnings per Share	(41,66)	(542,19)	500,53	-92,32%

Pendapatan Usaha Perseroan di tahun 2021 tercatat sebesar Rp12.224,13 miliar, turun Rp3.966,33 miliar atau 24,50% bila dibandingkan dengan tahun 2020 sebesar Rp16.190,46 miliar. Penurunan Pendapatan Usaha Perseroan di tahun 2021 tersebut diiringi dengan penurunan Beban Pokok Pendapatan yang tercatat sebesar Rp10.325,64 miliar, turun Rp4.810,38 miliar atau 31,78% bila dibandingkan dengan tahun 2020 sebesar Rp15.136,02 miliar.

The Company's Revenues in 2021 amounted to Rp12,224.13 billion, decreased by Rp3,966.33 billion or 24.50% compared to that of 2020 at Rp16,190.46 billion. Such decrease was accompanied by a decrease in Cost of Revenues which was recorded at Rp10,325.64 billion, decreased by Rp4,810.38 billion or 31.78% compared to 2020 at Rp15,136.02 billion.



Secara keseluruhan, jumlah Rugi Bersih Tahun Berjalan Perseroan di tahun 2021 menunjukkan penurunan sebesar Rp7.449,06 miliar atau 80,20% menjadi minus Rp1.838,73 miliar bila dibandingkan dengan tahun 2020 sebesar minus Rp9.287,79 miliar. Hal tersebut terutama disebabkan oleh pencatatan Pendapatan Lain-lain – Bersih sebesar Rp3.736,08 miliar di tahun 2021 dan disertai dengan penurunan Beban Umum dan Administrasi sebesar Rp2.075,80 miliar atau 47,89%.

Sejalan dengan membaiknya nilai Rugi Bersih Tahun Berjalan, Total Rugi Komprehensif pada Tahun Berjalan Perseroan di tahun 2021 juga menunjukkan tren penurunan sebesar Rp7.543,60 miliar atau 81,45% menjadi minus Rp1.718,15 miliar bila dibandingkan dengan tahun 2020 sebesar minus Rp9.261,75 miliar. Hal tersebut terutama disebabkan oleh adanya Surplus Revaluasi Aset Tetap sebesar Rp79,25 miliar di tahun 2021.

Overall, the Company's Net Loss for the Year in 2021 decreased by Rp7,449.06 billion or 80.20% to minus Rp1,838.73 billion compared to minus Rp9,287.79 billion in 2020. This was mainly due to the recording of Other Income - Net at Rp3,736.08 billion in 2021 and accompanied by a decrease in General and Administrative Expenses by Rp2,075.80 billion or 47.89%.

In line with the improvement in the Net Loss for the Year, the Company's Total Comprehensive Loss for the Year in 2021 also showed a downward trend by Rp7,543.60 billion or 81.45% to minus Rp1,718.15 billion compared to 2020 at minus Rp9,261.75 billion. This was mainly due to the Revaluation Surplus on Fixed Asset at Rp79.25 billion in 2021.

Pendapatan Usaha

Revenues

Pendapatan Usaha per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Revenues as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Jasa Konstruksi / Construction Services	10.160.401	14.234.715	(4.074.315)	-28,62%
Bunga dari Jasa Konstruksi / Interest from Construction Services	504.217	262.228	241.989	92,28%
Penjualan Precast / Precast Sales	380.952	764.309	(383.357)	-50,16%
Pendapatan Jalan Tol / Toll Road Revenue	775.006	390.604	384.402	98,41%
Pendapatan Property / Property Revenue	239.520	450.750	(211.229)	-46,86%
Penjualan Infrastruktur Lainnya / Other Infrastructure Revenue	94.270	60.811	33.459	55,02%
Pendapatan Hotel / Hotel Revenue	60.910	26.663	34.247	128,45%
Sewa Gedung dan Peralatan / Buildings and Equipment Rental	8.851	376	8.475	2252,83%
Jumlah / Total	12.224.128	16.190.457	(3.966.328)	-24,50%

Selama tahun 2021, Perseroan berhasil membukukan Pendapatan Usaha sebesar Rp12.224,13 miliar, menurun Rp3.966,33 miliar atau 24,50% dibandingkan tahun 2020 sebesar Rp16.190,46 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya Pendapatan Jasa Konstruksi sebesar Rp4.074,32 miliar atau 28,62%. Selain itu Perseroan juga mencatatkan penurunan Penjualan Precast sebesar Rp383,36 miliar atau 50,16% dan Pendapatan Property sebesar Rp211,23 miliar atau 46,86%. Berikut adalah penjelasan mengenai perubahan dari masing-masing Pendapatan di tahun 2021.

Revenues of the Company in 2021 amounted to Rp12,224.13 billion, decreased by Rp3,966.33 billion or 24.50% compared to that 2020 at Rp16,190.46 billion. Such decrease was mainly due to a decrease in Construction Services Revenue by Rp4,074.32 billion or 28.62%. In addition, the Company also recorded a decrease in Precast Sales by Rp383.36 billion or 50.16% and Property Revenues by Rp211.23 billion or 46.86%. Changes in each Revenue in 2021 is explained as follows.



Jasa Konstruksi

Pendapatan Jasa Konstruksi di tahun 2021 mencapai Rp10.160,40 miliar, turun Rp4.074,32 miliar atau 28,62% dibandingkan tahun 2020 sebesar Rp14.234,72 miliar. Penurunan tersebut terjadi dikarenakan Perseroan masih dalam periode pemulihan kesehatan keuangan dimana MRA baru berlaku efektifnya pada bulan November 2021, mengakibatkan progress pekerjaan dilapangan juga tertunda. Selain itu penurunan diakibatkan oleh adanya gelombang kedua Covid-19 yang mengakibatkan adanya Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) diberbagai wilayah di Indonesia.

Bunga dari Jasa Konstruksi

Bunga dari Jasa Konstruksi di tahun 2021 mencapai Rp504,22 miliar, naik Rp241,99 miliar atau 92,28% dibandingkan tahun 2020 sebesar Rp262,23 miliar. Peningkatan tersebut disebabkan oleh pengakuan PSAK 72 pada tahun berjalan.

Penjualan Precast

Penjualan Precast di tahun 2021 mencapai Rp380,95 miliar, turun Rp383,36 miliar atau 50,16% dibandingkan tahun 2020 sebesar Rp764,31 miliar. Penurunan tersebut terutama disebabkan oleh progres pelaksanaan penyelesaian Protek PSN yang hampir selesai. Selain itu, terjadi pengalihan belanja konstruksi menjadi belanja kesehatan oleh Pemerintah akibat pandemi covid 19, sehingga Nilai Kontrak Baru turun signifikan.

Pendapatan Jalan Tol

Pendapatan Jalan Tol di tahun 2021 mencapai Rp775,01 miliar, naik Rp384,40 miliar atau 98,41% dibandingkan tahun 2020 sebesar Rp390,60 miliar. Peningkatan tersebut disebabkan oleh meningkatnya LHR atas kebijakan Pemerintah terkait pelonggaran PPKM pada tahun 2021. Hal ini menyebabkan meningkatnya mobilitas masyarakat termasuk pengguna jalan tol yang menyebabkan meningkat pula pendapatan tol.

Pendapatan Property

Pendapatan Property di tahun 2021 mencapai Rp239,52 miliar, turun Rp211,23 miliar atau 46,86% dibandingkan tahun 2020 sebesar Rp450,75 miliar. Penurunan tersebut disebabkan oleh pemasukan dari sisi apartemen dan rumah tapak yang terjadi penurunan secara drastis dikarenakan sentimen masyarakat terhadap property investasi di masa pandemi.

Penjualan Infrastruktur Lainnya

Penjualan Infrastruktur Lainnya di tahun 2021 mencapai Rp94,27 miliar, naik Rp33,46 miliar atau 55,02% dibandingkan tahun 2020 sebesar Rp60,81 miliar. Peningkatan tersebut disebabkan oleh meningkatnya penjualan WKI kepada eksternal.

Construction Services

Construction Services Revenue in 2021 reached Rp10,160.40 billion, decreased by Rp4,074.32 billion or 28.62% compared to 2020 at Rp14,234.72 billion. Such decrease occurred because the Company was still in a period of financial health recovery where the MRA only became effective in November 2021, resulting in delayed progress of work in the field. In addition, the decline was caused by the second wave of Covid-19 which resulted in the Implementation of Public Activity Restrictions (PPKM) in various regions in Indonesia.

Interest from Construction Services

Interest from Construction Services in 2021 reached Rp504.22 billion, increased by Rp241.99 billion or 92.28% compared to 2020 at Rp262.23 billion. Such increase was caused by the recognition of PSAK 72 in the current year.

Precast Sales

Precast sales in 2021 reached Rp380.95 billion, decreased by Rp383.36 billion or 50.16% compared to 2020 of Rp764.31 billion. The decline was mainly caused by the progress of PSN Protek that is almost completed. In addition, there was a diversion from construction expenditure to health expenditure by the Government due to Covid-19 pandemic, causing New Contract Value to decrease significantly.

Toll Road Revenue

Toll road revenue in 2021 reached Rp775.01 billion, increased by Rp384.40 billion or 98.41% compared to 2020 at Rp390.60 billion. Such increase was due to the increase in LHR for the Government's policy regarding the easing of the PPKM in 2021. This led to an increase in community mobility, including toll road users, which also led to an increase in toll revenues.

Property Revenue

Property revenue in 2021 reached Rp239.52 billion, decreased by Rp211.23 billion or 46.86% compared to 2020 at Rp450.75 billion. Such decline was caused by income from apartments and landed houses aspect which decreased drastically due to public sentiment towards investment property during the pandemic.

Other Infrastructure Revenue

Other Infrastructure Revenue in 2021 reached Rp94.27 billion, increased by Rp33.46 billion or 55.02% compared to 2020 at Rp60.81 billion. Such increase was caused by the increased WKI sales to external parties.



Pendapatan Hotel

Pendapatan Hotel di tahun 2021 mencapai Rp60,91 miliar, naik Rp34,25 miliar atau 128,45% dibandingkan tahun 2020 sebesar Rp26,66 miliar. Peningkatan tersebut disebabkan oleh adanya penambahan jumlah hotel yang telah beroperasi pada tahun 2021 dibandingkan 2020.

Sewa Gedung dan Peralatan

Sewa Gedung dan Peralatan di tahun 2021 mencapai Rp8,85 miliar, naik Rp8,48 miliar atau 2252,83% dibandingkan tahun 2020 sebesar Rp376 juta. Peningkatan tersebut disebabkan oleh peningkatan sewa pada pihak eksternal.

Hotel Revenue

Hotel revenue in 2021 reached Rp60.91 billion, increased by Rp34.25 billion or 128.45% compared to 2020 at Rp26.66 billion. Such increase was caused by addition of hotel operating in 2021 compared to that of 2020

Buildings and Equipment Rental

Buildings and Equipment Rental in 2021 reached Rp8.85 billion, increased by Rp8.48 billion or 2252.83% compared to 2020 at Rp376 million. Such increase was caused by increased rent to external parties.

Beban Pokok Pendapatan

Beban Pokok Pendapatan per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Cost of Revenues as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Jasa Konstruksi / Construction Services	9.444.879	13.703.364	(4.258.485)	-31,08%
Jalan Tol / Toll Roads	375.110	214.316	160.795	75,03%
Properti dan Hotel / Property and Hotel	163.743	421.972	(258.229)	-61,20%
Infrastruktur Lainnya / Other Infrastructure	68.929	11.987	56.941	475,01%
Produk Beton / Concrete Products	272.982	784.385	(511.403)	-65,20%
Jumlah / Total	10.325.642	15.136.024	(4.810.381)	-31,78%

Cost of Revenues

Beban Pokok Pendapatan tahun 2021 tercatat sebesar Rp10.325,64 miliar turun Rp4.810,38 miliar atau 31,78% dibandingkan tahun sebelumnya sebesar Rp15.136,02 miliar. Penurunan tersebut terutama didorong oleh berkurangnya Beban Pokok Pendapatan Jasa Konstruksi sebesar Rp4.258,49 miliar atau 31,08% seiring dengan turunnya Pendapatan Jasa Konstruksi di tahun 2021. Selain itu, faktor lain yang menyebabkan penurunan tersebut adalah berkurangnya biaya Produk Beton sebesar Rp511,40 miliar atau 65,20% dan Properti dan Hotel sebesar Rp258,23 miliar atau 61,20%.

Laba Bruto

Dari kegiatan operasionalnya, Perseroan mencatat Laba Bruto sebesar Rp1.898,49 miliar di tahun 2021, tumbuh sebesar Rp844,05 miliar atau 80,05% dari tahun 2020 yakni sebesar Rp1.054,43 miliar. Peningkatan tersebut terutama didorong oleh penurunan Beban Pokok Pendapatan yang secara nominal dan persentase melebihi penurunan Pendapatan Usaha dikarenakan program efisiensi beban yang optimal. Perubahan tersebut memberikan dampak terhadap margin laba bruto yang tercatat sebesar 15,53% pada tahun 2021 dan 6,51% pada tahun 2020. Hal tersebut menunjukkan bahwa Perseroan berhasil melakukan program manajemen biaya yang sangat baik guna mempertahankan kelangsungan usahanya di masa yang akan datang.

Cost of Revenues in 2021 amounted to Rp10,325.64 billion, decreased by Rp4,810.38 billion or 31.78% compared to that of the previous year at Rp15,136.02 billion. Such decrease was mainly driven by a decrease in the Cost of Construction Services Revenues by Rp4,258.49 billion or 31.08% in line with the decline in Construction Services Revenues in 2021. In addition, another factor that caused the decrease was a reduction in the cost of Concrete Products by Rp511.40 billion or 65.20% and Property and Hotel by Rp258.23 billion or 61.20%.

Gross Profit

Gross Profit of the Company in 2021 amounted to Rp1,898.49 billion, increased by Rp844.05 billion or 80.05% from that of 2020 at Rp1,054.43 billion. Such increase was mainly driven by a decrease in Cost of Revenue which in nominal and percentage terms exceeded the decrease in Revenues due to an optimal cost efficiency program. These changes have an impact on the gross profit margin which was recorded at 15.53% in 2021 and 6.51% in 2020. This shows that the Company has succeeded in carrying out an excellent cost management program to maintain its business continuity in the future.



Beban Penjualan

Selling Expenses

Beban Penjualan per 31 Desember 2020-2021 (dalam jutaan Rupiah) / Selling Expenses as of December 31, 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Tender / Tender	24.030	364.814	(340.784)	-93,41%
Pemasaran / Marketing	19.268	21.236	(1.969)	-9,27%
Iklan / Advertising	3.187	3.871	(684)	-17,66%
Jumlah / Total	46.484	389.921	(343.437)	-88,08%

Beban Penjualan di tahun 2021 tercatat sebesar Rp46,48 miliar, turun Rp343,44 miliar atau 88,08% bila dibandingkan pada tahun 2020 sebesar Rp389,92 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya biaya Tender sebesar Rp340,78 miliar atau 93,41%, dan diikuti dengan penurunan beban Pemasaran sebesar Rp1,97 miliar atau 9,27% dan iklan sebesar Rp684 juta atau 17,66%.

Selling expenses in 2021 amounted to Rp46.48 billion, decreased by Rp343.44 billion or 88.08% compared to that of 2020 at Rp389.92 billion. Such decrease was mainly due to a decrease in Tender costs by Rp340.78 billion or 93.41%, and followed by a decrease in Marketing expenses by Rp1.97 billion or 9.27% and advertising by Rp684 million or 17.66%.

Beban Umum dan Administrasi

General and Administrative Expenses

Beban Umum dan Administrasi Tahun 2020-2021 (dalam jutaan Rupiah) / General and Administrative Expenses as of December 31, 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Gaji Pegawai / Employee's Salaries	640.919	641.140	(221)	-0,03%
Umum / General	994.317	1.986.238	(991.921)	-49,94%
Penyisihan Kerugian Ekspektasian Penurunan Nilai / Advance for Impairment Expected Credit Losses	224.506	1.064.189	(839.683)	-78,90%
Penyusutan / Depreciation	140.729	166.878	(26.149)	-15,67%
Gedung / Building	85.509	35.563	49.946	140,44%
Kantor / Office	50.635	48.943	1.692	3,46%
Jamsostek / Jamsostek	34.052	13.857	20.196	145,75%
Perjalanan Dinas / Travelling	31.104	29.111	1.993	6,85%
THR / THR Allowance	20.039	19.996	43	0,22%
Pesangon / Severance	7.013	282.920	(275.907)	-97,52%
DPLK / DPLK	1.650	1.872	(223)	-11,89%
Lain-lain / Others	28.142	43.710	(15.568)	-35,62%
Jumlah / Total	2.258.616	4.334.418	(2.075.801)	-47,89%

Beban Umum dan Administrasi di tahun 2021 tercatat sebesar Rp2.258,62 miliar, turun Rp2.075,80 miliar atau 47,89% bila dibandingkan pada tahun 2020 sebesar Rp4.334,42 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya Beban Umum sebesar Rp991,92 miliar atau 49,94% dan turunnya Beban Penyisihan Kerugian Ekspektasian Penurunan Nilai sebesar Rp839,68 miliar atau 78,90%. Selain itu Perseroan juga mencatatkan penurunan pada Beban Gaji Pegawai, Penyusutan, Pesangon, DPLK dan Lain-lain.

General and Administrative Expenses in 2021 amounted to Rp2,258.62 billion, decreased by Rp2,075.80 billion or 47.89% compared to that of 2020 at Rp4,334.42 billion. Such decrease was mainly due to a decrease in General Expenses by Rp991.92 billion or 49.94% and a decrease in Allowance for Impairment Expected Losses by Rp839.68 billion or 78.90%. In addition, the Company also recorded a decrease in Employee Salary Expenses, Depreciation, Severance Pay, DPLK and Others.



Beban Pajak Final

Beban Pajak Final di tahun 2021 tercatat sebesar Rp240,32 miliar, turun Rp116,72 miliar atau 32,69% bila dibandingkan pada tahun 2020 sebesar Rp357,04 miliar. Penurunan tersebut terutama disebabkan oleh berkurangnya pajak penghasilan atas Pendapatan Jasa Konstruksi di tahun 2021 yang sejalan dengan penurunan Pendapatan Jasa Konstruksi di tahun tersebut.

Pendapatan Bunga

Pendapatan Bunga di tahun 2021 tercatat sebesar Rp985,76 miliar, naik Rp235,63 miliar atau 31,41% bila dibandingkan pada tahun 2020 sebesar Rp750,13 miliar. Peningkatan tersebut terutama disebabkan oleh bertambahnya pendapatan bunga atas proyek.

Keuntungan (Kerugian) Selisih Kurs

Keuntungan Selisih Kurs di tahun 2021 tercatat sebesar Rp662 juta, naik Rp3,27 miliar atau 125,41% bila dibandingkan kerugian pada tahun 2020 sebesar minus Rp2,61 miliar. Peningkatan tersebut terutama disebabkan oleh perubahan nilai kurs mata uang.

Pendapatan Lain-lain

Pendapatan (Beban) Lain-lain - Bersih Tahun 2020-2021 (dalam jutaan Rupiah) / Other Income (Expense) – Net as of December 31, 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Keuntungan dari Divestasi Entitas Asosiasi dan Anak / Gain on Divestment of Associates and Subsidiary	2.655.765	-	2.655.765	-
Pendapatan (Beban) lain-lain Proyek / Other Revenue (Expense) Project	624.988	560	624.429	111594,59%
Pemulihan Piutang / Recovery of Receivables	477.907	430.493	47.414	11,01%
Pendapatan Lain-lain KSO / Other Revenue JV	14.487	49.695	(35.208)	-70,85%
Beban Lain-lain / Other Expense	(37.068)	(700.053)	662.985	-94,71%
Jumlah / Total	3.736.079	(219.305)	3.955.384	-1803,60%

Pendapatan (beban) lain-lain – lain-lain merupakan pendapatan non-operasional yang berasal dari proyek yang sudah selesai, lain-lain KSO, dan selisih dari estimasi akrual dibandingkan dengan realisasi, yang disajikan bersih dengan beban lain-lain proyek selesai, laba atas divestasi, dan lain-lain KSO. Pendapatan Lain-lain di tahun 2021 tercatat sebesar Rp3.736,08 miliar, naik Rp3.955,38 miliar atau 1803,60% bila dibandingkan Beban Lain-lain pada tahun 2020 sebesar minus Rp219,31 miliar. Peningkatan tersebut terutama berasal dari Keuntungan dari Divestasi Entitas Asosiasi dan Anak sebesar Rp2.655,77 miliar. Selain itu, Perseroan juga membukukan kenaikan Pendapatan Lain-lain – Proyek sebesar Rp624,43 miliar atau 111594,59%, penurunan Beban Lain-lain sebesar Rp662,99 miliar atau 94,71% dan adanya kenaikan Pemulihan Piutang sebesar Rp47,41 miliar atau 11,01%.

Final Tax Expenses

Final Tax Expenses in 2021 amounted to Rp240.32 billion, decreased by Rp116.72 billion or 32.69% compared to that of 2020 at Rp357.04 billion. Such decrease was mainly due to the reduced income tax on Construction Service Revenue in 2021 which was in line with the decline in Construction Service Revenue that year.

Interest Income

Interest income in 2021 amounted to Rp985.76 billion, increased by Rp235.63 billion or 31.41% compared to that of 2020 at Rp750.13 billion. Such increase was mainly due to increased interest income on projects.

Gain (Loss) on Foreign Exchange Rates

Gain on Foreign Exchange in 2021 amounted to Rp662 million, increased by Rp3.27 billion or 125.41% compared to that of 2020 at Rp2.61 billion. Such increase was mainly due to change in currency exchange rate.

Other income

Other income (expenses) - others represent non-operating income from completed projects, others JV, and the difference between estimated accruals compared to realization, which is presented net of other expenses for completed projects, profit on divestment, and others JV. Other Income in 2021 amounted to Rp3,736.08 billion, increased by Rp3,955.38 billion or 1803.60% compared to that of 2020 at Rp219.31 billion. Such increase mainly came from Gain on Divestment of Associates and Subsidiaries at Rp2,655.77 billion. In addition, the Company also recorded an increase in Other Income – Project by Rp624.43 billion or 111594.59%, a decrease in Other Expenses by Rp662.99 billion or 94.71% and an increase in Recovery of Receivables by Rp47.41 billion or 11.01%.



Laba (Rugi) Sebelum Beban Keuangan, Bagian Laba Bersih Entitas Asosiasi dan Ventura Bersama

Laba Sebelum Beban Keuangan, Bagian Laba Bersih Entitas Asosiasi dan Ventura Bersama di tahun 2021 tercatat sebesar Rp4.075,57 miliar, naik Rp7.574,30 miliar atau 216,49% bila dibandingkan kerugian pada tahun 2020 sebesar minus Rp3.498,73 miliar. Peningkatan tersebut terutama disebabkan oleh kenaikan Laba Bruto dan penurunan Beban Penjualan, Beban Umum dan Administrasi, Beban Pajak Final. Selain itu, Perseroan juga membukukan kenaikan Pendapatan Bunga, Keuntungan Selisih Kurs – Bersih dan Pendapatan Lain-lain – Bersih.

Beban Keuangan

Beban Keuangan di tahun 2021 tercatat sebesar Rp4.840,19 miliar, turun Rp37,15 miliar atau 0,76% bila dibandingkan pada tahun 2020 sebesar Rp4.877,33 miliar. Penurunan tersebut tidak terlalu signifikan dibandingkan dengan tahun sebelumnya.

Bagian Rugi Bersih Entitas Asosiasi dan Ventura Bersama

Bagian Rugi Bersih Entitas Asosiasi dan Ventura Bersama di tahun 2021 tercatat sebesar minus Rp321,62 miliar, turun Rp327,22 miliar atau 50,43% bila dibandingkan pada tahun 2020 sebesar minus Rp648,85 miliar. Penurunan tersebut terutama disebabkan oleh peningkatan pendapatan ventura Bersama.

Rugi Sebelum Pajak

Rugi Sebelum Pajak di tahun 2021 tercatat sebesar minus Rp1.086,24 miliar, turun Rp7.938,67 miliar atau 87,96% bila dibandingkan pada tahun 2020 sebesar minus Rp9.024,91 miliar. Penurunan tersebut terutama disebabkan oleh kenaikan Laba Bruto yang diiringi dengan program efisiensi biaya yang optimal.

Beban Pajak Penghasilan

Beban Pajak Penghasilan di tahun 2021 tercatat sebesar Rp752,49 miliar, naik Rp489,61 miliar atau 186,24% bila dibandingkan pada tahun 2020 sebesar Rp262,89 miliar. Peningkatan tersebut terutama disebabkan oleh Beban Pajak Kini yang berasal dari Investasi Anak.

Rugi Bersih Tahun Berjalan

Rugi Bersih Tahun Berjalan di tahun 2021 tercatat sebesar minus Rp1.838,73 miliar, turun Rp7.449,06 miliar atau 80,20% bila dibandingkan pada tahun 2020 sebesar minus Rp9.287,79 miliar. Penurunan tersebut terutama disebabkan oleh peningkatan Laba Bruto dan penerapan program efisiensi beban yang efektif.

Profit (Loss) Before Financial Charges, Equity in Net Income of Associates and Joint Ventures

Profit Before Financial Charges, Equity Net Profit of Associates and Joint Ventures in 2021 amounted to Rp4,075.57 billion, increased by Rp7,574.30 billion or 216.49% compared to that of 2020 at Rp3,498.73 billion. Such increase was mainly due to an increase in Gross Profit and a decrease in Selling Expenses, General and Administrative Expenses, Final Tax Expenses. In addition, the Company also recorded an increase in Interest Income, Gain on Foreign Exchange – Net and Other Income – Net.

Financial Charges

Financial Charges in 2021 amounted to Rp4,840.19 billion, decreased by Rp37.15 billion or 0.76% compared to that of 2020 at Rp4,877.33 billion. Such decrease was not significant compared to the previous year.

Equity in Net Loss of Associates and Joint Ventures

Equity in Net Loss of Associates and Joint Ventures in 2021 amounted to Rp321.62 billion, decreased by Rp327.22 billion or 50.43% compared to that of 2020 at Rp648.85 billion. Such decrease was mainly due to increased income from joint venture.

Loss Before Tax

Loss Before Tax in 2021 amounted to Rp1,086.24 billion, decreased by Rp7,938.67 billion or 87.96% compared to 2020 at Rp9,024.91 billion. Such decrease was mainly due to the increase in Gross Profit accompanied by an optimal cost efficiency program.

Tax Benefit Expenses

Tax Benefit Expenses in 2021 amounted to Rp752.49 billion, increased by Rp489.61 billion or 186.24% compared to that of 2020 at Rp262.89 billion. Such increase was mainly due to the Current Tax Expenses originating from Subsidiary Investments.

Net Loss for the Year

Net Loss for the Year in 2021 amounted to minus Rp1,838.73 billion, decreased by Rp7,449.06 billion or 80.20% compared to 2020 at Rp9,287.79 billion. Such decrease was mainly due to the increase in Gross Profit and the implementation of an effective expense efficiency program.



Penghasilan Komprehensif Lain Tahun Berjalan

Penghasilan Komprehensif Lain Tahun Berjalan di tahun 2021 tercatat sebesar Rp120,58 miliar, naik Rp94,54 miliar atau 362,92% bila dibandingkan pada tahun 2020 sebesar Rp26,05 miliar. Peningkatan tersebut terutama disebabkan oleh kenaikan Surplus Revaluasi Aset Tetap sebesar Rp147,70 miliar atau 215,78%.

Total Rugi Komprehensif pada Tahun Berjalan

Total Rugi Komprehensif pada Tahun Berjalan di tahun 2021 tercatat sebesar minus Rp1.718,15 miliar, turun Rp7.543,60 miliar atau 81,45% bila dibandingkan pada tahun 2020 sebesar minus Rp9.261,75 miliar. Penurunan tersebut terutama disebabkan oleh membaiknya nilai Rugi Bersih Tahun Berjalan yang disertai dengan peningkatan nilai Penghasilan Komprehensif Lain Tahun Berjalan.

Rugi per Saham Dasar

Rugi per Saham Dasar di tahun 2021 tercatat sebesar minus Rp41,66, naik Rp500,53 atau 92,32% bila dibandingkan pada tahun 2020 sebesar Rp542,19. Penurunan tersebut terutama disebabkan oleh berkurangnya nilai Rugi Bersih Tahun Berjalan di tahun 2021.

Total Other Comprehensive Income for the Year

Total Other Comprehensive Income for the Year in 2021 amounted to Rp120.58 billion, increased by Rp94.54 billion or 362.92% compared to that of 2020 at Rp26.05 billion. Such increase was mainly due to the increase in Revaluation Surplus of Fixed Assets by Rp147.70 billion or 215.78%.

Total Comprehensive Loss for the Year

Total Comprehensive Loss for the Year in 2021 amounted to Rp1,719.15 billion, decreased by Rp7,543.60 billion or 81.45% compared to that of 2020 at Rp9,261.75 billion. Such decrease was mainly due to the improvement in the value of Net Loss for the Year accompanied by an increase in the value of Other Comprehensive Income for the Year.

Basic Loss per Share

Basic Loss per Share in 2021 amounted to minus Rp41.66 billion, increased by Rp500.53 or 92.32% compared to that of 2020 at Rp542.19 billion. Such decrease was mainly due to the reduced value of Net Loss for the Year in 2021.

LAPORAN ARUS KAS KONSOLIDASIAN

CONSOLIDATED STATEMENTS OF CASH FLOWS

Laporan Arus Kas Konsolidasian Per 31 Desember 2020 - 2021 (dalam jutaan Rupiah) /
Consolidated Statements of Cash Flows as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Arus Kas Bersih Diperoleh dari Aktivitas Operasi / Net Cash Provided by Operating Activities	192.784	411.062	(218.277)	-53,10%
Arus Kas Bersih Digunakan untuk Aktivitas Investasi / Net Cash Used in Investing Activities	(1.542.250)	(1.056.077)	(486.172)	46,04%
Arus Kas Bersih Diperoleh dari/Digunakan untuk dari Aktivitas Pendanaan / Net Cash Provided by/Used in Financing Activities	13.334.213	(7.407.071)	20.741.284	-280,02%
Kenaikan (Penurunan) Bersih Kas dan Setara Kas / Net Increase (Decrease) in Cash and Cash Equivalents	11.984.747	(8.052.087)	20.036.834	-248,84%
Keuntungan (Kerugian) Selisih Kurs yang Belum Direalisasi / Unrealized Gains (Loss) on Foreign Exchange	(8.637)	17.241	(25.878)	-150,10%
Efek Divestasi / Effect on Divestment	(23.786)	(10.027)	(13.759)	137,22%
Kas dan Setara Kas Pada Awal Tahun / Cash and Cash Equivalents at the Beginning of Year	1.213.437	9.258.310	(8.044.873)	-86,89%
Kas dan Setara Kas Pada Akhir Tahun / Cash and Cash Equivalents at the End of Year	13.165.761	1.213.437	11.952.324	985,00%

Kas dan Setara Kas sampai dengan 31 Desember 2021 tercatat sebesar Rp13.165,76 miliar, naik Rp11.952,32 miliar atau 985,00% bila dibandingkan nilai pada 31 Desember 2020 sebesar Rp1.213,44 miliar. Peningkatan tersebut disebabkan oleh kenaikan pada Arus Kas Bersih yang Diperoleh dari Aktivitas Pendanaan sebesar Rp13.334,21 miliar.

Cash and Cash Equivalents as of December 31, 2021 amounted to Rp13,165.76 billion, increased by Rp11,952.32 billion or 985.00% compared to that of December 31, 2020 at Rp1,213.44 billion. Such increase was due to an increase in Net Cash Flows from Financing Activities by Rp13,334.21 billion.



Arus Kas dari Aktivitas Operasi

Cash Flows from Operating Activities

Arus Kas dari Aktivitas Operasi per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Cash Flows from Operating Activities as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Penerimaan Kas dari Pelanggan / Cash Receipts from Customers	17.524.700	23.389.464	(5.864.765)	-25,07%
Pengeluaran Kas kepada Pemasok / Cash Paid to Suppliers	(12.075.548)	(18.538.393)	6.462.845	-34,86%
Pengeluaran Kas kepada Karyawan dan Direksi / Cash Paid to Employees and Directors	(738.105)	(1.005.255)	267.150	-26,58%
Kas Dihasilkan dari Operasi / Cash Generated from Operations	4.711.047	3.845.817	865.230	22,50%
Pembayaran Beban Keuangan / Payment for Financial Charges	(3.597.913)	(4.248.302)	650.389	-15,31%
Penerimaan Restitusi Pajak / Receipt of Tax Refunds	23.600	1.032.007	(1.008.407)	-97,71%
Pembayaran Pajak / Payment for Taxes	(943.949)	(218.460)	(725.489)	332,09%
Kas Bersih Diperoleh dari Aktivitas Operasi / Net Cash Provided by Operating Activities	192.784	411.062	(218.277)	-53,10%

Arus Kas dari Aktivitas Operasi sampai dengan 31 Desember 2021 tercatat sebesar Rp192,78 miliar, turun Rp218,28 miliar atau 53,10% bila dibandingkan nilai pada 31 Desember 2020 sebesar Rp411,06 miliar. Hal tersebut disebabkan oleh berkurangnya Penerimaan Kas dari Pelanggan yang mencapai Rp5.864,77 miliar atau setara dengan 25,07% sampai dengan akhir tahun 2021. Selain itu, Perseroan juga mencatatkan penurunan Penerimaan Restitusi Pajak sebesar Rp1.008,41 miliar atau 97,71%.

Cash Flows from Operating Activities as of December 31, 2021 amounted to Rp192.78 billion, decreased by Rp218.28 billion or 53.10% compared to that of December 31, 2020 at Rp411.06 billion. This was due to a decrease in Cash Receipts from Customers which reached Rp5,864.77 billion or 25.07% as of the end of 2021. In addition, the Company's Tax Receipts decreased by Rp1,008.41 billion or 97.71%.

Arus Kas untuk Aktivitas Investasi

Cash Flows used in Investing Activities

Arus Kas untuk Aktivitas Investasi per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Cash Flows used in Investing Activities as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Penerimaan dari Ventura Bersama / Receipt from Joint Ventures	283.492	3.569.091	(3.285.599)	-92,06%
Penempatan pada Ventura Bersama / Placement of Joint Ventures	(133.119)	(679.422)	546.303	-80,41%
Penempatan Deposito / Placement of Time Deposits	(6.859.611)	-	(6.859.611)	-
Penerimaan Pencairan Deposito / Receipt from Time Deposits	-	2.303.340	(2.303.340)	-100,00%
Perolehan Aset Tetap / Acquisition of Fixed Assets	(244.769)	(905.057)	660.288	-72,96%
Penerimaan atas Pengembalian Pinjaman dari Entitas Asosiasi / Receipt of Loans Repayments from Associates	152.273	1.324.275	(1.172.002)	-88,50%
Penempatan Investasi Jangka Pendek / Placement of Short-Term Investments	213.728	-	213.728	-
Perolehan Aset Takberwujud / Acquisition of Intangible Assets	(297.661)	(5.943.759)	5.646.098	-94,99%
Penempatan Investasi Jangka Pendek / Placement of Short-Term Investments	-	(230.560)	230.560	-100,00%
Penempatan Investasi pada Entitas Asosiasi dan Jangka Panjang Lainnya / Placement of Investment in Associates and Long-Term Investments	(9.425)	(1.043.986)	1.034.561	-99,10%
Penerimaan atas Pelepasan Penyertaan pada Entitas Anak dan Entitas Asosiasi / Receipt from Disposal of Investment in Subsidiaries and Associates	5.352.841	550.000	4.802.841	873,24%
Kas Bersih Diperoleh dari/Digunakan untuk Aktivitas Investasi / Net Cash from/used in Investing Activities	(1.542.250)	(1.056.077)	(486.172)	46,04%



Arus Kas untuk Aktivitas Investasi sampai dengan 31 Desember 2021 tercatat sebesar Rp1.542,25 miliar, naik Rp486,17 miliar atau 46,04% bila dibandingkan nilai pada 31 Desember 2020 sebesar Rp1.056,08 miliar. Hal tersebut disebabkan oleh Penempatan Deposito sebesar Rp6.859,61 miliar, berkurangnya Penerimaan dari Ventura Bersama sebesar Rp3.285,60 miliar atau 92,06%, dan turunnya Penerimaan atas Pengembalian Pinjaman dari Entitas Asosiasi sebesar Rp1.172,00 miliar atau 88,50%.

Cash Flows used in Investing Activities as of December 31, 2021 amounted to Rp1,542.25 billion, increased by Rp486.17 billion or 46.04% compared to that of December 31, 2020 at Rp1,056.08 billion. This was due to Placement of Deposits amounting to Rp6,859.61 billion, a decrease in Receipts from Joint Ventures by Rp3,285.60 billion or 92.06%, and a decrease in Receipts on Loan Repayments from Associates of Rp1,172.00 billion or 88.50%.

Arus Kas dari Aktivitas Pendanaan

Cash Flows From (Used in) Financing Activities

Arus Kas dari Aktivitas Pendanaan per 31 Desember 2020-2021 (dalam jutaan Rupiah) /
Cash Flows from Financing Activities as of December 31, 2020-2021 (in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pelunasan Utang Obligasi / Payment of Bonds Payable	(2.836.000)	(3.266.000)	430.000	-13,17%
Penerimaan Rekening Giro dan Deposito Berjangka / Interest Income from Current Account and Time Deposit	927.146	750.125	177.020	23,60%
Pembayaran Beban Keuangan / Payment for Financial Charges	(954.854)	(2.296.045)	1.341.191	-58,41%
Pembayaran Emisi Obligasi / Bonds Issuance Costs	(7.320)	-	(7.320)	-
Penerimaan Penerbitan Obligasi / Receipt from Bonds Issuance	1.773.000	135.500	1.637.500	1208,49%
Penerimaan Pinjaman Bank / Receipt from Bank Loans	58.834.247	45.019.907	13.814.339	30,68%
Pembayaran Pinjaman Bank / Payment of Bank Loans	(53.048.514)	(48.163.242)	(4.885.273)	10,14%
Penerimaan Tambahan Setoran Modal / Receipt from Paid in Capital	7.900.000	-	7.900.000	-
Pembayaran Dividen Tunai / Payment of Cash Dividend	-	(46.908)	46.908	-100,00%
Penerimaan Pinjaman Lembaga Keuangan Non-Bank / Receipt from Financial Institution Non Bank	791.669	1.069.855	(278.187)	-26,00%
Pembayaran Pinjaman Lembaga Keuangan Non-Bank / Payment to Financial Institution Non Bank	-	(14.804)	14.804	-100,00%
Penerimaan Surat Utang Jangka Menengah / Receipt from Medium Term Notes	250.000	-	250.000	-
Pembayaran Surat Utang Jangka Menengah / Payment to Medium Term Notes	(300.000)	(770.998)	470.998	-61,09%
Pengeluaran ke Entitas Non-Pengendali / Paid to Non-Controlling Interest	-	(71.507)	71.507	-100,00%
Penerimaan Utang Lain-lain dari Pemegang Saham Non-Pengendali / Receipt of Other Payables from Non-controlling Shareholders	-	276.557	(276.557)	-100,00%
Pembayaran Liabilitas Sewa / Payment of Lease Liabilities	-	(29.513)	29.513	-100,00%
Penerimaan Setoran dari Entitas Non-Pengendali / Receipt from Non-Controlling Interest	4.840	-	4.840	-
Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan / Net Cash Provided by/Used in Financing Activities	13.334.213	(7.407.071)	20.741.284	280,02%

Arus Kas dari Aktivitas Pendanaan sampai dengan 31 Desember 2021 tercatat sebesar Rp13.334,21 miliar, naik Rp20.741,28 miliar atau 280,02% bila dibandingkan dengan nilai yang digunakan untuk Aktivitas Pendanaan pada 31 Desember 2020 sebesar Rp7.407,07 miliar. Peningkatan tersebut terutama berasal dari Penerimaan Pinjaman Bank yang naik sebesar Rp13.814,34 miliar atau 30,68% dan diiringi dengan Penerimaan Tambahan Setoran Modal sebesar Rp7.900,00 miliar.

Cash Flows from Financing Activities as of December 31, 2021 amounted to Rp13,334.21 billion, increased by Rp20,741.28 billion or 280.02% compared to that of December 31, 2020 at Rp7,407.07 billion. Such increase mainly came from Receipts from Bank Loan which increased by Rp13,814.34 billion or 30.68% and was accompanied by Receipts from Paid in Capital of Rp7,900.00 billion.



KEMAMPUAN MEMBAYAR UTANG DAN TINGKAT KOLEKTIBILITAS PIUTANG SERTA KEMAMPUAN MENGHASILKAN LABA

Kemampuan Perseroan dalam memenuhi kewajibannya dapat diukur dengan menggunakan Rasio Solvabilitas dan Rasio Likuiditas. Rasio Solvabilitas merupakan rasio yang mengukur kemampuan Perseroan membayar seluruh utangnya baik jangka pendek maupun jangka panjang. Sedangkan Rasio Likuiditas merupakan rasio untuk mengukur kemampuan Perseroan dalam membayar utang jangka pendek. Sementara kemampuan Perseroan dalam mencetak laba dapat diukur dari besaran Rasio Profitabilitas Perseroan.

SOLVENCY, COLLECTABILITY RATE, AND PROFITABILITY

The Company's ability to fulfill its obligations can be measured using Solvency Ratio and Liquidity Ratio. Solvency Ratio is a ratio that measures the Company's ability to pay all of its debts, both short-term and long-term. Meanwhile, the Liquidity Ratio is a ratio to measure the Company's ability to pay short-term debt. The Company's ability to generate profits can be measured by the Company's Profitability Ratio.

KEMAMPUAN MEMBAYAR UTANG

Kemampuan Membayar Utang Jangka Pendek

Kemampuan Membayar Utang Jangka Pendek Tahun 2020-2021 / Ability to Settle Short-Term Debts in 2020-2021

Rasio Likuiditas / Liquidity Ratio	Unit	2021	2020
Rasio Kas (<i>Cash Ratio</i>)	x (kali / times)	0,48	0,03
Rasio Cepat (<i>Quick Ratio</i>)	x (kali / times)	1,40	0,51
Rasio Lancar (<i>Current Ratio</i>)	x (kali / times)	1,56	0,59

Berhasilnya proses restrukturisasi utang dan penyertaan Modal Negara (PMN) sebagai bagian dari 8 stream penyehatan keuangan Perusahaan mengakibatkan adanya peningkatan pada rasio likuiditas Perusahaan yang terkait dengan rasio kas (dari 0,02x di tahun 2020 menjadi 0,48x di tahun 2021), rasio cepat (dari 0,51x di tahun 2020 menjadi 1,40x di tahun 2021), dan rasio lancar (dari 0,59x di tahun 2020 menjadi 1,56x di tahun 2021). Kesuksesan dalam penerimaan Penyertaan Modal Negara (PMN) pada tahun 2021 mengakibatkan peningkatan kas dan setara kas di tahun 2021. Efektifnya *Master Restructuring Agreement* (MRA) mengakibatkan reklasifikasi utang bank jangka pendek menjadi utang bank jangka panjang, sehingga utang jangka pendek perusahaan mengalami penurunan.

SOLVENCY

Ability to Settle Short-Term Debts

The success of the debt restructuring process and State Capital Participation (PMN) as part of the 8 streams of the Company's financial restructuring resulted in an increase in the Company's liquidity ratio related to the cash ratio (from 0.02x in 2020 to 0.48x in 2021), the quick ratio (from 0.51x in 2020 to 1.40x in 2021), and current ratio (from 0.59x in 2020 to 1.56x in 2021). The success in receiving State Equity Participation (PMN) in 2021 resulted in an increase in cash and cash equivalents in 2021. The effectiveness of the Master Restructuring Agreement (MRA) resulted in the reclassification of short-term bank loans into long-term bank loans, resulting in a decrease in the Company's short-term debt.

Kemampuan Membayar Utang Jangka Panjang

Ability to Settle Long-Term Debts

Kemampuan Membayar Utang Jangka Panjang Tahun 2020-2021 / Ability to Pay Long-Term Debts in 2020-2021

Rasio Solvabilitas / Solvency Ratio	Unit	2021	2020
Rasio Liabilitas terhadap Ekuitas (DER) / Debt to Equity Ratio (DER)	%	5,70	7,82
Rasio Liabilitas terhadap Aset (DAR) / Debt to Assets Ratio (DAR)	%	0,85	0,89



Rasio Liabilitas terhadap Ekuitas (DER)

Rasio Liabilitas terhadap Ekuitas (DER) sampai dengan akhir tahun 2021 tercatat sebesar 5,70%, turun bila dibandingkan dengan tahun 2020 yang tercatat sebesar 7,82%. Penurunan tersebut disebabkan oleh peningkatan jumlah Ekuitas sebesar Rp4.032,33 miliar atau 35,28% dan diiringi dengan penurunan Liabilitas sebesar Rp1.198,36 miliar atau 1,34%. Hal tersebut menunjukkan bahwa kemampuan Perseroan dalam menyelesaikan seluruh kewajibannya dengan menggunakan modal sendiri telah membaik di tahun 2021.

Rasio Liabilitas terhadap Aset (DAR)

Rasio Liabilitas terhadap Aset (DAR) sampai dengan akhir tahun 2021 tercatat sebesar 0,85%, turun namun relatif stabil bila dibandingkan dengan tahun 2020 yang tercatat sebesar 0,89%. Perubahan tersebut disebabkan oleh peningkatan jumlah Aset sebesar Rp2.833,96 miliar atau 2,81% dan penurunan Liabilitas sebesar Rp1.198,36 miliar atau 1,34%. Hal tersebut menunjukkan bahwa kemampuan Perseroan untuk menyelesaikan seluruh kewajiban jangka pendek dan jangka panjangnya dengan menggunakan aktiva yang tersedia telah meningkat di tahun 2021.

Debt to Equity Ratio (DER)

Debt to Equity Ratio (DER) as of the end of 2021 was recorded at 5.70%, decreased compared to that of 2020 at 7.82%. The decrease was due to an increase in total Equity by Rp4,032.33 billion or 35.28% and accompanied by a decrease in Liabilities by Rp1,198.36 billion or 1.34%. This shows that the Company's ability to settle all of its obligations using its own capital has improved in 2021.

Debt to Assets Ratio (DAR)

Debt to Assets Ratio (DAR) as of the end of 2021 was recorded at 0.85%, decreased but relatively stable when compared to that of 2020 at 0.89%. The change was caused by an increase in total assets by Rp2,833.96 billion or 2.81% and a decrease in liabilities by Rp1,198.36 billion or 1.34%. This shows that the Company's ability to settle all of its short-term and long-term obligations using available assets has improved in 2021.

TINGKAT KOLEKTIBILITAS PIUTANG

COLLECTABILITY RATE

Kolektibilitas Piutang Tahun 2020-2021 /
Collectability Rate in 2020-2021

Rasio Solvabilitas / Solvency Ratio	Unit	2021	2020
Rata-rata Pengumpulan Piutang (<i>Collection Period</i>)	hari / day	136	108

Rata-rata pengumpulan piutang (*collection period*) Perseroan pada tahun 2021 tercatat sebesar 136 hari, lebih tinggi 28 hari atau 26% bila dibandingkan dengan tahun 2020 sebesar 108 hari. Hal tersebut menunjukkan bahwa tingkat kolektibilitas piutang Perseroan pada tahun 2021 mengalami penurunan.

The average collection period of the Company's collection period in 2021 was recorded at 136 days, higher 28 days or 26% when compared to that of 2020 at 108 days. This shows that the collectability of the Company's receivables in 2021 has decreased.

KEMAMPUAN MENGHASILKAN LABA

PROFITABILITY

Kemampuan Menghasilkan Laba Tahun 2020-2021 /
Profitability in 2020-2021

Rasio Solvabilitas / Solvency Ratio	Unit	2021	2020
Rasio Laba terhadap Ekuitas (ROE) / Return on Equity (ROE)	%	-14,21%	-65,19%
Rasio Laba terhadap Aset (ROA) / Return on Assets (ROA)	%	-1,77%	-9,22%
Marjin Laba (Rugi) Bruto (GPM) / Gross Profit Margin (GPM)	%	15,53%	6,51%
Marjin Rugi Bersih (NLM) / Net Loss Margin (NLM)	%	-15,04%	-57,37%



Rasio Laba terhadap Ekuitas (ROE)

Rasio Rugi terhadap Ekuitas (ROE) sampai dengan akhir tahun 2021 tercatat sebesar minus 14,21%, turun bila dibandingkan dengan tahun 2020 yang tercatat sebesar minus 65,19%. Penurunan tersebut disebabkan oleh penurunan Rugi Bersih Tahun Berjalan yang cukup signifikan yaitu sebesar Rp7.449,06 miliar atau 80,20%. Selain itu, Perseroan juga mencatatkan kenaikan Ekuitas di tahun 2021. Hal tersebut menunjukkan bahwa kemampuan Perseroan untuk menekan kerugian dengan menggunakan modal yang tersedia telah meningkat di tahun 2021.

Rasio Laba terhadap Aset (ROA)

Rasio Rugi terhadap Aset (ROA) sampai dengan akhir tahun 2021 tercatat sebesar minus 1,77%, turun bila dibandingkan dengan tahun 2020 yang tercatat sebesar minus 9,22%. Penurunan tersebut disebabkan oleh penurunan Rugi Bersih Tahun Berjalan yang signifikan dan diiringi dengan kenaikan aktiva di tahun 2021. Hal tersebut menunjukkan bahwa kemampuan Perseroan untuk memperbaiki posisi kerugiannya di tahun 2021 dengan menggunakan aktiva yang tersedia telah meningkat di tahun 2021.

Marjin Laba (Rugi) Bruto (GPM)

Marjin Laba Bruto (GPM) sampai dengan akhir tahun 2021 tercatat sebesar 15,53%, naik bila dibandingkan dengan tahun 2020 yang tercatat sebesar 6,51%. Peningkatan tersebut disebabkan oleh program efisiensi beban yang optimal sehingga menghasilkan penurunan Beban Pokok Pendapatan yang melebihi penurunan Pendapatan Usaha. Hal tersebut menunjukkan bahwa Perseroan telah berhasil menerapkan manajemen biaya dengan sangat baik di tahun 2021 guna meningkatkan profitabilitasnya.

Marjin Rugi Bersih (NLM)

Marjin Rugi Bersih (NLM) sampai dengan akhir tahun 2021 tercatat sebesar minus 15,04%, turun bila dibandingkan dengan tahun 2020 yang tercatat sebesar minus 57,37%. Penurunan tersebut disebabkan oleh berkurangnya Rugi Bersih Tahun Berjalan secara signifikan. Hal tersebut menunjukkan bahwa kemampuan Perseroan dalam menekan kerugian di tahun 2021 telah meningkat.

Return to Equity Ratio (ROE)

Loss to Equity Ratio (ROE) as of the end of 2021 was recorded at minus 14.21%, decreased compared to that of 2020 at minus 65.19%. The decrease was caused by a significant decrease in Net Loss for the Year by Rp7,449.06 billion or 80.20%. In addition, the Company also recorded an increase in Equity in 2021. This shows that the Company's ability to reduce losses by using available capital has improved in 2021.

Return to Assets Ratio (ROA)

Loss to Assets Ratio (ROA) as of the end of 2021 was recorded at minus 1.77%, decreased compared to that of 2020 at minus 9.22%. The decrease was caused by a significant decrease in Net Loss for the Year and accompanied by an increase in assets in 2021. This shows that the Company's ability to improve its loss position in 2021 by using available assets has improved in 2021.

Gross Profit (Loss) Margin (GPM)

Gross Profit Margin (GPM) as of the end of 2021 was recorded at 15.53%, increased compared to 2020 at 6.51%. Such increase was due to an optimal expense efficiency program resulting in a decrease in Cost of Revenue which exceeded the decrease in Revenue. This shows that the Company has successfully implemented cost management very well in 2021 in order to increase its profitability.

Net Loss Margin (NLM)

Net Loss Margin (NLM) as of the end of 2021 was recorded at minus 15.04%, decreased compared to that of 2020 at minus 57.37%. The decrease was due to a significant reduction in Net Loss for the Year. This shows that the Company's ability to reduce losses in 2021 has improved.



STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL DAN DASAR PENENTUAN KEBIJAKAN

Tujuan dari Perseroan dalam mengelola permodalan adalah untuk melindungi kemampuan Perseroan dalam mempertahankan kelangsungan usaha, sehingga dapat memberikan hasil bagi para pemegang saham dan manfaat bagi pemangku kepentingan lainnya, dan untuk memberikan imbal hasil yang memadai kepada pemegang saham dengan menentukan harga produk dan jasa yang sepadan dengan tingkat risiko. Perseroan mengelola struktur modal sesuai proporsi risiko perubahan kondisi ekonomi dan karakteristik risiko aset yang mendasari.

Konsisten dengan perusahaan lain dalam industri konstruksi, Perseroan memonitor modal dengan dasar rasio utang terhadap modal yang disesuaikan. Rasio ini dihitung sebagai berikut: utang neto dibagi modal yang disesuaikan. Utang neto merupakan total utang (sebagaimana jumlah dalam Laporan Posisi Keuangan) dikurangi Kas dan Setara Kas. Kebijakan permodalan merupakan bagian dari Rencana Kerja dan Anggaran yang disusun oleh *Board of Directors* dan disetujui oleh *Board of Commissioners*.

STRUKTUR MODAL

Strategi Perseroan untuk mempertahankan rasio utang terhadap modal yang disesuaikan pada batas bawah dari kisaran 2 Rasio utang terhadap modal yang disesuaikan pada 31 Desember 2021 dan 2020 adalah sebagai berikut:

Struktur Modal Tahun 2020-2021 (dalam jutaan Rupiah) / Capital Structure in 2020-2021 (in millions of Rupiah)		
Uraian / Description	2021	2020
Liabilitas Keuangan / Financial Liabilities	4.210.231	24.870.590
Jumlah Liabilitas / Total Liabilities	88.140.179	89.338.542
Dikurangi: Kas dan Setara Kas / Minus: Cash and Cash Equivalents	13.165.761	1.213.437
Liabilitas Bersih / Net Liabilities	74.974.417	88.125.105
Jumlah Ekuitas / Total Equity	15.461.433	11.429.106
Rasio Utang terhadap Modal (%) / Debt to Equity Ratio (%)	4,85	7,71

Manajemen Perseroan beranggapan bahwa Rasio Utang terhadap Modal sampai dengan 31 Desember 2021 dan 2020 tersebut sudah/belum sesuai dengan kebijakan manajemen atas struktur modal.

CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE

MANAGEMENT POLICY ON CAPITAL STRUCTURE AND BASIS TO STIPULATE THE POLICY

The purpose of the Company in managing capital is to protect the ability of the Company in maintaining business continuity, therefore the Company can still deliver results for shareholders and benefits for other stakeholders, and to provide adequate returns to shareholders by pricing products and services that are commensurate with the level of risk. The Company has stipulated a number of capitals in proportion to the risk of changes in economic conditions and risk characteristics of the underlying assets.

Consistent with other companies in the industry, the Company monitors capital on the basis of the debt to equity ratio. This ratio is calculated as follows: net debt divided by adjusted capital. Net debt is total debt (as the amount in the statement of financial position) minus cash and cash equivalents. The Capital policy is part of the Work Plan and Budget prepared by Board of Directors and approved by Board of Commissioners.

CAPITAL STRUCTURE

The strategy of the Company and the Group to maintain the debt to equity ratio at the lower limit of the range 2 The adjusted debt to equity ratio as of December 31, 2021 and 2020 is as follows:

The Company's management is of opinion that the Debt to Equity Ratio as of December 31, 2021 and 2020 is in accordance with the management's policy on capital structure.



IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL

Berdasarkan Peraturan Otoritas Jasa Keuangan Republik Indonesia No. 17/POJK.04/2020 tanggal 21 April 2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha, Pasal 3 ayat (1) menyebutkan bahwa suatu transaksi dikategorikan sebagai transaksi material apabila nilai transaksi sama dengan 20% atau lebih dari ekuitas Perusahaan Terbuka. Selama tahun 2021, Perseroan tidak merealisasikan transaksi material yang bernilai diatas 20% ekuitas, sehingga tidak terdapat informasi mengenai ikatan material untuk investasi barang modal.

REALISASI INVESTASI BARANG MODAL

Investasi Barang Modal merupakan salah satu aktivitas yang berperan penting dalam pengembangan Perseroan, dimana investasi barang modal adalah aktivitas pengeluaran dana yang digunakan untuk membeli sejumlah Aset atau Investasi yang diharapkan dapat memberikan nilai manfaat di masa depan.

Di tahun 2021, Perseroan merealisasikan Investasi Barang Modal sebesar Rp87,43 miliar. Berikut adalah uraian terkait jenis, nilai dan tujuan dari Investasi Barang Modal pada tahun 2021.

Investasi Barang Modal Tahun 2021 (dalam jutaan Rupiah) / Capital Goods Investment in 2021 (in millions of Rupiah)		
Jenis Investasi Barang Modal / Type of Capital Goods Investment	Nilai / Value	Tujuan / Objective
Tanah / Land	14.395	Untuk mendukung kegiatan operasional bisnis Perseroan secara keseluruhan / To support overall operations of the Company
Bangunan / Building	12.883	
Perlengkapan Kantor / Office Equipment	3.291	
Peralatan Proyek / Project Equipment	1.890	
Penempatan Pada Ventura Bersama / Placement in Joint Ventures	54.972	
Jumlah / Total	87.431	

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

PERUSAHAAN

Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu

Berdasarkan Akta No. 06 tanggal 21 Januari 2022 dari Ashoya Ratam, S.H., M.Kn., Notaris di Jakarta, Keputusan Rapat Pemegang Saham Luar Biasa menyetujui penambahan modal disetor dan ditempatkan sebanyak 2.490.920.541 lembar saham Seri B yang merupakan saham baru hasil Hak Memesan Efek Terlebih Dahulu. Sehingga modal ditempatkan dan disetor Perusahaan mengalami perubahan dari 26.315.886.475 lembar saham atau setara dengan Rp 2.631.588.647.500 menjadi 28.806.807.016 lembar saham atau setara dengan Rp 2.880.680.701.600. Perubahan tersebut telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia No.AHU-AH.01.03-0048528 tanggal 21 Januari 2022.

MATERIAL COMMITMENT FOR CAPITAL GOODS INVESTMENT

Based on Article 3 paragraph (1) of the Regulation of the Financial Services Authority of the Republic of Indonesia No. 17/POJK.04/2020 dated April 21, 2020 regarding Material Transactions and Changes in Business Activities, a transaction is categorized as a material transaction if the transaction value is equal to 20% or more of the equity of the Public Company. The Company did not realize any material transactions with value of more than 20% equity in 2021, so there is no information regarding material commitment for capital goods investment.

REALIZATION OF CAPITAL GOODS INVESTMENT

Investment in capital goods is one of the activities that play an important role in the development of the Company, where investment in capital goods is an activity of spending funds used to purchase a number of assets or investments that are expected to provide value for benefits in the future.

In 2021, the Company realized Rp87.43 for Capital Goods Investment. Description regarding the type, value and purpose of Capital Goods Investment in 2021 is as follows:

MATERIAL INFORMATION AND FACTS SUBSEQUENT TO REPORTING DATE

THE COMPANY

Additional Capital with Pre-emptive Rights

Based on Deed No.06 dated January 21, 2022 from Ashoya Ratam, SH, M.Kn., Notary in Jakarta, the Resolution of the Extraordinary Meeting of Shareholders approved the addition of 2,490,920,541 Series B shares which are new shares resulting from Pre-emptive Rights. So that the issued and paid-up capital of the Company was changed from to 26,315,886,475 shares or equivalent to Rp 2,631,588,647,500 to 28,806,807,016 shares or equivalent to Rp 2,880,680,701,600. The amendment has been approved by the Ministry of Law and Human Rights No.AHU-AH.01.03-0048528 dated January 21, 2022.

**PT Jasamarga Gedebage Cilacap (JGC)**

Berdasarkan Akta Nomor 08 tanggal 28 Januari 2022 yang dibuat dihadapan Ni Nyoman Rai Sumawati, S.H., M.Kn., Perusahaan bersama dengan PT Jasamarga (Persero) Tbk, PT Dayamulia Turangga, PT Gama Group, PT Jasa Sarana, PT PP (Persero) Tbk, and PT Wijaya Karya (Persero) Tbk telah mendirikan anak perusahaan yaitu PT Jasamarga Gedebage Cilacap (JGC). Perusahaan telah melakukan setoran modal secara tunai sebesar Rp 1.219.100.000 atau sebanyak 12.191 saham yang setara dengan 20% kepemilikan saham.

Pelunasan Obligasi Berkelanjutan II Waskita Karya Tahap III tahun 2017 Seri B

Pada tanggal 18 Februari 2022, Perusahaan telah melunasi pokok dan bunga Obligasi Berkelanjutan II Waskita Karya Tahap III tahun 2017 Seri B, sebesar Rp 930.475.000.000.

Hasil Pemeringkatan Obligasi

Berdasarkan pemeringkatan yang diterbitkan oleh Pefindo pada tanggal 22 April 2022, peringkat Obligasi III Waskita Karya Tahun 2021 adalah idAAA(gg).

Berdasarkan pemeringkatan yang diterbitkan oleh Pefindo tanggal 22 April 2022, peringkat Obligasi Berkelanjutan III Tahap I Seri B Tahun 2017, Obligasi Berkelanjutan III Tahap II Seri B Tahun 2018, Obligasi Berkelanjutan III Tahap III Seri B Tahun 2018, Obligasi Berkelanjutan III Tahap IV Seri A dan B Tahun 2019, dan Obligasi Berkelanjutan IV Tahap I Tahun 2020 Perusahaan adalah idBBB.

ENTITAS ANAK - WBP**Penetapan Penundaan Kewajiban Pembayaran Utang (PKPU)**

Berdasarkan Penetapan Sementara PKPU tanggal 27 Januari 2022, pengadilan memutuskan WBP berstatus Penundaan Kewajiban Pembayaran Utang (PKPU) Sementara selama jangka waktu 45 (empat puluh lima) hari sejak tanggal putusan dan telah diangkat beberapa orang oleh pengadilan sebagai pengurus WBP. Meskipun WBP telah berstatus PKPU, WBP tetap dapat beroperasi dibawah pengawasan pengurus yang ditunjuk pengadilan tersebut. WBP akan melakukan upaya homologasi, sehingga dapat memberi ruang kepada WBP dan para vendor untuk melakukan negosiasi kepada kreditur untuk memastikan kelangsungan usaha WBP. Manajemen WBP yakin bahwa proses PKPU akan berhasil sampai dengan tahap homologasi. Laporan keuangan konsolidasian tidak termasuk penyesuaian yang mungkin timbul dari hasil akhir proses PKPU tersebut.

PT Jasamarga Gedebage Cilacap (JGC)

Based on Notarial Deed No. 08 of Ni Nyoman Rai Sumawati, dated January 28, 2022, the Company with PT Jasamarga (Persero) Tbk, PT Dayamulia Turangga, PT Gama Group, PT Jasa Sarana, PT PP (Persero) Tbk, and PT Wijaya Karya (Persero) Tbk establish PT Jasamarga Gedebage Cilacap (JGC) as subsidiaries. The Company has increased its issued and paid-up capital amounting Rp 1,219,100,000 or equal to 12,191 shares for 20% ownership.

Repayment of Bonds year 2017 Shelf II Waskita Karya Phase III

On February 18, 2022, the Company has paid Bonds year 2017 Shelf II Waskita Karya Phase III amounting to Rp 930,475,000,000.

Rating Report of Bonds

Based on the rating issued by Pefindo dated April 22, 2022, the rating of the Company's Bond III Year 2021 is idAAA(gg).

Based on the ratings issued by Pefindo dated April 22, 2022, the rating of Shelf Registration Bond III Phase I of B Series Year 2017, Shelf Registration Bond III Phase II of B Series Year 2018, Shelf Registration Bond III Phase III of B Series Years 2018, Shelf Registration Bond III Phase IV of A and B Series Year 2019, and Shelf Registration Bond IV Phase I Year 2020 is idBBB.

SUBSIDIARY - WBP**Decision Suspension of Debt Payment Obligations (PKPU)**

Based on Temporary Decision PKPU dated January 27, 2022, the court granted WBP a Temporary Suspension of Debt Payment Obligations (PKPU) for 45 (forty-five) days effective from the decision date and has appointed several individuals as its administrators. Notwithstanding the PKPU, WBP will still be able to continue its operation under the supervision of the appointed administrators. WBP will continue its effort to reach an agreement to provide room for negotiation for both WBP and the vendors to ensure that WBP will be able to continue as a going concern. The management of WBP believes that it will be able to reach an agreement with the vendors successfully. The interim consolidated financial statements do not include any adjustments that may arise from the final outcome of the PKPU process.



Pada tanggal 10 Maret 2022, Hakim Pengawas mengabulkan permohonan perpanjangan masa PKPU Tetap selama 75 (tujuh puluh lima) hari sejak 10 Maret 2022 sampai dengan 24 Mei 2022. Perpanjangan Fasilitas Kredit PT Bank Negara Indonesia (Persero) Tbk

Berdasarkan surat No. KPS3/4.1/058/R tanggal 23 Maret 2022, WBP memperoleh perpanjangan fasilitas kredit dari PT Bank Negara Indonesia (Persero) Tbk sebagai berikut:

- Kredit modal kerja revolving Rp 50.000.000.000, jangka waktu pinjaman sampai dengan tanggal 26 Juni 2022 dengan perubahan suku bunga efektif sebesar 8,00% per tahun.
- Kredit modal transaksional Rp 300.000.000.000, jangka waktu pinjaman sampai dengan tanggal 26 Juni 2022 dengan perubahan suku bunga efektif sebesar 8,00% per tahun.
- Kredit modal kerja post financing sebesar Rp 214.949.532.620, jangka waktu pinjaman sampai dengan tanggal 30 Juni 2022 dengan perubahan suku bunga efektif sebesar 8,00% per tahun.

Perpanjangan Fasilitas Kredit PT Bank DKI

Berdasarkan Surat No. 36/SPPK/910/III/2022 tanggal 30 Maret 2022 mengenai Surat Pemberitahuan Persetujuan Kredit (SPPK), WBP mendapatkan fasilitas KMK restrukturisasi I sebesar Rp 684.000.000.000 dan KMK restrukturisasi II sebesar Rp 14.988.751.911. Jangka waktu pinjaman sampai dengan 22 Oktober 2022. Suku bunga sebesar 9,50% per tahun.

Perpanjangan Fasilitas Kredit PT Bank BCA Syariah

Berdasarkan surat No. 0285/PRBH-BCAS/III/2022 tanggal 23 Maret 2022 terkait Perubahan Akad Pembiayaan Musyarakah, WBP memperoleh fasilitas kredit dari PT Bank BCA Syariah berupa PMK Musyarakah (Revolving), sebesar Rp 100.000.000.000, dengan jangka waktu pinjaman sampai dengan tanggal 6 Juni 2022.

ENTITAS ANAK - WKR

Perpanjangan Fasilitas Kredit PT Bank Tabungan Negara (Persero) Tbk (BTN)

Pada tanggal 27 April 2022, WKR dan PT Bank Tabungan Negara (Persero) Tbk telah menandatangani Addendum II Perjanjian Kredit No. 15 dengan rincian sebagai berikut:

- Jumlah Plafond Kredit Restrukturisasi Rp190.000.000.000 (seratus sembilan puluh miliar rupiah);
- Batas waktu jatuh tempo kredit ditambah 24 bulan, semula 23 November 2023 menjadi 23 November 2025;
- Tingkat suku bunga dapat diturunkan menjadi sebesar 8,75% (delapan koma tujuh puluh lima persen) per annum reviewable rate dengan syarat 60% (enam puluh persen) penjualan Kredit Pemilikan Apartemen (KPA) BANK.

On March 10, 2022, the Court granted a permanent extension of the PKPU period for 75 (seventy-five) days from March 10, 2022 until May 24, 2022.

Extension of Facilities Credit PT Bank Negara Indonesia (Persero) Tbk According to letter No. KPS3/4.1/058/R dated March 23, 2022, WBP entered into the credit facilities from PT Bank Negara Indonesia (Persero) Tbk as follows:

- Revolving working capital loan amounted to Rp 50,000,000,000, the term of loan up to June 26, 2022 with changes in the effective interest rate of 8.00% per annum.
- Transactional working capital loan amounted to Rp 300,000,000,000, the term of loan up to June 26, 2022 with changes in the effective interest rate of 8.00% per annum,
- Post financing transactional working capital loan amounted to Rp 214,949,532,620, the term of loan up to June 30, 2022 with changes in the effective interest rate of 8.00% per annum.

Extension of Facilities Credit PT Bank DKI

Based on Letter No. 36/SPPK/910/III/2022 dated March 30, 2022 regarding Credit Approval Notification Letter, WBP received restructuring KMK I facility amounted to Rp 684,000,000,000 and restructuring KMK II amounted to Rp 14,988,751,911. The loan period is until October 22, 2022. The interest rate of 9.50% per annum.

Extension of Facilities Credit PT BCA Syariah

Based on letter No. 0285/PRBH-BCAS/III/2022, dated March 23, 2021 related to Changes in Musyarakah Financing Contracts, WBP obtained a credit facility from PT Bank BCA Syariah in the form of Musharaka PMK (Revolving), amounted to Rp 100,000,000,000, with a loan period until June 6, 2022.

SUBSIDIARY – WKR

Extension of Facilities Credit PT Bank Tabungan Negara (Persero) Tbk (BTN)

On April 27, 2022, WKR and BTN have signed the Addendum II Credit Agreement No. 15 with the following details:

- Total Restructuring Credit Limit IDR190.000.000.000 (one hundred and ninety billion rupiah);
- The credit maturity limit has been increased by 24 months, from 23 November 2023 to 23 November 2025;
- The interest rate can be reduced to 8.75% (eight-point seventy-five percent) per annum reviewable rate on the condition that 60% (sixty percent) of sales of BANK Apartment Ownership Loans (KPA)

**ENTITAS ANAK - WTR****Perjanjian Fasilitas Pinjaman Pemegang Saham**

Pada tanggal 10 Februari 2022, WTR dan WTTR menandatangani Perjanjian Fasilitas Pinjaman Pemegang Saham No. FPPS/04.2/WTR/0222 dengan kredit maksimum sebesar Rp 1.423.637.000.000 dengan tingkat suku bunga sebesar 8,5% per tahun, dan akan jatuh tempo pada tanggal 30 Desember 2022.

Pada tanggal 11 Februari 2022, WTR dan KKDM menandatangani Perjanjian Fasilitas Pinjaman Pemegang Saham No. FPPS/05.1/WTR/0222 dengan kredit maksimum sebesar Rp 1.130.208.000.000 dengan tingkat suku bunga sebesar 8,5% per tahun, dan akan jatuh tempo pada tanggal 30 Desember 2022.

INFORMASI PENINGKATAN ATAU PENURUNAN YANG MATERIAL DARI PENJUALAN ATAU PENDAPATAN

Perseroan tidak memiliki dampak signifikan terkait peningkatan atau penurunan yang material dari penjualan atau pendapatan, dengan demikian tidak terdapat informasi mengenai peningkatan atau penurunan yang material dari penjualan atau pendapatan dalam Laporan Tahunan ini.

DAMPAK PERUBAHAN HARGA TERHADAP PENDAPATAN

Perseroan tidak memiliki dampak atas perubahan harga terhadap pendapatan yang berpengaruh atas kinerja Perseroan, dengan demikian tidak terdapat informasi mengenai dampak perubahan harga terhadap pendapatan dan kinerja perusahaan dalam Laporan Tahunan ini.

KONTRIBUSI KEPADA NEGARA

Sebagai perusahaan yang patuh terhadap semua peraturan yang berlaku, Perseroan telah melakukan pemenuhan terkait kewajiban dalam membayar pajak yang merupakan salah satu bentuk kontribusi Perseroan kepada negara. Adapun kontribusi pajak dari Perseroan di tahun 2021 dan 2020 adalah sebagai berikut:

SUBSIDIARY – WTR**Shareholder Loan Facility Agreement**

On February 10, 2022, WTR and WTTR entered into Shareholder Loan Facility Agreement No. FPPS/04.2/WTR/0222 with maximum loan facility amounting to Rp 1,423,637,000,000 with interest rate 8.5% per annum and will be due on December 30, 2022.

On February 11, 2022, WTR and KKDM entered into Shareholder Loan Facility Agreement No. FPPS/05.1/WTR/0222 with maximum loan facility amounting to Rp 1,130,208,000,000 with interest rate 8.5% per annum and will be due on December 30, 2022.

INFORMATION ON MATERIAL INCREASE OR DECREASE FROM SALES OR REVENUE

The Company did not have a significant impact related to material increase or decrease in sales or revenue, therefore there is no information regarding material increase or decrease in sales or revenue in this Annual Report.

IMPACT OF PRICE CHANGES ON REVENUES

The Company did not have an impact related to price changes on revenues that affect the Company's performance, therefore there is no information regarding the impact of price changes on Company's revenue and performance in this Annual Report.

CONTRIBUTION TO THE COUNTRY

As a company that complies with all regulations applicable, the Company has made the related fulfillment obligation in paying taxes which is one form of the Company's contribution to the state. As for contributions taxes from the Company in 2020 and 2021 are as follows following:

Pembayaran Pajak Tahun 2020-2021 (dalam jutaan Rupiah) / Tax Payment in 2020-2021 (in millions of Rupiah)				
Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	%
Pajak Pertambahan Nilai / Value Added Tax	194.423.010.520	74.381.375.445	120.041.635.075	161,39
Pajak Bumi dan Bangunan / Property Tax	611.785.517	631.356.478	(19.570.961)	(3,10)
Pajak Penghasilan Pegawai / Employee Income Tax	85.546.876.693	104.062.775.606	(18.515.898.913)	(17,79)
Pajak Penghasilan Lainnya / Other Income Tax	243.739.246.024	226.283.942.865	17.455.303.159	7,71
Pajak Penghasilan Badan / Corporate Income Tax	410.705.501.133	299.083.152.152	111.622.348.981	37,32
Pajak Daerah / Local Tax	172.006.324	-	172.006.324	100,00
BBN dan Pajak Kendaraan / Vehicle Tax	72.687.232	303.816.206	(231.128.974)	(76,08)
Dividen / Dividend	-	46.907.502.470	(46.907.502.470)	(100,00)
Jumlah / Total	935.271.113.443	751.653.921.222	183.617.192.221	24,43



Pembayaran Pajak Perseroan sampai dengan 31 Desember 2021 tercatat sebesar Rp935,27 miliar, naik Rp183,62 miliar atau 24,43% bila dibandingkan nilai pada 31 Desember 2020 sebesar Rp751,65 miliar.

PENCAPAIAN REALISASI TERHADAP TARGET TAHUN 2021 DAN PROYEKSI TAHUN 2022

PENCAPAIAN REALISASI TERHADAP TARGET TAHUN 2021

Perseroan menetapkan target yang hendak dicapai pada tahun buku 2021 di awal tahun, khususnya untuk kinerja keuangan, pemasaran dan investasi barang modal. Namun demikian, dalam perjalanannya Perseroan melakukan review terhadap target yang ditetapkan sesuai dengan perkembangan kondisi internal dan eksternal Perseroan.

Di tahun 2021, Dewan Komisaris menyetujui Revisi RKAP Tahun 2021 dengan mempertimbangkan belum pulihnya kondisi keuangan PT Waskita Karya (Persero) Tbk (“Perseroan”) akibat perlambatan produksi di lapangan karena keterbatasan modal kerja, tidak tercapainya Nilai Kontrak Baru dan divestasi jalan tol yang menyebabkan penurunan Pendapatan Usaha serta peningkatan beban keuangan sehingga mempengaruhi Laba/Rugi Perusahaan secara konsolidasian. Seiring tengah berlangsungnya upaya-upaya penyehatan keuangan di lingkungan PT Waskita Karya (Persero) Tbk serta dukungan dari Pemerintah, baik dalam bentuk Penjaminan Pemerintah atas Obligasi dan Pinjaman maupun Penyertaan Modal Negara, dengan memperhatikan kondisi perusahaan, dipandang perlu adanya revisi RKAP Perseroan Tahun 2021.

Pencapaian Kinerja Keuangan Tahun 2021

Perbandingan Target dan Realisasi Kinerja Keuangan Tahun 2021 (dalam jutaan Rupiah) / Comparison Between Target and Realization of Financial Performance in 2021 (in millions of Rupiah)			
Uraian / Description	Revisi RKAP 2021 / 2021 Revised RKAP	Realisasi 2021 / Realization in 2021	Pencapaian (%) / Achievement (%)
Pendapatan Usaha / Revenues	14.429.550	12.224.128	84,72%
Beban Pokok Pendapatan / Cost of Revenues	(13.127.498)	(10.325.642)	78,66%
Laba Bruto / Gross Profit	1.302.052	1.898.486	145,81%
Laba Sebelum Beban Keuangan, Bagian Laba (Rugi) Bersih Entitas Asosiasi / Profit Before Financial Charges, Equity in Net Income of Associates	3.388.390	4.075.569	120,28%
Rugi sebelum Pajak / Loss Before Tax	(1.039.773)	(1.086.241)	104,47%
Rugi Bersih Tahun Berjalan / Net Loss for the Year	(1.761.651)	(1.838.733)	104,38%
Aset / Assets	107.364.390	103.601.612	96,50%
Liabilitas / Liabilities	86.271.190	88.140.179	102,17%
Ekuitas / Equity	21.093.200	15.461.433	73,30%

The Company's Tax Payments as of December 31, amounted to Rp935.27 billion, increased by Rp183.62 billion or 24.43% compared to that of December 31, 2020 at Rp751.65 billion.

REALIZATION AGAINST TARGETS IN 2021 AND PROJECTIONS FOR 2022

ACHIEVEMENT OF 2021 REALIZATION AGAINST TARGETS

The Company has set targets to be achieved in the 2021 fiscal year at the beginning of the year, especially for financial performance, marketing and investment in capital goods. However, along the way, the Company reviews the targets set in accordance with the development of the Company's internal and external conditions.

In 2021, the Board of Commissioners approved the Revised RKAP 2021 taking into account that the financial condition of PT Waskita Karya (Persero) Tbk (“the Company”) had not yet been recovered due to the slowdown in production in the field due to limited working capital, the failure to achieve the New Contract Value and the toll road divestment which resulted in decrease in Revenue and increase in financial expenses that affect the Company's Profit/Loss on a consolidated basis. Along with the ongoing financial restructuring efforts in PT Waskita Karya (Persero) Tbk as well as support from the Government, both in the form of Government Guarantees for Bonds and Loans as well as State Equity Participation, taking into account the condition of the company, it is deemed necessary to revise the Company's RKAP 2021.

Achievement of Financial Performance in 2021



Pendapatan Usaha tahun 2021 terealisasi sebesar Rp12.224,13 miliar atau 84,72% dari Revisi RKAP 2021 yaitu sebesar Rp14.429,55 miliar. Menurunnya target Pendapatan Usaha dikarenakan Perseroan masih dalam periode pemulihan kesehatan keuangan dimana MRA baru berlaku efektifnya pada bulan November 2021, mengakibatkan progress pekerjaan dilapangan juga tertunda. Selain itu penurunan diakibatkan oleh adanya gelombang kedua Covid-19 yang mengakibatkan adanya Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) diberbagai wilayah di Indonesia.

Beban Pokok Pendapatan di tahun 2021 terealisasi sebesar Rp10.325,64 miliar atau 78,66% dari anggaran yang ditetapkan yaitu sebesar Rp13.127,50 miliar. Tidak tercapainya target Beban Pokok Pendapatan di tahun 2021 sejalan dengan tidak tercapainya target Pendapatan Usaha di tahun 2021.

Realisasi Rugi Bersih Tahun Berjalan 2021 tercatat sebesar minus Rp1.838,73 miliar atau 104,38% dari Revisi RKAP 2021 sebesar minus Rp1.761,65 miliar. Hal tersebut dikarenakan mundurnya masa efektif penjaminan Pemerintah ke M4 November 2021 dimana dalam Revisi RKAP 2021 diasumsikan efektif di M2 Oktober 2021, sehingga realisasi rugi bersih tahun berjalan lebih besar apabila dibandingkan dengan Revisi RKAP.

Pada tahun 2021, Aset Perseroan tercatat sebesar Rp103.601,61 miliar atau 96,50% dari Revisi RKAP 2021 yaitu sebesar Rp107.364,39 miliar. Liabilitas tercatat sebesar Rp88.140,18 miliar atau 102,17% dari Revisi RKAP 2021 yaitu sebesar Rp86.271,19 miliar. Ekuitas tercatat sebesar Rp15.461,43 miliar atau 73,30% dari target RKAP 2021 yaitu sebesar Rp21.093,20 miliar.

Revenue in 2021 was realized at Rp12,224.13 billion or 84.72% of the Revised RKAP 2021, which was Rp14,429.55 billion. The decline in the Revenue target was due to the fact that the Company was still in a period of financial health recovery where the MRA was only effective in November 2021, resulting in delays in the progress of work in the field. In addition, the decline was caused by the second wave of Covid-19 which resulted in the imposition of Public Activity Restrictions (PPKM) in various regions in Indonesia.

Cost of Revenue in 2021 was realized at Rp10,325.64 billion or 78.66% of the set budget, which was Rp13,127.50 billion. The non-achievement of the cost of revenue target in 2021 is in line with the non-achievement of the operating income target in 2021.

Realization of Net Loss for the Year in 2021 was minus Rp1,838.73 billion or 104.38% of the Revised 2021 RKAP at minus Rp1,761.65 billion. This was due to the delay in the effective period of the Government Guarantee to M4 November 2021 where in the Revised 2021 RKAP it is assumed to be effective in M2 October 2021, so that the realization of net loss for the year is greater compared to the Revised RKAP.

The Company's assets in 2021 amounted to Rp103,601.61 billion or 96.50% of the Revised 2021 RKAP, which was Rp107,364.39 billion. Liabilities were recorded at Rp88,140.18 billion or 102.17% of the Revised 2021 RKAP 2, which was Rp86,271.19 billion. Equity was recorded at Rp15,461.43 billion or 73.30% of the 2021 RKAP target of Rp21,093.20 billion.

Pencapaian Kinerja Pemasaran Tahun 2021

Achievement of Marketing Performance in 2021

Perbandingan Target dan Realisasi Pemasaran 2021 / Comparison between Target and Realization of Marketing in 2021					
Uraian / Description	Revisi RKAP 2021 / Revised 2021 RKAP		Realisasi 2021 / Realization in 2021		Pencapaian Realisasi terhadap Target (Analisa Horizontal Growth) (%) / Achievement of Realization against Target (Horizontal Growth Analysis) (%)
	Satuan / Unit	Rp juta / Rp million	Satuan / Unit	Rp juta / Rp million	
1. Lelang Diiikuti / Tender Participated	161	40.514.136	110	36.296,03	170,32
2. Lelang Dimenangkan / Tender Won	41	10.262.793	25	15.304,28	149,12
3. % Lelang Dimenangkan / % of Tender Won	25%	25%	22,7%	42,17%	20
4. Diperoleh Tanpa Lelang / Without Tender	32	7.183.636	69	2.341,46	32,59
5. Anak Perusahaan / Subsidiary	288	3.006.211	70	2.847,82	94,72
Jumlah (2+4+5) / Total (2+4+5)	361	20.452.640	164	20.493.56	100,20



Pada tahun 2021, daya saing Perseroan meningkat apabila dibandingkan dengan Revisi RKAP 2021. Persentase Lelang yang dimenangkan tahun 2021 tercatat sebesar 42,17%, sedangkan daya saing menurut Revisi RKAP 2021 adalah sebesar 25%. Hal ini dapat terlihat dari realisasi jumlah lelang dimenangkan sebesar Rp15.304,28 miliar, melebihi Revisi RKAP 2021 sebesar Rp10.262,79 miliar.

In 2021, the Company's competitiveness improved when compared to the Revised 2021 RKAP. Percentage of Tender won in 2021 was 42.17%, while competitiveness according to Revised 2021 RKAP was 25%. This can be seen from the realization of total tenders won at Rp15,304.28 billion, exceeding the Revised 2021 RKAP at Rp10,262.79 billion.

Pencapaian Investasi Barang Modal 2021

Achievement of Capital Goods Investment in 2021

Perbandingan Target dan Realisasi Investasi Barang Modal Tahun 2021 (dalam jutaan Rupiah) / Comparison between Target and Realization of Capital Goods Investment in 2021 (in millions of Rupiah)			
Uraian / Description	Revisi RKAP 2021 / Revised 2021 RKAP	Realisasi 2021 / Realization in 2021	Pencapaian (%) / Achievement (%)
Waskita Karya	468.676	87.431	18,65
Waskita Karya Realty	482.671	4.432	0,92
Waskita Beton Precast	-	49.142	-
Waskita Toll Road	4.524.676	3.584.477	79,22
Waskita Karya Infrastruktur	564.595	3.453	0,61
Eliminasi Inbreng WKI	(432.880)	-	-
Jumlah / Total	5.607.738	4.526.823	66,50

Realisasi Investasi Barang Modal tahun 2021 tercatat sebesar Rp4.526,82 miliar atau 74,50% dari Revisi RKAP 2021 sebesar Rp6.076,41 miliar.

Realization of Capital Goods Investment in 2021 was Rp4,526.82 billion or 74.50% of the Revised 2021 RKAP at Rp6,076.41 billion.

PROYEKSI TAHUN 2022

Sesuai dengan program pembangunan infrastruktur yang telah dicanangkan oleh Pemerintah serta tertuang dalam APBN 2022, serta dampak Covid-19 terhadap iklim ekonomi Indonesia pada tahun 2022, maka Manajemen menyusun RKAP 2022 berdasarkan alokasi anggaran infrastruktur tersebut. Dalam menentukan target kinerja untuk tahun 2022, Manajemen akan tetap bersikap hati-hati dalam menyalasi perkembangan infrastruktur nasional berdasarkan atas asumsi-asumsi berikut:

PROJECTION IN 2022

In accordance with the infrastructure development program that has been launched by the Government and stated in the 2022 State Budget, as well as the impact of Covid-19 on Indonesia's economic climate in 2022, Management prepares the 2022 RKAP based on the infrastructure budget allocation. In determining performance targets for 2022, Management will remain thoughtful in dealing with national infrastructure developments based on the following assumptions:

Tabel Asumsi Makroekonomi Tahun 2022 (dalam jutaan Rupiah) / Macroeconomic Assumption for 2022 (in millions of Rupiah)	
Indikator / Indicator	Asumsi Makroekonomi 2022 / Macroeconomic Assumption for 2022
Pertumbuhan Ekonomi (%) / Economic Growth (%)	5,0 – 5,5
Tingkat Inflasi (%) / Inflation Rate (%)	3,0
Suku Bunga (%) / Interest Rate (%)	6,82
Nilai Tukar Kurs (Rp/USD) / Exchange Rate (Rp/USD)	14.350
Harga Minyak Mentah Indonesia (USD/Barrel) / Indonesian Crude Oil Price (USD/Barrel)	63
Lifting Minyak (ribu barel/hari) / Oil Lifting (thousand barrels/day)	703
Lifting Gas (ribu barel setara minyak per hari) / Lifting Gas (thousand barrels of oil equivalent per day)	1.036

Sumber: RKAP 2022 / Source: 2022 RKAP

Berikut adalah target yang telah ditetapkan dalam RKAP 2022 yang meliputi Kinerja Keuangan, Pemasaran dan Investasi Barang Modal.

The following are the targets set in the 2022 RKAP which include Financial Performance, Marketing, and Capital Goods Investment.



Proyeksi Kinerja Keuangan Tahun 2022

Projection for Financial Performance in 2022

Perbandingan Target Tahun 2022 dan Realisasi Kinerja Keuangan Tahun 2021 (dalam jutaan Rupiah) / Comparison between Targets for 2022 and Realization of Financial Performance in 2021 (in millions of Rupiah)

Uraian / Description	RKAP 2022 / 2022 RKAP	Realisasi 2021 / Realization in 2021	Pertumbuhan (%) / Growth (%)
Pendapatan Usaha / Revenues	29.441.028	12.224.128	140,84%
Beban Pokok Pendapatan / Cost of Revenues	(26.363.573)	(10.325.642)	155,32%
Laba Bruto / Gross Profit	3.077.455	1.898.486	62,10%
Laba Sebelum Beban Keuangan, Bagian Laba (Rugi) Bersih Entitas Asosiasi / Profit Before Financial Charges, Equity in Net Income of Associates	4.188.603	4.075.569	2,77%
Rugi sebelum Pajak / Loss Before Tax	(406.497)	(1.086.241)	-62,58%
Rugi Bersih Tahun Berjalan / Net Loss for the Year	(1.110.659)	(1.838.733)	-39,60%
Aset / Assets	98.935.144	103.601.612	-4,50%
Liabilitas / Liabilities	79.119.680	88.140.179	-10,23%
Ekuitas / Equity	19.815.463	15.461.433	28,16%

Di tahun 2022, Pendapatan Usaha ditargetkan mencapai Rp29,44 triliun atau mengalami kenaikan sebesar 140,84% dibandingkan realisasi tahun 2021. Segmentasi dari Pendapatan usaha yang ingin dicapai oleh Perseroan yaitu berasal dari konstruksi sebesar Rp23,31 triliun, beton precast sebesar Rp3,78 triliun, *toll road* sebesar Rp9,03 triliun, realty sebesar Rp1,54 triliun, dan infrastruktur lainnya sebesar Rp1,09 triliun, dimana sebesar Rp9,31 triliun merupakan pendapatan internal.

Meskipun menunjukkan adanya perbaikan kondisi keuangan di tahun 2021, akan tetapi secara keseluruhan kinerja Perseroan di tahun 2022 masih diestimasikan akan mengalami kerugian sebesar Rp1,11 Triliun. Hal ini dikarenakan pada tahun 2022 diasumsikan masih terdapat Covid-19 sehingga progress pekerjaan di lapangan juga terhambat. Selain itu beban keuangan relatif masih besar yakni sebesar Rp3,78 Triliun dikarenakan *outstanding* pinjaman masih relatif tinggi yakni sebesar Rp57,77 triliun. Pinjaman yang masih relatif tinggi, disebabkan oleh fokus Pemerintah masih di sektor kesehatan, sehingga anggaran yang dialokasikan untuk sektor infrastruktur masih relatif lebih kecil yang mengakibatkan rencana pencairan piutang Perusahaan hanya sebesar Rp23,32 triliun (secara *stand alone*).

Perseroan berupaya untuk memulihkan kinerjanya dengan merinci program-programnya secara lebih komprehensif ke dalam Transformasi Bisnis Perusahaan yang dijabarkan menjadi 18 program terobosan (18 *Breakthrough Program*) sebagai berikut:

- National Champion in Water Infra:** menjadi kontraktor EPC top Indonesia di Water Infra dengan memanfaatkan aset dan keterampilan untuk menangkap pangsa pasar, bermitra dengan perusahaan yang memiliki keahlian teknologi/proses dan mengembangkan kemampuan O&M

In 2022, Revenues are targeted to reach Rp29.44 trillion or an increase of 140.84% compared to the realization in 2021. Segmentation of Revenues to be achieved by the Company is from construction at Rp23.31 trillion, precast concrete at Rp3.78 trillion, toll roads at Rp9.03 trillion, realty at Rp1.54 trillion, and other infrastructure at Rp1.09 trillion, of which Rp9.31 trillion is internal revenue.

Although it shows an improvement in financial conditions in 2021, the overall performance of the Company in 2022 is still estimated to experience a loss of Rp1.11 trillion. This is because in 2022 it is assumed that there will still be Covid-19 so that the progress of work in the field is also hampered. In addition, the financial expense is still relatively large, amounting to Rp3.78 trillion because the outstanding loan is still relatively high at Rp57.77 trillion. Loans are still relatively high, due to the Government's focus on the health sector, so that the budget allocated for the infrastructure sector is still relatively small, resulting in the Company's plan to disburse receivables of only Rp23.32 trillion (on a stand alone basis).

The Company seeks to restore its performance by detailing its programs more comprehensively into the Company's Business Transformation which is translated into 18 Breakthrough Programs as follows:

- National Champion in Water Infra:** become Indonesia's top EPC contractor in Water Infra by leveraging assets and skills to capture market share, partnering with companies with technology/process expertise and developing O&M capabilities



2. **National Champion in Airport:** membangun kemampuan dan menangkap pangsa domestik untuk menjadi juara E&C bandara di Indonesia dengan membangun fungsi khusus bandara dan meningkatkan keahlian melalui rekrutmen, pelatihan, dan kemitraan
 3. **Top player in rails:** berfokus pada kereta api konvensional dan LRT serta menasar peluang di proyek-proyek HSR dan MRT – sekaligus menargetkan segmen rantai nilai pada pekerjaan sipil, peletakan rel dan persinyalan
 4. **Process industry:** membangun jejak di bidang logam dan pertambangan dengan menargetkan proyek pabrik pengolahan hilir, yang didukung oleh beberapa elemen peningkatan kapabilitas (misalnya kemitraan, konsorsium dengan pemain dan pemilik lisensi processing)
 5. **International growth:** mempersiapkan ekspansi yang terarah dan selektif ke negara ASEAN lainnya, dimungkinkan melalui kemitraan dengan pemain lokal lainnya
 6. **Bidding booster:** meluncurkan *Winning Room* sebagai *quick win* untuk meningkatkan tingkat kemenangan tender dengan memanfaatkan insight terbaik pada *market intelligence*, analisis pesaing, dan sejumlah levers untuk meningkatkan margin dan harga penawaran
 7. **Construction booster:** menerapkan proses dan metode *lean construction*, berfokus pada *Last Planner System* untuk mendorong produktivitas konstruksi
 8. **Design booster:** mendorong penciptaan nilai melalui design to value, perubahan pola pikir dari pelaku konstruksi menjadi pemilik bisnis serta meningkatkan kapabilitas internal pada desain dan rekayasa
 9. **Procurement booster:** menerapkan procurement lever dan peluang perbaikan yang mencakup sentralisasi pengadaan, konsolidasi volume, rasionalisasi harga pemasok, sumber alternatif dan analisis biaya serta peningkatan kemampuan
 10. **Digital in engineering:** memanfaatkan digital use case dalam rekayasa yang mencakup BIM, *Engineering Document Management System*, dan *Cost and Schedule analytics*
 11. **Digital in procurement:** menerapkan *e-auction* dan *e-procurement*, *digital vendor management* dan manajemen subkontraktor
 12. **Digital in construction:** menerapkan manajemen peralatan digital dan sumber daya (termasuk *availability*), *manpower marketplace* dan klaim, serta *digital change order manager*
 13. **Digital in operations:** membangun digital *asset management*, AR inspection dan *digital control tower + workflow management*
 14. **Financial restructuring:** meluncurkan program *Cashlab*, yang mencakup *cash release* dari piutang, persediaan dan penentuan prioritas proyek serta restrukturisasi utang
2. **National Champion in Airport:** build capability and capture domestic share to become the airport E&C champion in Indonesia by building special airport functions and enhancing expertise through recruitment, training, and partnerships
 3. **Top player in rails:** focus on conventional trains and LRT and targeting opportunities in HSR and MRT projects – while targeting the value chain segment in civil works, rail laying and signaling
 4. **Process industry:** build a footprint in the metal and mining sector by targeting downstream processing plant projects, supported by several elements of capability enhancement (e.g. partnerships, consortia with players and processing license holders)
 5. **International growth:** prepare for targeted and selective expansion into other ASEAN countries, made possible through partnerships with other local players
 6. **Bidding booster:** launch *Winning Room* as a quick win to increase tender win rate by leveraging the best insights on market intelligence, competitor analysis, and a number of levers to increase margins and bid prices
 7. **Construction booster:** apply lean construction processes and methods, focusing on *Last Planner System* to boost construction productivity
 8. **Design booster:** encourage value creation through design to value, change mindsets from construction players to business owners and increase internal capabilities in design and engineering
 9. **Procurement booster:** implement procurement levers and improvement opportunities which include centralization of procurement, volume consolidation, supplier price rationalization, alternative sources and cost analysis as well as capacity building
 10. **Digital in engineering:** utilize digital use cases in engineering that includes BIM, *Engineering Document Management System*, and *Cost and Schedule analytics*
 11. **Digital in procurement:** implement *e-auction* and *e-procurement*, *digital vendor management* and subcontractor management
 12. **Digital in construction:** implement digital equipment and resource management (including *availability*), *manpower marketplace* and claims, as well as *digital change order manager*
 13. **Digital in operations:** build digital *asset management*, AR inspection and *digital control tower + workflow management*
 14. **Financial restructuring:** launch *Cashlab* program which includes cash releases from receivables, inventories and project prioritization as well as debt restructuring



15. **Portfolio restructuring:** divestasi aset tertentu untuk merilis kas
16. **Enterprise risk management:** memanfaatkan praktik terbaik ERM Framework yang mencakup transparansi dan insight, appetite dan strategi, proses, organisasi dan tata kelola, serta budaya untuk mencapai indeks kematangan risiko 4,0 pada tahun 2025
17. **Organization & talent development:** melakukan tinjauan desain secara keseluruhan dan menyusun strategi *talent engine*
18. **Digitally enabled execution machine:** menyiapkan tim *Transformation Office* kelas dunia, memonitor kemajuan inisiatif melalui proses yang transparan, melacak kinerja secara digital, menerapkan insentif yang tepat dan meningkatkan kapabilitas, serta menyusun materi komunikasi untuk melibatkan seluruh pegawai perusahaan
15. **Portfolio restructuring:** divest certain assets to release cash
16. **Enterprise risk management:** leverage ERM Framework best practices, covering transparency and insight, appetite and strategy, processes, organization and governance, and culture to achieve a risk maturity index of 4.0 by 2025
17. **Organization & talent development:** conduct an overall design review and develop a talent engine strategy
18. **Digitally enabled execution machine:** set up a world-class Transformation Office team, monitor progress of initiatives through a transparent process, track performance digitally, implement appropriate incentives and enhance capabilities, and compile communication materials to engage all company employees

Proyeksi Kinerja Pemasaran Tahun 2022

Projection for Marketing Performance in 2022

Perbandingan Target Tahun 2022 dan Realisasi Pemasaran Tahun 2021 /
Comparison between Target in 2022 and Realization of Marketing in 2021

Uraian / Description	Revisi RKAP 2022 / Revised 2022 RKAP		Realisasi 2021 / Realization in 2021		Pencapaian Realisasi terhadap Target (Analisa Horizontal Growth) (%) / Achievement of Realization against Target (Horizontal Growth Analysis) (%)
	Satuan / Unit	Rp juta / Rp million	Satuan / Unit	Rp juta / Rp million	
1. Lelang Diikuti / Tender Participated	248	178.673.481	110	36.296,03	155,97
2. Lelang Dimenangkan / Tender Won	55	25.635.410	25	15.304,28	220
3. % Lelang Dimenangkan / % of Tender Won	22%	14%	22,7%	42,17%	96,92
4. Diperoleh Tanpa Lelang / Without Tender	1	700.000	69	2.341,46	1,44
5. Anak Perusahaan / Subsidiary	170	4.457.381	70	2.847,82	242,86
Jumlah (2+4+5) / Total (2+4+5)	226	30.792.791	164	20.493.56	100,20

Pada tahun 2022, daya saing Perusahaan ditargetkan sebesar 22% dengan target perolahan NKB adalah sebesar Rp30,79 Triliun. Beberapa lelang yang direncanakan akan diikuti oleh Perusahaan seperti Tol Tungkal Jaya - Batu Lencir (Jambi), Tol Jogja- Bawen, Tol Gedebage Tasikmalaya Cilacap, Akses Tanjung Priuk, Tol Japek Selatan II, Pembangunan Ibu Kota Negara (IKN), Jalan Tol Akses Patimban, Bendungan Cibeth, Manyar Smelter Project - Civil & Piling Work, Bendungan Pelosika dan lain-lain.

In 2022, the Company's competitiveness is targeted at 22% with a NKB acquisition target of Rp30.79 trillion. Several tenders are planned to be participated in by the Company, such as Tungkal Jaya - Batu Lencir (Jambi) Toll Road, Jogja-Bawen Toll Road, Gedebage Tasikmalaya Cilacap Toll Road, Tanjung Priuk Access, South Japek II Toll Road, National Capital Development (IKN), Patimban Access Toll Road. , Cibeth Dam, Manyar Smelter Project - Civil & Piling Work, Pelosika Dam and others.

Proyeksi Investasi Barang Modal Tahun 2022

Projection for Marketing Performance in 2022

Perbandingan Target Tahun 2022 dan Realisasi Investasi Barang Modal Tahun 2021 (dalam jutaan Rupiah) /
Comparison between Target in 2022 and Realization of Capital Goods Investment in 2021 (in millions of Rupiah)

Uraian / Description	RKAP 2022 / 2022 RKAP	Realisasi 2021 / Realization in 2021	Pencapaian (%) / Achievement (%)
Waskita Karya	651.912	87.431	44,89
Waskita Karya Realty	1.129.122	4.432	0,39
Waskita Beton Precast	292.236	49.142	16,82
Waskita Toll Road	8.501.089	3.584.477	42,16
Waskita Karya Infrastruktur	490.293	3.453	0,70
Jumlah / Total	10.607.509	3.728.935	35,15



Pada tahun 2022, rencana Investasi Barang Modal mengalami peningkatan dibandingkan dengan Realisasi 2021. Target tersebut dibuat dengan beberapa asumsi, seperti penambahan aset tetap dan penambahan rencana investasi baik yang terkait dengan penambahan setoran modal (penyertaan) atau untuk modal kerja.

PROSPEK USAHA

Manajemen menganalisa bahwa prospek usaha Perseroan di tahun yang akan datang masih terjaga dengan baik. Analisa tersebut dibuat dengan mempertimbangkan proyeksi perekonomian global dan nasional yang relatif stabil di tahun 2022, disertai dengan penerapan kebijakan strategis oleh Perseroan untuk menyesuaikan keadaan internal dengan perubahan tren di industri konstruksi nasional.

Dalam laporannya yang berjudul *World Economic Outlook Update* (edisi Januari 2022), Dana Moneter Internasional (IMF) memproyeksikan pertumbuhan ekonomi global melemah di tahun 2022 ke level 4,4%, bila dibandingkan dengan pertumbuhan ekonomi pada tahun 2021 yang diestimasikan mencapai 5,9%. Pelemahan tersebut terutama disebabkan oleh munculnya varian virus Covid-19 yang baru, yaitu Omicron. Laju penularan virus Omicron kembali memaksa pemerintah dunia untuk menerapkan pembatasan aktivitas penduduknya. Selanjutnya, peningkatan harga komoditas energi dan gangguan supply chain juga menyebabkan kenaikan inflasi global yang tidak diiringi dengan pemulihan ekonomi yang memadai sehingga menyebabkan pertumbuhan ekonomi kembali melambat di tahun 2022.

Di tengah melemahnya proyeksi pertumbuhan ekonomi global, pertumbuhan ekonomi nasional diproyeksi menguat terbatas di tahun 2022. Berdasarkan Anggaran Pendapatan dan Belanja Negara (APBN) 2022 yang bertepatan, “Melanjutkan Dukungan Pemulihan Ekonomi dan Reformasi Struktural”, Pemerintah menilai bahwa performa ekonomi nasional telah berjalan relatif cukup baik dalam 2 (dua) tahun terakhir, walaupun dibayangi kekhawatiran akan pandemi Covid-19 yang mempengaruhi seluruh aspek kehidupan masyarakat.

Capital Goods Investment plan in 2022 increases compared to the 2021 realization. The target is made with several assumptions, such as the addition of fixed assets and the addition of an investment plan either related to the addition of paid-in capital (investment) or for working capital.

BUSINESS OUTLOOK

Management analyzes that the Company's business prospects in the coming year are still well maintained. The analysis was made by taking into account the relatively stable global and national economic projections in 2022, accompanied by the implementation of strategic policies by the Company to adjust internal conditions to changing trends in the national construction industry.

In its report entitled *World Economic Outlook Update* (January 2022 edition), the International Monetary Fund (IMF) projected that global economic growth will weaken in 2022 to the level of 4.4%, when compared to economic growth in 2021 which was estimated to reach 5.9%. The weakening was mainly due to the emergence of Omicron, a new variant of the Covid-19 virus. The rate of transmission of the Omicron virus has forced the world's governments to impose restrictions on the activities of its population. Furthermore, the increase in energy commodity prices and supply chain disruptions also led to an increase in global inflation which was not accompanied by adequate economic recovery, causing economic growth to slow down again in 2022.

In the midst of weakening global economic growth projections, national economic growth is projected to strengthen to a limited extent in 2022. Based on the 2022 State Budget (APBN) with the theme, “Continuing Support for Economic Recovery and Structural Reforms”, the Government considers that the national economic performance has been running relatively quite well in the last 2 (two) years, although overshadowed by concerns about the Covid-19 pandemic that affects all aspects of people's lives.

Asumsi Dasar Ekonomi Makro APBN 2022 /
Basic Macroeconomic Assumptions of the 2022 State Budget

Indikator Ekonomi / Economic Indicator	Proyeksi APBN 2022 / 2022 State Budget Projection
Pertumbuhan Ekonomi / Economic Growth	5,2%
Inflasi / Inflation	3,0%
Nilai Tukar Rupiah / Rupiah Exchange Rate	Rp14.350/USD
Tingkat Bunga SUN 10 Tahun / 10-Year SUN Interest Rate	6,8%
Harga Minyak / Oil Price	USD63/barel / USD63/barrel
Lifting Minyak / Oil Lifting	703 ribu barel/hari / 703 thousand barrel/day
Lifting Gas / Gas Lifting	1.036 ribu barel setara minyak/hari / 1,036 thousand barrel equal oil/day

(Sumber: APBN 2022 / Source: 2022 State Budget)



Dalam APBN 2022, pertumbuhan ekonomi nasional ditargetkan untuk dapat mencapai 5,2%, lebih tinggi bila dibandingkan dengan realisasi pertumbuhan ekonomi pada tahun sebelumnya yaitu sebesar 3,69%. Pencapaian target ekonomi tersebut sangat bergantung pada berbagai faktor, antara lain keberhasilan penanganan Covid-19, pulihnya konsumsi masyarakat, implementasi reformasi struktural, dan prospek pertumbuhan ekonomi global. Kebijakan penanganan Covid-19 yang diiringi dengan akselerasi program vaksinasi diharapkan akan menjadi stimulan dalam meningkatkan aktivitas sosial ekonomi. Sejalan dengan proyeksi pertumbuhan ekonomi yang membaik, target inflasi di tahun 2022 berada pada kisaran 3,0%, lebih tinggi dibandingkan tingkat inflasi tahun 2021 sebesar 1,87%.

Beberapa faktor ekonomi lainnya yang diproyeksikan dapat tercapai di tahun 2022 adalah nilai tukar Rupiah terhadap dollar Amerika Serikat sebesar Rp14.350/USD, tingkat Bunga SUN 10 Tahun diproyeksikan sebesar 6,8% yang dipengaruhi oleh risiko ketidakpastian pasar keuangan global dan prospek membaiknya perekonomian Indonesia. Sedangkan harga minyak yang dipengaruhi oleh peluang perbaikan kondisi perekonomian global diprediksikan berada di level USD63/barel.

Belanja Negara pada APBN 2022 dialokasikan sebesar Rp2.714,2 triliun, yang terdiri atas Belanja K/L sebesar Rp945,8 triliun (34,8% terhadap belanja negara) dan Belanja Non-K/L sebesar Rp998,8 triliun (36,8% terhadap belanja negara) serta Transfer ke Daerah dan Dana Desa (TKDD) sebesar Rp769.613,5 miliar. Melalui alokasi Belanja Negara tersebut, Pemerintah berupaya untuk mencapai sasaran-sasaran berikut: peningkatan kualitas belanja yang lebih efisien, efektif, dan produktif; mendukung pelaksanaan reformasi struktural; mendukung percepatan penyelesaian infrastruktur strategis; mendukung reformasi birokrasi; memenuhi kewajiban Pemerintah; mengantisipasi kelanjutan penanganan pandemi Covid-19; mendukung program percepatan penanggulangan kemiskinan ekstrim pada 212 kabupaten/kota prioritas; dan mempercepat pelaksanaan belanja di daerah melalui transfer berbasis kinerja dengan memperhatikan pelaksanaan penyerapan anggaran dan sinergi penganggaran pusat dan daerah.

Di tahun 2022, pembangunan infrastruktur tetap menjadi salah satu roda penggerak aktivitas ekonomi. Kebijakan pembangunan infrastruktur, seperti yang tertuang dalam APBN 2022, diarahkan untuk mendukung pengembangan ekonomi dan pelayanan dasar kepada masyarakat. Pemerintah mengalokasikan Belanja Negara sebesar Rp365,8 triliun untuk pembangunan infrastruktur yang terdiri dari BPP sebesar Rp168,3 triliun, TKDD sebesar Rp102,2 triliun, dan Pembiayaan sebesar Rp95,2 triliun.

In the 2022 APBN, national economic growth is targeted to reach 5.2%, higher than the realization of economic growth in the previous year which was 3.69%. The achievement of these economic targets is highly dependent on various factors, including the successful handling of Covid-19, the recovery of public consumption, the implementation of structural reforms, and the prospects for global economic growth. The Covid-19 handling policy, which is accompanied by the acceleration of the vaccination program, is expected to be a stimulant in increasing socio-economic activities. In line with the projected improvement in economic growth, the inflation target in 2022 is in the range of 3.0%, higher than the 2021 inflation rate at 1.87%.

Several other economic factors that are projected to be achieved in 2022 are the Rupiah exchange rate against the United States dollar at Rp14,350/USD, the 10-Year SUN Interest rate is projected at 6.8% which is influenced by the risk of uncertainty in global financial markets and the prospect of improving the Indonesian economy. Meanwhile, oil prices, which are influenced by opportunities for improvement in global economic conditions, are predicted to be at the level of USD63/barrel.

State Expenditures in the 2022 State Budget are allocated in the amount of Rp2,714,2 trillion, consisting of K/L Expenditures at Rp945.8 trillion (34.8% of state expenditures) and Non-K/L Expenditures at Rp998.8 trillion (36.8% of state spending) and Transfers to Regions and Village Funds (TKDD) amounting to Rp769,613.5 billion. Through the allocation of State Expenditures, the Government seeks to achieve the following targets: improving the quality of spending that is more efficient, effective, and productive; support the implementation of structural reforms; support the acceleration of the completion of strategic infrastructure; support bureaucratic reform; fulfill the obligations of the Government; anticipating the continuation of the handling of the Covid-19 pandemic; support the program to accelerate extreme poverty reduction in 212 priority districts/cities; and accelerate the implementation of spending in the regions through performance-based transfers by taking into account the implementation of budget absorption and synergies in central and regional budgeting.

In 2022, infrastructure development remains one of the driving force of economic activity. Infrastructure development policies, as stated in the 2022 State Budget, are directed to support economic development and basic services to the community. The government allocated Rp365.8 trillion in State Expenditures for infrastructure development, which consisted of BPP at Rp168.3 trillion, TKDD at Rp102.2 trillion, and financing at Rp95.2 trillion.



Berikut adalah rencana pencapaian di bidang infrastruktur pada tahun 2022 yang terdiri dari Infrastruktur Pelayanan Dasar; Infrastruktur Konektivitas dan Mobilitas; Pemerataan Infrastruktur dan Akses TIK; dan Infrastruktur Energi dan Pangan.

The following is an achievement plan in the infrastructure sector in 2022 which consists of Basic Service Infrastructure; Connectivity and Mobility Infrastructure; Equitable ICT Infrastructure and Access; and Energy and Food Infrastructure.

Rencana Pencapaian di Bidang Infrastruktur Tahun 2022

Plan for Achievements in the Infrastructure Sector in 2022

Infrastruktur Pelayanan Dasar / Basic Service Infrastructure	Pembangunan 1.823 unit rumah khusus dan 5.141 unit rumah susun / Construction of 1,823 special housing units and 5,141 vertical house units
	Sistem Penyediaan Air Minum 144.604 SR / 144,604 SR Drinking Water Supply System
	Sistem Pengolahan Air Limbah 8.414 KK / 8,414 HH Wastewater Treatment System
Infrastruktur Konektivitas dan Mobilitas / Connectivity and Mobility Infrastructure	Pembangunan 295 km Jalan baru dan 6.253 m jembatan baru / Construction of 295 km of new roads and 6,253 m of new bridges
	Dukungan pembangunan jalan tol Trans Sumatera (JTTS) / Support for the construction of the Trans Sumatera toll road (JTTS)
	Pembangunan 6.624 km/sp jalur KA / Construction of 6,624 km/sp railway line
	Pembangunan 9 bandara baru dan pelabuhan penyeberangan (baru 1 lokasi dan lanjutan di 17 lokasi) / Construction of 9 new airports and ferry ports (only 1 location and continued in 17 locations)
Pemerataan Infrastruktur dan Akses TIK / Equitable ICT Infrastructure and Access	Penyediaan 2.344 BTS di daerah 3T / Provision of 2,344 BTS in the 3T area
	Penyediaan kapasitas jaringan internet 25 GBPS melalui satelit / Provision of internet network capacity of 25 GBPS via satellite
Infrastruktur Energi dan Pangan / Energy and Food Infrastructure	Pembangunan Pipa Transmisi Gas Bumi Tahap I Segmen Semarang Batang 91 km (dari total ruas Cirebon Semarang 237 km) / Construction of Natural Gas Transmission Pipeline Phase I Semarang Batang Segment 91 km (out of the total 237 km Cirebon Semarang segment)
	Pembangunan Jaringan Gas Rumah Tangga 40.000 Sambungan Rumah / 40,000 Connections of Household Gas Network Construction
	Pembangunan 105 rb ha jaringan irigasi (5.000 ha baru, 100 rb ha rehabilitasi) / Construction of 105 thousand ha of irrigation networks (5,000 ha new, 100 thousand ha for rehabilitation)
	Pembangunan 44 unit Bendungan (5 unit baru, 39 unit lanjutan) / Construction of 44 Dams (5 new units, 39 advanced units)

(Sumber: APBN 2022 / Source: 2022 State Budget)

Keberlanjutan komitmen Pemerintah di bidang infrastruktur nasional merupakan peluang yang besar bagi Perseroan. Terlepas dari ketidakpastian ekonomi makro yang disebabkan oleh pandemi Covid-19, Manajemen optimis bahwa Perseroan akan dapat mengoptimalkan peluang tersebut untuk meningkatkan kinerja dan prospek usahanya di tahun 2022.

The sustainability of the Government's commitment to the national infrastructure sector is a great opportunity for the Company. Despite the macroeconomic uncertainty caused by the Covid-19 pandemic, Management is optimistic that the Company will be able to optimize these opportunities to improve its performance and business prospects in 2022.

ASPEK PEMASARAN

STRATEGI PEMASARAN

Di tahun 2021, Perseroan gencar memperkuat strategi pemasaran yang komprehensif untuk meningkatkan pangsa pasarnya di industri konstruksi nasional. Adapun nilai-nilai yang mendasari strategi pemasaran Perseroan adalah:

1. Kualitas Ekselen Dokumen PQ dan Penawaran (Administrasi, teknis dan harga);
2. *Intelligent Market, Mapping Project*, Penetrasi Pasar Baru (Pelanggan, Produk, Area dan Skema);
3. Penguatan Daya Saing dan Penguasaan Pasar (jangkauan Luas, Fokus dan Penetrasi Kuat);
4. Penguatan Kapasitas dan Keahlian Pemasaran Seluruh Lini, Sinergi Antar Unit dan Mitra Potensial;

MARKETING ASPECT

MARKETING STRATEGY

In 2021, the Company aggressively strengthened its comprehensive marketing strategy to expand its market share in the national construction industry. The values that underlie the Company's marketing strategy are as follows:

1. Excellent Quality of PQ Documents and Offerings (Administrative, Technical and Price);
2. *Intelligent Market, Mapping Project*, New Market Penetration (Customers, Products, Areas and Schemes);
3. Strengthening Competitiveness and Market Control (Wide Reach, Focus and Strong Penetration);
4. Strengthening Capacity and Marketing Skills for All Lines, Synergy Between Units and Potential Partners;



5. Sistem Administrasi dan Operasional Pemasaran yang Efisien, Database Basis dan Terintegrasi (Bisnis Ekselen);
6. Fokus Kepada Pelanggan dan Pelayanan Ekselen.

Nilai-nilai utama: *Excellent for Perceive* (ekselen untuk persepsi)

1. *Excellent and Fit in Behavior*;
2. *Excellent Performance*;
3. *Excellent in Service*.

Program-program pemasaran yang berhasil diluncurkan oleh Perseroan di tahun 2021, antara lain:

1. Program *Partnership* dengan menggandeng mitra potensial untuk proyek KPBU/ investasi/ *turnkey*;
2. Berkolaborasi dengan lintas fungsi dalam melakukan upaya penambahan ketersediaan modal kerja dengan untuk proyek-proyek baru yang bersifat KPBU, investasi dan *turnkey* melalui *right issue* dan penerbitan obligasi dan/atau sukuk dengan Penjaminan Pemerintah;
3. Mengembangkan mekanisme dan SOP dalam lelang proyek-proyek strategis dan yang ditargetkan sebagai "*Breakthrough Program*" untuk memaksimalkan potensi kemenangan tender, yaitu Program Bidding Booster yang diberi nama *Winning War Room (WWR)*;
4. Pemasaran juga mempunyai aplikasi WELCOME bertujuan untuk memudahkan pihak manajemen dalam mengelola data dan informasi mengenai proses dan kegiatan pemasaran secara realtime dan memiliki *database* yang handal sebagai referensi dalam pengambilan keputusan. Dengan sudah dilaunching juga beberapa Modul turunannya yaitu WATCH (*Waskita's Customer Hub*) dan WISH (*Waskita Identify Stakeholder*).

PANGSA PASAR

Transformasi digital sudah dilakukan dalam beberapa tahun terakhir, dan menemukan momentum saat pandemi Covid-19. Selain mengubah pola hidup, pandemi pun mengubah cara pandang terhadap risiko dan pembangunan infrastruktur sehingga mempengaruhi kebijakan serta regulasi dalam perolehan kontrak. Subsektor infrastruktur yang masih menarik dan masuk dalam target WSKT saat ini diantaranya Proyek-proyek seperti Konstruksi Gedung, Infrastruktur Konektifitas & Sumber Daya Air, Rekayasa Pengadaan Konstruksi (*Engineering, Procurement, and Construction/ EPC*).

5. Efficient Marketing Administration and Operations System, Basis and Integrated Database (Excellent Business);
6. Customer Focus and Excellent Services.

Core values: *Excellent for Perceive*

1. *Excellent and Fit in Behavior*;
2. *Excellent Performance*;
3. *Excellent in Service*.

Marketing programs launched by the Company in 2021 are as follows:

1. Partnership Program by cooperating with potential partners for PPP/investment/turnkey projects;
2. Collaborating with cross-functional groups in making efforts to increase the availability of working capital for new PPP, investment and turnkey projects through rights issues and issuance of bonds and/or sukuk with the Government Guarantee;
3. Developing mechanisms and SOPs in the auction of strategic projects and are targeted as "*Breakthrough Programs*" to maximize the potential for winning tenders, namely the Bidding Booster Program called the *Winning War Room (WWR)*;
4. Marketing also has the WELCOME application which aims to facilitate the management in managing data and information regarding marketing processes and activities in real time and has a reliable database as a reference in decision making. With the launch of several derivative modules, namely WATCH (*Waskita's Customer Hub*) and WISH (*Waskita Identify Stakeholders*).

MARKET SHARE

Digital transformation has been carried out in recent years and found momentum during the Covid-19 pandemic. In addition to changing lifestyles, the pandemic has also changed the perspective on risk and infrastructure development so that it affects policies and regulations in obtaining contracts. Infrastructure sub-sectors that are still attractive and included in the current WSKT target include projects such as Building Construction, Connectivity Infrastructure & Water Resources, Engineering, Procurement, and Construction (EPC).



KEBIJAKAN DAN PEMBAGIAN DIVIDEN

KEBIJAKAN DIVIDEN

Sebagai Badan Usaha Milik Negara (BUMN) yang bertujuan untuk menciptakan nilai bagi seluruh pemegang saham, Perseroan memiliki kebijakan untuk memberikan hak seluruh pemegang saham dalam bentuk tunai sekurang-kurangnya sekali dalam setahun. Tanpa mengurangi hak dari Rapat Umum Pemegang Saham (RUPS), pengambilan keputusan besaran dividen senantiasa mempertimbangkan beberapa aspek, yaitu besaran laba bersih Perseroan, kondisi keuangan Perseroan, serta kebutuhan modal dalam rangka pengembangan usaha.

PEMBAGIAN DIVIDEN

Realisasi pembagian dividen saham di tahun 2021 untuk dividen tahun buku 2020, dan pembagian dividen saham di tahun 2020 untuk dividen tahun buku 2019, adalah sebagai berikut:

Pembagian Dividen Tahun Buku 2018 dan 2019 / Dividend Payment for 2018 and 2019 Fiscal Years		
Uraian / Description	Tahun Buku 2020 / 2020 Fiscal year	Tahun Buku 2019 / 2019 Fiscal year
Dividen Kas yang Dibagikan / Paid Cash Dividend	-	Rp46.907.502.471
Dividen per Lembar Saham / Dividend per Share	-	Rp3,4557
Rasio Pembagian Dividen Terhadap Laba Bersih / Dividend Payment Ratio to Net Profit	-	5%
Tanggal Pengumuman / Announcement Date	16 April 2021	5 Juni 2020 / June 5, 2020
Tanggal Pembayaran / Payment Date	-	9 Juli 2020 / July 9, 2020

Berdasarkan Risalah Umum Pemegang Saham Tahunan (RUPST) tanggal 5 Juni 2020, pemegang saham menyetujui untuk membagi dividen tunai dari laba tahun buku 2019 sebesar Rp46.907.502.471. Sementara, berdasarkan Risalah Umum Pemegang Saham Tahunan (RUPST) tanggal 16 April 2021, tidak ada pembagian dividen kepada para Pemegang Saham Perseroan.

INFORMASI TENTANG PROGRAM KEPEMILIKAN SAHAM OLEH MANAJEMEN DAN PEGAWAI (MESOP)

Perseroan menyediakan program opsi saham untuk anggota manajemen dan pegawai yang berhak atau *Management and Employees Stock Option Program* (MESOP). Program ini terdiri dari program opsi saham bahwa setelah diselesaikan melalui penerbitan saham (pengaturan pembayaran saham yang diselesaikan dengan instrumen ekuitas) dicatat sebagai transaksi ekuitas. Pembayaran berbasis saham yang diselesaikan dengan instrumen ekuitas kepada anggota manajemen dan layanan sejenis lainnya diukur pada nilai wajar instrumen ekuitas pada tanggal pemberian opsi.

DIVIDEND POLICY AND PAYMENT

DIVIDEND POLICY

As a state-owned enterprise (SOEs) which aims to create value for all shareholders, the Company has a policy to fulfill the rights of all shareholders in the form of cash returns at least once a year. Without prejudice to the rights of the General Meeting of Shareholders (GMS), decision making on the amount of dividend always considers several aspects, namely the amount of the Company's net profit, financial condition of the Company, and capital requirements in the context of business development.

DIVIDEND PAYMENT

The realization of distribution of share dividends in 2021 for dividends of 2020 fiscal year, and distribution of share dividends in 2020 for dividends of 2019 fiscal year, are as follows:

Based on the Annual General Minutes of Shareholders (AGM) dated June 5, 2020, the shareholders agreed to distribute cash dividends from the 2019 fiscal year profit of Rp46,907,502,471. Meanwhile, based on the Annual General Minutes of Shareholders (AGM) dated April 16, 2021, there was no dividend distribution to Shareholders of the Company.

INFORMATION ON MANAGEMENT AND EMPLOYEE STOCK OPTION (MESOP)

The Company provides stock option program to their eligible employees and members of management through Management and Employee Stock Option Program (MESOP). This program consists of stock option plan that upon exercise is settled through issuance of shares (equity – settled share based payment arrangement) which is accounted as equity transaction. Equity settled share-based payments to member of management and others providing similar services are measured at the fair value of the equity instruments at the grant date.



Nilai wajar yang ditentukan pada tanggal pemberian opsi pembayaran saham yang diselesaikan dengan instrumen ekuitas dicatat sebagai beban dengan metode garis lurus sepanjang periode vesting, berdasarkan estimasi instrumen ekuitas Perseroan yang akhirnya akan diberikan, dengan peningkatan yang sesuai pada ekuitas.

Pada setiap akhir periode pelaporan, Perseroan mengubah estimasi dari jumlah instrumen ekuitas yang diharapkan akan diberikan. Dampak dari perubahan atas estimasi awal, jika ada, diakui dalam laporan laba rugi komprehensif sebagai biaya kumulatif yang mencerminkan perubahan estimasi, dengan penyesuaian berdasarkan cadangan imbalan kerja yang diselesaikan dengan instrumen ekuitas.

Berdasarkan surat Menteri BUMN No. S-576/MBU/2012 tanggal 23 Oktober 2012 mengenai persetujuan Penawaran Umum Perdana Saham (Initial Public Offering/IPO), menyetujui IPO maksimum 30% dari modal ditempatkan dan disetor penuh setelah IPO, termasuk program MESOP dari modal ditempatkan dan disetor penuh setelah IPO.

Pernyataan persetujuan Menteri BUMN tersebut telah diaktakan melalui akta notaris No. 57 tanggal 24 Oktober 2012, notaris Fathiah Helmi SH, notaris di Jakarta dan telah didaftarkan untuk memperoleh pengesahan kepada Menteri Hukum dan Hak Asasi Republik Indonesia dengan Surat Penerimaan Pemberitahuan No. AHU-54929.AH.01.02 tahun 2012, tanggal 24 Oktober 2012.

Berdasarkan keputusan *Board of Directors* Perusahaan No. 023/SK/WK/2012 dan No. 08/SK/WK/PEN/2013, Board of Directors memutuskan tentang program MESOP manajemen dan pegawai Perseroan yang berhak untuk mengikuti program MESOP terdiri dari:

1. *Board of Commissioners* Perusahaan (tidak termasuk *Independent Commissioners*);
2. *Board of Directors* Perusahaan;
3. Pegawai Tetap (PT);
4. Pegawai Tetap Unit Kerja/Unit Bisnis (PTU);
5. Pegawai Tidak Tetap.

Pelaksanaan program MESOP akan dilakukan dengan menerbitkan hak opsi dalam 2 (dua) tahap yakni MESOP Tahap I dan II.

The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Company's estimate of equity instruments that will eventually vest, with a corresponding increase in equity.

At the end of each reporting period, the Company revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognized in statements of comprehensive income such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity-settled employee benefits reserve.

Based on the letter from Minister of SOE No. S-576/MBU/2012 dated October 23, 2012 related to approval for Initial Public Offering (IPO), it was agreed that IPO is for a maximum 30% of paid up capital after IPO, including plan for MESOP program within paid up capital after IPO.

The statement of consent from the Minister of SOE has been notarized through notarial deed No. 57 dated October 24, 2012 by Fathiah Helmi S.H., notary in Jakarta and has been registered to obtain approval from the Minister of Law and Human Rights with its decree No. AHU-54929.AH.01.02 year 2012 dated October 24, 2012.

Based on the decree of the Company's Board of Directors No. 023/SK/WK/2012 and No. 08/SK/WK/PEN/2013, the Board of Directors decided on MESOP program for management and employees of the Company. Management and employees who are eligible to participate in MESOP program consists of:

1. Commissioner of the Company (not including the independent Commissioner);
2. Director of the Company;
3. Permanent Employee (PT);
4. Permanent Employee of Work Unit/Business Unit (PTU);
5. Non-Permanent Employee

MESOP program will be done by issuing option rights in 2 (two) phases with the details as follows:



MESOP Tahap I

Jumlah saham yang akan diterbitkan pada tahap I sebesar 60% (enam puluh persen) dari jumlah hak opsi yang diterbitkan dalam program MESOP atau sebesar 173.380.000 saham seri B. Harga eksekusi sebesar Rp438, dengan periode eksekusi setiap bulan Mei dan November dengan umur opsi selama 5 tahun, dihitung dari tanggal pendistribusian 21 Januari 2013 sampai dengan 20 Januari 2018. Opsi saham mempunyai masa tunggu (vesting period) selama satu tahun sejak 21 Januari 2013 yang berakhir pada tanggal 20 Januari 2014.

Nilai wajar dari MESOP diestimasi dengan menggunakan model penentuan harga opsi Binominal Lattice, sesuai dengan laporan penilaian KJPP Yanuar BEY dan Rekan, tanggal 30 April 2013, dengan asumsi-asumsi sebagai berikut:

Uraian / Description	MESOP I Tahap I / MESOP I Phase I	MESOP I Tahap II / MESOP I Phase II
Suku Bunga Bebas Risiko / Risk Free Rate	4,71%	6,80%
Ekspektasi Periode Opsi (Tahun) / Expected Term (Year)	5	5
Ekspektasi Faktor Ketidakstabilan Harga Saham / Expected Volatility of Share Price Term	50,99%	46,00%
Ekspektasi Dividen yang Dihasilkan / Expected Dividend Yield	3,48%	1,20%

Sesuai dengan surat Perseroan No. 177/WK/DIR/2013 tanggal 22 Februari 2013 kepada BEI, Perusahaan menyampaikan rencana pelaksanaan program MESOP Perseroan untuk Opsi Tahap I sejumlah 173.380.000 saham seri B dengan umur 5 (lima) tahun sejak tanggal penerbitan dan terkena vesting period yakni 1 (satu) tahun terhitung sejak tanggal penerbitannya. Harga pelaksanaan untuk Tahap I sebesar Rp438 (empat ratus tiga puluh delapan) per saham mengacu pada harga rata-rata perdagangan saham Perseroan di BEI pada penutupan perdagangan tanggal 17 Januari 2013 sampai dengan tanggal 21 Februari 2013.

Berdasarkan surat No. S-0470/BEI.PPJ/02-2013 tanggal 26 Februari 2013, BEI menyetujui pencatatan saham di BEI yang berasal dari program MESOP sejumlah 173.380.000 saham seri B.

MESOP Tahap II

Jumlah saham yang diterbitkan tahap II sebesar 40% (empat puluh persen) dari jumlah hak opsi yang diterbitkan dalam program MESOP atau sebanyak 115.587.000 lembar saham Seri B. Harga eksekusi sebesar Rp396, dengan periode eksekusi setiap bulan Maret dan November dengan umur opsi selama 5 tahun, dihitung dari tanggal pendistribusian 21 Januari 2014 sampai dengan 20 Januari 2019. Opsi saham mempunyai masa tunggu (vesting period) selama satu tahun sejak 21 Januari 2014 yang berakhir pada tanggal 20 Januari 2015.

MESOP Phase I

The total shares to be issued in phase I is 60% (sixty percent) of the number of option rights issued in MESOP program, or amounted to 173,380,000 shares of B Series. The exercise price amounted to Rp438, with the period of exercises of each May and November with 5 years option period, starting from the distribution date January 21, 2013 until January 20, 2018. Stock option has vesting period for one year starting January 21, 2013 will be ended on January 20, 2014.

Fair value of MESOP is estimated with using binominal lattice model, according to valuated report by KJPP Yanuar BEY and Partner, dated April 30, 2013, with the assumptions as follows:

Based on the Company's letter no.177/WK/DIR/2013 dated February 22, 2013 to the IDX, the Company submitted an implementation plan of its MESOP program for Phase I Option amounted to 173,380,000 shares of Series B with the age of 5 (five) years from the date of issuance and exposed to the vesting of 1 (one) year from the date of publication. The exercise price for phase I of Rp438 per share refers to the average trading price of shares on the Company share trading in IDX at the close of trading on January 17, 2013 until the date of February 21, 2013.

Based on letter No. S-0470/BEI.PPJ/02-2013 dated February 26, 2013, IDX approved the listing of shares on the IDX from MESOP program amounted to 173,380,000 shares of B Series.

MESOP Phase II

The total shares to be issued in phase II is 40% (forty percent) of the number of option rights issued in MESOP program, or amounted to 115,587,000 shares of B Series. The exercise price amounted to Rp396, with the period of exercises of each March and November with 5-year option period, starting from the distribution date on January 21, 2014 until January 20, 2019. Stock option has vesting period for one year starting January 21, 2014 will be ended on January 20, 2015.



Nilai wajar dari MESOP diestimasi dengan menggunakan model penentuan harga opsi Binominal Lattice, sesuai dengan laporan penilaian KJPP Yanuar BEY dan Rekan, tanggal 1 Juli 2014.

Berdasarkan surat No. S.00091/BEI.PPJ/01-2014 tanggal 8 Januari 2014, BEI menyetujui pencatatan saham di BEI yang berasal dari program MESOP sejumlah 115.587.000 lembar saham seri B.

Fair value of MESOP is estimated with using binominal lattice model, according to valuated report by KJPP Yanuar BEY and Partner, dated July 1, 2014.

Based on letter no. S.00091/BEI.PPJ/01-2014 dated January 8, 2014, IDX approved the listing of shares on the IDX from MESOP program amounted to 115,587,000 of B series shares.

Periode Eksekusi / Execution Period	MESOP II
Window Exercise Mei 2018 / Window Exercise in May 2018	-
Window Exercise November 2018 / Window Exercise in November 2018	48.400
Total Eksekusi Tahun 2018 / Total Execution for 2018	48.400

Penggunaan dana dari program MESOP telah habis digunakan pada tahun 2018.

Funds from MESOP have been used up in 2018.

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Informasi Tentang Penawaran Umum Saham dan Realisasi Penggunaan Dana

Pada tanggal 10 Desember 2012, Perseroan memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) berdasarkan surat keputusan No. S-14012/BL/2012. Kemudian pada tanggal 17 Desember 2012 berdasarkan surat No. S-08414/ BEI.PPJ/12- 2012 PT Bursa Efek Indonesia (BEI) menyetujui penawaran efek Perseroan di BEI kepada masyarakat atas 3.082.315.000 saham biasa dengan nilai nominal Rp100 per saham dan harga penawaran Rp380 per saham.

Dari jumlah saham yang ditawarkan dalam penawaran umum kepada masyarakat sebesar 6,25% atau sebanyak 192.644.000 saham biasa atas nama baru dijatahkan kepada pegawai perusahaan melalui program penjatahan saham untuk pegawai perusahaan (Employee Stock Allocation/ESA).

Pada tanggal 19 Desember 2012, seluruh saham Perseroan sebanyak 9.632.236.000 saham telah tercatat pada BEI. Pada tanggal 10 Juni 2015, Perseroan memperoleh pernyataan efektif dari Dewan Komisiner Otoritas Jasa Keuangan (OJK) atas Pernyataan Pendaftaran dalam rangka Penawaran Umum Terbatas I (PUT I) berdasarkan surat keputusan No. S-238/D.04/2015.

Pada tanggal 7 Juli 2015, seluruh saham Perseroan melalui PUT I sebanyak 3.653.498.200 saham telah tercatat pada BEI, sehingga jumlah keseluruhan saham Perseroan setelah PUT I menjadi sebesar 13.567.473.560 saham.

REALIZATION OF THE USE OF PROCEEDS FROM PUBLIC OFFERING

Information on Public Offering and Realization of the Use of Proceeds

On December 10, 2012, the Company obtained an effective notification from the Chairman of the Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) through its decree No. S-14012/BL/2012. Later on December 17, 2012, according to the letter No. S-08414/BEI.PPJ/12-2012, Indonesian Stock Exchange (IDX) agreed to the public offering of the Company on IDX for 3,082,315,000 of common shares with par value Rp100 per share and offering price Rp380 per share.

From the number of shares offered in the public offering of 6.25% or 192,644,000 of new common shares is allocated to the employees through the allocation shares program of the Company (Employee Stock Allocation/ESA).

On December 19, 2012, a total of 9,632,236,000 shares of the Company were listed on the IDX. On June 10, 2015, the Company obtained an effective notification from the Board of Commissioners of the Financial Services Authority (OJK) regarding the Registration statement in the Limited Public Offering I (LPO I) through its Decree No. S-238/D.04/2015.

On July 7, 2015, all the Company's shares through the LPO I totaling 3,653,498,200 shares have been listed in the IDX, bringing the number of shares of the Company after the LPO I totaling 13,567,473,560 shares.



Pada tahun buku 2020, Manajemen tidak membuat perubahan atas penggunaan dana hasil penawaran umum. Oleh karena itu, tidak ada informasi mengenai tanggal persetujuan RUPS/ RUPO atas perubahan penggunaan dana.

Laporan Realisasi Penggunaan Dana Penawaran Umum Obligasi

Sampai dengan akhir tahun 2021, Perseroan telah menerbitkan 13 Obligasi. Pada tahun 2021, Perseroan menerbitkan Obligasi III Waskita Karya Tahun 2021 Seri A dan B per tanggal 24 September 2021. Dana yang berhasil dihimpun dari penerbitan Obligasi tersebut, sebagian besar digunakan untuk pembiayaan kembali (refinancing), sisanya diperuntukan sebagai modal kerja Perseroan. Hasil dari penerbitan obligasi senilai Rp1.773.000.000.000,- telah direalisasikan sebesar Rp1.738.090.535.000,- berdasarkan rencana penggunaan dana. Perseroan telah melaporkan penggunaan dana dari hasil penerbitan obligasi tersebut kepada OJK dan BEI melalui surat No. 62/WK/DIR/2022 tanggal 11 Januari 2022.

FASILITAS JAMINAN PEMERINTAH

Waskita mendapatkan dukungan dari Pemerintah berupa Jaminan Pemerintah berdasarkan Peraturan Menteri Keuangan No. 211/08/2020 tanggal 22 Desember dan Surat Persetujuan Prinsip Penjaminan Pemerintah dari Kementerian Keuangan Republik Indonesia Nomor S-261/PR/2021 tanggal 21 Juni 2021 untuk menerbitkan Obligasi dan Kredit Perbankan pada tahun 2021 dengan rincian penggunaan sebagai berikut:

In 2020 fiscal year, Management did not make any changes on the use of proceeds from the public offering. Therefore, there is no information regarding the date of AGM/EGM approval for changes in the use of funds.

Report on the Use of Proceeds From the Public Offering of Bonds

As of the end of 2021, the Company has issued 13 bonds. On September 24, 2021, the Company issued Waskita Karya Bonds III 2021 Series A and B. Most of the funds raised from the issuance of these bonds were used for refinancing, the rest was used as working capital for the Company. The proceeds from the issuance of bonds worth Rp1,773,000,000,000 has been realized in the amount of Rp1,738,090,535,000 based on the planned use of the funds. The Company has reported the use of the proceeds from the issuance of these bonds to OJK and IDX through letter No. 62/WK/DIR/2022 dated January 11, 2022.

GOVERNMENT INSURANCE FACILITY

Waskita received support from the Government in the form of Government Guarantees based on the Minister of Finance Regulation No. 211/08/2020 dated December 22 and Letter of Approval in Principle of Government Guarantee from the Ministry of Finance of the Republic of Indonesia No. S-261/PR/2021 dated June 21, 2021 to issue Banking Loans and Bonds in 2021 with details of usage as follows:

No	Jenis Penawaran Umum / Type of Public Offering	Tanggal Efektif / Effective Date	Nilai Realisasi Hasil Penawaran Umum / Realization of Proceeds from Public Offering			Rencana Penggunaan Dana Menurut Prospektus			Realisasi Penggunaan Dana Menurut Prospektus			Sisa Dana Hasil Penawaran Umum
			Jumlah Hasil Penawaran Umum / Total Proceeds from Public Offering	Biaya Penawaran Umum / Cost of Public Offering	Hasil Bersih / Net Proceeds	Modal Kerja / Working Capital	Pembiayaan Kembali (Refinancing)	Total	Modal Kerja	Pembiayaan Kembali (Refinancing)	Total	
I	Penawaran Umum (Obligasi) / Public Offering (Bonds)	24 September 2021 / September 24, 2021	1.773.000.000.000	3.909.465.000	1.769.090.535.000	108.090.535.000	1.661.000.000.000	1.769.090.535.000	77.090.535.000	1.661.000.000.000	1.738.090.535.000	31.000.000.000



INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN DAN PELEBURAN USAHA, AKUISISI, DAN RESTRUKTURISASI UTANG/MODAL

Investasi

Pada tahun 2021, Perseroan melakukan beberapa Investasi Usaha yang ditujukan untuk mengembangkan bisnis Perseroan untuk tetap meningkatkan daya saing Perseroan. Berikut rinciannya:

Nama BUJT / Name of BUJT	Ruas Tol / Toll Section	Panjang Konsesi / Length of Concession	Total Investasi / Total Investment	Ekuitas / Equity
PT Kresna Kusuma Dyandra Marga	Bekasi - Cawang - Kampung Melayu	16,78	9.551	3.343
PT Pejagan Pemalang Toll Road	Pejagan - Pemalang	57,5	7.499	2.250
PT Waskita Bumi Wira	Krian - Legundi - Bunder - Manyar	38,29	12.930	3.879
PT Semesta Marga Raya	Kanci - Pejagan	35	3.485	1.303
PT Trans Jawa Paspro Jalan Tol	Pasuruan - Probolinggo	43,75	6.360	2.544
PT Trans Jabar Tol	Ciawi - Sukabumi	54	11.712	3.514
PT Cimanggis Cibitung Tollways	Cimanggis - Cibitung	26,18	10.603	3.181
PT Citra Waspphotowa	Depok - Antasari	27,95	6.616	2.117
PT Pemalang Batang Toll Road	Pemalang - Batang	39,2	7.407	2.222
PT Waskita Sriwijaya Tol	Kayu Agung - Palembang - Betung	111,69	22.169	6.651
PT Utama Marga Waskita	Kuala Tanjung - Tebing Tinggi - Parapat	143,25	14.834	4.450
PT Citra Karya Jabar Tol	Cileunyi - Sumedang - Dawuan	60,1	8.409	2.523
PT Jasamarga Jogja Bawen	Jogja - Bawen	75,82	14.260	4.277
Total		729,51	135.834	42.253

Ekspansi

Perseroan yakin akan mencapai target perolehan Kontraknya serta tetap fokus untuk memperkuat jangkauan Waskita di pasar eksternal dengan memaksimalkan core competencies Waskita di jasa konstruksi. Waskita menargetkan untuk dapat memperoleh lebih banyak proyek dari segmen Pemerintah, BUMN, dan juga swasta. Perseroan juga akan fokus pada ekspansi pasar luar negeri, khususnya negara-negara di kawasan Asia Tenggara, Asia Selatan, Timur Tengah, dan Afrika, dengan bekal pengalaman pengembangan infrastruktur di Indonesia.

Divestasi

Nama BUJT / Name of BUJT	Ruas Tol / Toll Section	Net Proceed Divestasi (Rp-Juta) / Net Proceed from Divestment (Rp million)
PT Cinere Serpong Jaya	Cinere - Serpong	550
PT Jasamarga Semarang Batang	Semarang - Batang	3.029
PT Jasamarga Kualanamu Tol	Medan - Kualanamu - Tebing Tinggi	824
PT Cibitung Tanjung Priok Port Tollways	Cibitung - Cilincing	2.445
Total		6.848

MATERIAL INFORMATION ON INVESTMENT, EXPANSION, DIVESTMENT, MERGER/ CONSOLIDATION, ACQUISITION, AND/OR DEBT/CAPITAL RESTRUCTURING

Investment

The Company carried out Investment in 2021 to expand its business to improve competitiveness. The detail can be seen below:

Expansion

The Company is confident to achieve contract target and stay focus on strengthening Waskita's reach in external market by maximizing core competencies in construction service. Waskita targets to obtain more projects from Government segment, SOE, and private as well. The Company will also focus on expansion to overseas market, particularly countries in Southeast Asia, South Asia, Middle East, and Africa, as the Company has experience in infrastructure development in Indonesia.

Divestment



Restrukturisasi Utang/Modal

Pada tahun 2021, Perseroan melakukan Restrukturisasi keuangan Induk Perusahaan dengan 21 Bank dengan nilai sebesar Rp29,25 triliun dan telah memenuhi 100% target. Sedangkan restrukturisasi keuangan Anak Perusahaan sebesar Rp24,79 triliun atau 86,26% dari target.

INFORMASI TRANSAKSI AFILIASI, TRANSAKSI DENGAN PIHAK BERELASI, SERTA TRANSAKSI YANG MENGANDUNG BENTURAN KEPENTINGAN

Sepanjang tahun 2021, Perseroan telah melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK No. 7 mengenai "Pengungkapan Pihak-pihak Berelasi." Pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

- (1) Orang atau anggota keluarga terdekatnya dikatakan memiliki relasi dengan Perseroan jika orang tersebut:
 - (i) memiliki pengendalian ataupun pengendalian bersama terhadap Perseroan,
 - (ii) memiliki pengaruh signifikan terhadap Perseroan, atau
 - (iii) merupakan personil manajemen kunci dari Perseroan ataupun entitas induk.
- (2) Sedangkan suatu entitas dikatakan memiliki relasi dengan Perseroan jika memenuhi salah satu dari hal berikut ini:
 - (i) entitas tersebut dan Perseroan adalah anggota dari kelompok usaha yang sama, merupakan entitas asosiasi atau ventura bersama dari Perseroan (atau entitas asosiasi atau ventura bersama tersebut merupakan anggota suatu kelompok usaha di mana Perseroan adalah anggota dari kelompok usaha tersebut),
 - (ii) entitas tersebut dan Perseroan adalah ventura bersama dari pihak ketiga yang sama,
 - (iii) satu entitas yang merupakan ventura bersama dari Perseroan dan entitas lain yang merupakan entitas asosiasi dari Perseroan,
 - (iv) merupakan suatu program imbalan pascakerja untuk imbalan kerja dari Perseroan atau entitas yang terkait dengan Perseroan. Jika Perseroan adalah penyelenggara program tersebut, maka entitas sponsor juga berelasi dengan Perseroan,
 - (v) entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam angka (i) di atas,
 - (vi) orang yang diidentifikasi dalam angka (i) memiliki pengaruh signifikan terhadap entitas atau personil manajemen kunci dari entitas tersebut (atau entitas induk dari entitas).
 - (vii) Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Capita/Debt Restructuring

The Company conducted Holding financial restructuring in 2021 with 21 banks amounting to Rp29.25 trillion and has met 100% target. Meanwhile, Subsidiary financial restructuring amounted to Rp24.79 trillion or 86.26% of target.

INFORMATION ON AFFILIATED TRANSACTIONS, TRANSACTIONS WITH RELATED PARTIES, AND TRANSACTIONS CONTAINING CONFLICT OF INTEREST

Throughout 2021, the Company has entered into transactions with related parties as defined in PSAK No. 7 regarding "Related Party Disclosures." A related party is a person or entity that is related to the reporting entity:

- (1) A person or a close member of that person's family is related to a reporting entity if that person:
 - (i) Has control or joint control over the reporting entity,
 - (ii) Has significant influence over the reporting entity, or
 - (iii) Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.
- (2) An entity is related to the reporting entity if any of the following conditions applies:
 - (i) The entity and the Company are members of the same group, is an associate or joint venture of the Company (or the associate or joint venture is a member of a business group in which the Company is a member of the business group),
 - (ii) Both entities are joint ventures of the same third party;
 - (iii) one entity which is a joint venture of the Company and another entity which is an associate of the Company,
 - (iv) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity, or an entity related to the reporting entity. If the reporting entity is the entity that organized the plan, the sponsoring employers are also related to the reporting entity;
 - (v) The entity is controlled or jointly controlled by a person identified in (i);
 - (vi) A person identified in (i) has significant influence over the entity or is a member of the key management personnel of the entity (or a parent of the entity); or
 - (vii) The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.



Pihak, Sifat Hubungan dan Jenis Transaksi dengan Pihak Berelasi, serta Rincian transaksi dengan pihak berelasi tahun 2021 dan 2020.

Sifat Hubungan Relasi:

- Pemerintah Republik Indonesia melalui Kementerian Keuangan adalah pemegang saham utama Perseroan.
- Seluruh entitas yang dimiliki dan dikendalikan oleh Kementerian Keuangan Pemerintah Republik Indonesia serta entitas dimana Kementerian Keuangan Pemerintah Republik Indonesia memiliki pengaruh signifikan: Badan Usaha Milik Negara (BUMN).
- Pihak berelasi yang pemegang saham utamanya sama dengan Perseroan.
- Pihak berelasi yang merupakan Perseroan asosiasi dari entitas anak.
- Manajemen kunci yang meliputi anggota dewan Komisaris dan Direksi Perseroan.

Sifat Hubungan Relasi:

Berikut ini adalah transaksi dengan entitas berelasi:

Pihak-pihak Berelasi / Related Parties	Transaksi / Transactions
PT Bank Negara Indonesia (Persero) Tbk	Kas dan Setara Kas, Investasi Jangka Pendek, Utang Bank Jangka Pendek, Utang Bank Jangka Panjang, Bank Garansi/LC/SKBDN, Supply Chain Financing / Cash and Cash Equivalent, Short Term Investments, Short Term Bank Loan, Long Term Bank Loan, Bank Guarantee/LC/SKBDN, Supply Chain Financing
PT Bank Rakyat Indonesia (Persero) Tbk	Kas dan Setara Kas, Investasi Jangka Pendek, Utang Bank Jangka Pendek, Utang Bank Jangka Panjang, Bank Garansi/LC/SKBDN, Supply Chain Financing / Cash and Cash Equivalent, Short Term Investments, Short Term Bank Loan, Long Term Bank Loan, Bank Guarantee/LC/SKBDN, Supply Chain Financing
PT Bank Tabungan Negara (Persero) Tbk	Kas dan Setara Kas, Utang Bank Jangka Panjang / Cash and Cash Equivalent, Long Term Bank Loan
PT Bank Mandiri (Persero) Tbk	Kas dan Setara Kas, Investasi Jangka Pendek, Utang Bank Jangka Pendek, Utang Bank Jangka Panjang, Bank Garansi/LC/SKBDN, Supply Chain Financing / Cash and Cash Equivalent, Short Term Investments, Short Term Bank Loan, Long Term Bank Loan, Bank Guarantee/LC/SKBDN, Supply Chain Financing
PT Bank Syariah Indonesia Tbk (d/h/ PT Bank Syariah Mandiri)	Kas dan Setara Kas, Utang Bank Jangka Pendek, Supply Chain Financing, Utang Bank Jangka Panjang / Cash and Cash Equivalent, Short Term Bank Loan, Supply Chain Financing, Long Term Bank Loan
PT Bank Syariah Indonesia Tbk (d/h/ PT Bank BNI Syariah)	Kas dan Setara Kas, Utang Bank Jangka Panjang, Supply Chain Financing / Cash and Cash Equivalent, Long Term Bank Loan, Supply Chain Financing
Indonesia Eximbank	Kas dan Setara Kas, Bank Garansi/LC/SKBDN / Cash and Cash Equivalent, Bank Guarantee/LC/SKBDN
PT Bank Syariah Indonesia Tbk (d/h/ PT Bank BRISyariah Tbk)	Kas dan Setara Kas, Utang Bank Jangka Pendek, Utang Bank Jangka Panjang / Cash and Cash Equivalent, Short Term Bank Loan, Long Term Bank Loan
PT Trans Jawa Paspro Jalan Tol	Piutang Retensi, Pendapatan / Retention Receivable, Revenues
PT Jasamarga Solo Ngawi	Piutang Lain-lain, Piutang Retensi / Others Receivable, Retention Receivable
PT Pejagan Pemalang Tol Road	Piutang Lain-lain, Piutang Retensi / Others Receivable, Retention Receivable
PT Utama Karya (Persero)	Piutang Usaha, Piutang Lain-lain, Piutang Retensi, Tagihan Bruto, Pendapatan / Accounts Receivable, Others Receivable, Retention Receivable, Gross Amount due to from Customer, Revenues
PT Kertas Leces (Persero)	Piutang Usaha / Accounts Receivable
PT Istaka Karya (Persero)	Piutang Usaha, Piutang Lain-lain / Accounts Receivable, Others Receivable
PT Perusahaan Listrik Negara (Persero)	Piutang Usaha, Tagihan Bruto, Piutang Lain-lain, Piutang Retensi, Pendapatan / Accounts Receivable, Gross Amount due to from Customer, Others Receivable, Retention Receivable, Revenues
KSO/JO Waskita - Arkitek Team Empat	Piutang Ventura Bersama / Joint Ventures Receivables
KSO/JO Waskita - Adhi	Investasi pada Ventura Bersama / Investment in Joint Ventures
KSO/JO Waskita - Wika	Investasi pada Ventura Bersama / Investment in Joint Ventures
Waskita - HK - BRP	Piutang Ventura Bersama, Investasi pada Ventura Bersama / Joint Ventures Receivables, Investment in Joint Ventures
Waskita - Baswara Sinar Mulia	Piutang Ventura Bersama / Joint Ventures Receivables
KSO/JO Utama - Waskita	Piutang Dagang, Investasi pada Ventura Bersama / Trade Receivable, Investment in Joint Ventures
PT Pembangunan Perumahan (Persero) Tbk	Piutang Dagang / Trade Receivable
KSO/JO WKR - Asiana Senopati	Piutang Lain-lain / Other Receivable

Parties, Nature of Relationship, and Types of Transactions with Related Parties, and Details of transactions with related parties in 2021 and 2020

Nature of Relationship:

- The Government of the Republic of Indonesia represented by the Ministry of Finance, is the Company's main shareholder.
- All entities that are owned and controlled by the Ministry of Finance of the Republic of Indonesia including entities where the Ministry of Finance Republic of Indonesia have significant influence: State-owned Enterprise (SOE).
- Related parties which main shareholder is the same with the Group.
- Related parties which are associates of the Company's subsidiaries.
- Key management personnel includes Commissioners and Directors of the Company.

Transactions with Related Parties:

The followings are transactions with related parties:



Pihak-pihak Berelasi / Related Parties	Transaksi / Transactions
PT Jasamarga Semarang Batang	Pendapatan / Revenues
PT Cinere Serpong Jaya	Tagihan Bruto, Pendapatan, Piutang Retensi / Gross Amount due to from Customer, Revenues, Retention Receivable
KSO/JOWKR - Darmo Permai	Piutang Lain-lain / Other Receivable
PT Prima Multi Terminal	Piutang Lain-lain, Piutang Retensi / Others Receivable, Retention Receivable
PT Utama Marga Waskita	Tagihan Bruto, Pendapatan, Piutang Usaha / Gross Amount due to from Customer, Revenues, Accounts Receivable
PT Jasamarga Japek Selatan	Piutang Usaha, Piutang Retensi, Tagihan Bruto, Pendapatan / Accounts Receivable, Retention Receivable, Gross Amount due to from Customer, Revenues
PT Jasamarga Jalan Layang Cikampek	Tagihan Bruto, Piutang Retensi / Gross Amount due to from Customer, Retention Receivable
PT Angkasa Pura I (Persero)	Tagihan Bruto, Pendapatan, Piutang Usaha / Gross Amount due to from Customer, Revenues, Accounts Receivable
PT Angkasa Pura II (Persero)	Tagihan Bruto, Pendapatan, Piutang Retensi, Piutang Usaha / Gross Amount due to from Customer, Revenues, Retention Receivable, Accounts Receivable
PT Sarana Multi Infrastruktur (Persero)	Lembaga Keuangan Non Bank / Loan to Financial Institution Non Bank
KSO/JOWaskita - Brantas	Investasi pada Ventura Bersama / Investment in Joint Ventures
KSO/JOWaskita - HK	Investasi pada Ventura Bersama / Investment in Joint Ventures
KSO/JOWaskita - PP	Investasi pada Ventura Bersama / Investment in Joint Ventures
KSO/JOWika - Waskita - Nindya	Investasi pada Ventura Bersama / Investment in Joint Ventures
KSO/JOWika - Waskita	Investasi pada Ventura Bersama / Investment in Joint Ventures
KSO/JOWaskita - PP - Wika	Investasi pada Ventura Bersama / Investment in Joint Ventures
KSO/JOWaskita - PP - HK	Investasi pada Ventura Bersama, Utang Ventura Bersama / Investment in Joint Ventures, Joint Ventures Payable
KSO/JOWaskita - Nindya	Investasi pada Ventura Bersama / Investment in Joint Ventures
KSO/JOWKR - RNI	Investasi pada Ventura Bersama / Investment in Joint Ventures
Waskita - Yodya Karya	Investasi pada Ventura Bersama / Investment in Joint Ventures
Waskita - Wika - PP - HK	Investasi pada Ventura Bersama / Investment in Joint Ventures
PT Dok dan Perkapalan Kodja Bahari (Persero)	Piutang Usaha / Accounts Receivable
PT Kresna Kusuma Dyandra Marga	Piutang Usaha, Piutang Dagang, Tagihan Bruto, Piutang Lain-lain, Piutang Retensi, Pendapatan, Uang Muka Kontrak Jangka Pendek, Investasi pada Ventura Bersama / Accounts Receivables, Trade Receivable, Gross Amount due to from Customer, Others Receivable, Retention Receivable, Revenues, Advances on Short-Term, Investment in Joint Ventures Contract
Perum Bulog	Tagihan Bruto, Pendapatan / Gross Amount due to from Customer, Revenues
PT Hakaaston	Piutang Dagang, Pendapatan / Trade Receivable, Revenues
PT Pelabuhan Indonesia III	Piutang Usaha / Accounts Receivable
PT Cibitung Tanjung Priok Port Toll Ways	Tagihan Bruto, Pendapatan, Piutang Retensi / Gross Amount due to from Customer, Revenues, Retention Receivable
PT Citra Karya Jabar Tol	Tagihan Bruto / Gross Amount due from Customer

Rincian saldo dan transaksi dengan pihak berelasi adalah sebagai berikut The detail of items associated with the related parties transaction:

Uraian / Description	(dalam jutaan Rupiah) / (in millions of Rupiah)			
	2021		2020	
	Rp	%	Rp	%
ASET / ASSETS				
Kas dan Setara Kas / Cash and Cash Equivalent	12.476.951	12,04%	991.965	0,98%
Piutang Usaha / Accounts Receivable	2.506.158	2,42%	3.391.257	3,37%
Piutang Retensi / Retention Receivable	1.443.069	1,39%	1.170.835	1,16%
Piutang Lain-lain / Other Receivable	6.205.296	5,99%	5.924.577	5,88%
Tagihan Bruto / Gross Amount due to from Customer	8.340.381	8,05%	7.536.515	7,48%
Aset Ventura Bersama / Joint Ventures Assets	1.128.449	1,09%	1.516.314	1,50%

Persentase di atas merupakan perbandingan dengan jumlah Aset / The percentage above is a comparison with the total of assets.



(dalam jutaan Rupiah) / (in millions of Rupiah)

Uraian / Description	2021		2020	
	Rp	%	Rp	%
LIABILITAS / LIABILITIES				
Utang Bank / Bank Loan	31.247.547	35,45%	26.379.648	29,53%
Utang Ventura Bersama / Joint Ventures Payables	234.589	0,27%	229.502	0,26%
Utang Usaha / Account Payable	98.606	0,11%	98.615	0,11%
Utang Bruto Subkontraktor / Gross Amount Due to Subcontractors	26.530	0,03%	7.558	0,01%
Uang Muka Kontrak / Advance on Contract	62.166	0,07%	70.398	0,08%

Persentase di atas merupakan perbandingan dengan jumlah Liabilitas / The percentage above is a comparison with the total of liabilities.

(dalam jutaan Rupiah) / (in millions of Rupiah)

Uraian / Description	2021		2020	
	Rp	%	Rp	%
PENDAPATAN USAHA / REVENUES				
	3.835.695	31,38%	6.165.165	38,08%

Persentase di atas merupakan perbandingan dengan jumlah Pendapatan Usaha / The percentage above is a comparison with the total of revenue.

Penjelasan Mengenai Kewajaran Transaksi

Penjelasan mengenai kewajaran seluruh transaksi yang dilakukan Perseroan dengan Pihak-pihak Berelasi/ Berafiliasi telah diungkapkan pada laporan keuangan, dan telah sesuai dengan standar PSAK 7 (revisi 2014) tentang "Pengungkapan Pihak-pihak Berelasi". Semua transaksi dengan pihak yang berelasi, dilakukan dengan persyaratan, tingkat harga, dan kondisi normal sebagaimana yang dilakukan dengan pihak ketiga dan telah diungkapkan dalam laporan keuangan.

Alasan Dilakukannya Transaksi

Perseroan melakukan transaksi dengan Pihak-pihak Berelasi seperti halnya transaksi dengan pihak ketiga sejalan dengan kebutuhan pengembangan operasional dan bisnis Perseroan.

Kebijakan Perseroan Terkait Mekanisme Review atas Transaksi dan Pemenuhan Ketentuan terkait

Dewan Komisaris dan Komite Audit menjalankan mekanisme review atas transaksi dengan Pihak-pihak Berelasi melalui proses audit, khususnya audit yang telah dilakukan oleh akuntan publik dan dipublikasikan, dimana mekanisme ini tertuang dalam PSAK 7 (revisi 2014) tentang "Pengungkapan Pihak-pihak Berelasi".

Berdasarkan review yang telah dilaksanakan pada tahun buku 2021 dan 2020, Manajemen menganalisa bahwa seluruh transaksi dengan Pihak Berelasi pada 2 (dua) tahun tersebut telah memenuhi peraturan dan ketentuan terkait.

Explanation of the Fairness of the Transaction

An explanation of the fairness of all transactions conducted by the Company with Related/Affiliated Parties has been disclosed in the financial statements, and is in accordance with PSAK 7 (revised 2014) standards regarding "Related Party Disclosures". All transactions with related parties are carried out with terms, price levels, and normal conditions as those done with third parties and have been disclosed in the financial statements.

Reason for Transaction

The Company conducts transactions with Related Parties as well as transactions with third parties in line with the Company's operational and business development needs.

Company Policy Regarding the Review Mechanism of Transactions and Fulfillment of Related Provisions

The Board of Commissioners and the Audit Committee run a review mechanism on transactions with Related Parties through the audit process, especially audits that have been carried out by public accountants and published, where this mechanism is contained in PSAK 7 (revised 2014) on "Related Party Disclosures".

Based on the reviews that have been carried out in the 2021 and 2020 financial years, Management analyzes that all transactions with Related Parties in the 2 (two) years have complied with the relevant rules and regulations.



PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH SIGNIFIKAN TERHADAP PERUSAHAAN

REGULATORY CHANGES WITH SIGNIFICANT IMPACT ON THE COMPANY

Perubahan Peraturan Perundang-undangan Tahun 2021 / Regulatory Changes in 2021

Nama Peraturan / Regulation	Perihal / Subject	Dampak terhadap Perseroan / Impact on the Company
Peraturan Menteri PUPR No. 2 Tahun 2021 / Regulation of The Minister PUPR No. 2 of 2021	Tata Cara Pelaksanaan Kerja Sama Pemerintah dengan Badan Usaha dalam Penyediaan Infrastruktur / Procedures for Implementing Government Cooperation with Business Entities in Infrastructure Provision	Implementasi ketentuan perundang-undangan tersebut tidak berpengaruh signifikan terhadap kelangsungan usaha Perseroan. / The implementation of the statutory provisions has no significant effect on the Company's business continuity.
Peraturan Pemerintah No. 42 Tahun 2021 / Government Regulation No. 42 of 2021	Kemudahan Proyek Strategis Nasional / Ease of National Strategic Projects	
Peraturan Pemerintah No. 14 Tahun 2021 / Government Regulation No. 14 of 2021	Perubahan atas Peraturan Pemerintah Nomor 22 Tahun 2020 tentang Peraturan Pelaksanaan Undang-Undang Nomor 2 Tahun 2017 tentang Jasa Konstruksi / Amendment to Government Regulation No. 22 of 2020 concerning Implementing Regulations of Law No. 2 of 2017 concerning Construction Services	
Peraturan Presiden No. 12 Tahun 2021 / Presidential Regulation No. 12 of 2021	Perubahan Atas Peraturan Presiden Nomor 16 Tahun 2018 Tentang Pengadaan Barang/Jasa Pemerintah / Amendment to Presidential Regulation No. 16 of 2018 concerning Government Procurement of Goods/Services	
Peraturan Menteri BUMN PER-1/MBU/03/2021 / Regulation of The Minister of SOE PER-1/MBU/03/2021	Pedoman Pengusulan, Pelaporan, Pemantauan, dan Perubahan Penggunaan Tambahan Penyertaan Modal Negara kepada Badan Usaha Milik Negara dan Perseroan Terbatas / Guidelines for Proposing, Reporting, Monitoring, and Changes in the Use of Additional State Equity Participation to State-Owned Enterprises and Limited Liability Companies	
Peraturan Menteri PUPR No. 3 Tahun 2021 / Regulation of The Minister of PUPR No. 3 of 2021	Tata Cara Pelaksanaan Pengadaan Badan Usaha untuk Pengusahaan Jalan Tol / Procedures for the Implementation of Business Entity Procurement for Toll Road Concession	
Peraturan Otoritas Jasa Keuangan Nomor 4/POJK.05/2021 / Financial Services Authority Regulation No. 4/POJK.05/2021	Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Lembaga Jasa Keuangan Nonbank / Implementation of Risk Management in the Use of Information Technology by Non-Bank Financial Services Institutions	
Peraturan Menteri PUPR No. 23 Tahun 2021 / Regulation of The Minister of PUPR No. 23 of 2021	Tata Cara Penetapan Pengusahaan Jalan Tol atas Prakarsa Badan Usaha / Procedure for Determining Toll Road Concession on the Initiative of a Business Entity	
Peraturan Menteri BUMN PER-05/MBU/04/2021 / Regulation of The Minister of SOE PER-05/MBU/04/2021	Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara / Social and Environmental Responsibility Program for State-Owned Enterprises	
Peraturan Menteri BUMN No. PER-06/MBU/04/2021 / Regulation of The Minister of SOE No. PER-06/MBU/04/2021	Perubahan atas Peraturan Badan Usaha Milik Negara Nomor PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara. / Amendment to the Regulation of State-Owned Enterprises No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises.	
Peraturan Menteri BUMN Nomor PER-11/MBU/07/2021 / Regulation of The Minister of SOE No. PER-11/MBU/07/2021	Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara / Requirements, Procedures for Appointment, and Dismissal of Members of the Board of Directors of State-Owned Enterprises	
Surat Edaran Menteri BUMN SE-13/MBU/10/2021 / Minister of SOEs Circular Letter No. SE-13/MBU/10/2021	Penyertaan Modal BUMN dalam Rangka Pendirian Anak Perusahaan atau Perusahaan Patungan, dan Tambahan Penyertaan kepada Anak Perusahaan atau Perusahaan Patungan / SOE Equity Participation in Establishing Subsidiaries or Joint Ventures, and Additional Investments in Subsidiaries or Joint Ventures	
Surat Edaran Menteri BUMN SE-15/MBU/2021 / Circular Letter of the Minister of SOE No. SE-15/MBU/2021	Larangan Insan Badan Usaha Milik Negara Terlibat dalam Tindakan Ekstremisme Berbasis / Prohibition of State-Owned Enterprises Personnel Engaging in Extremism-based Actions	
Peraturan Menteri BUMN Nomor PER-14/MBU/10/2021 / Regulation of The Minister of SOE No. PER-14/MBU/10/2021	Perubahan Kedua atas Peraturan Menteri BUMN Nomor PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas BUMN. / Second Amendment to the Regulation of the Minister of SOE No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of SOEs.	
Peraturan Pemerintah No. 5 Tahun 2021 / Government Regulation No. 5 of 2021	Penyelenggaraan Perizinan Berusaha Berbasis Risiko / Implementation of Risk-Based Business Licensing	
Peraturan Menteri PUPR No. 6 Tahun 2021 / Regulation of The Minister of PUPR No. 6 of 2021	Standar Kegiatan Usaha dan Produk pada Penyelenggaraan Perizinan Berusaha Berbasis Risiko Sektor Pekerjaan Umum dan Perumahan Rakyat / Standards for Business Activities and Products in the Implementation of Risk-Based Business Licensing in the Public Works and Public Housing Sector	



PERUBAHAN KEBIJAKAN AKUNTANSI DAN DAMPAKNYA TERHADAP PERUSAHAAN

Amendemen/Penyesuaian Standar yang Berlaku Efektif pada Periode Berjalan

Berikut adalah revisi, amendemen dan penyesuaian atas standar akuntansi keuangan (SAK) serta interpretasi atas SAK berlaku efektif untuk tahun buku yang dimulai pada atau setelah 1 Januari 2021, yaitu:

PSAK 22 (amendemen) Kombinasi Bisnis: Definisi Bisnis

Amandemen ini mengklarifikasi definisi bisnis untuk membantu Perseroan untuk menentukan apakah suatu transaksi diperhitungkan sebagai suatu kombinasi bisnis dan akuisisi aset.

Penerapan atas PSAK baru/revisi tidak mengakibatkan perubahan atas kebijakan akuntansi Perseroan dan tidak memiliki dampak material terhadap jumlah yang dilaporkan pada tahun berjalan atau tahun-tahun sebelumnya.

Reformasi Acuan Suku Bunga - Tahap 2 (Amendemen-amendemen atas PSAK 71 Instrumen Keuangan, PSAK 55 Instrumen Keuangan: Pengakuan dan Pengukuran, PSAK 60 Instrumen Keuangan: Pengungkapan, PSAK 62 Kontrak Asuransi, dan PSAK 73 Sewa).

Amandemen Tahap 2 membahas permasalahan yang timbul selama reformasi acuan suku bunga, termasuk penggantian acuan suku bunga yang satu dengan acuan suku bunga alternatif lainnya dan memberikan kelonggaran tertentu.

Amandemen Tahap 2 mempunyai implikasi sebagai berikut:

- Ketika persyaratan kontraktual pinjaman Perseroan diubah, dimana perubahan tersebut diperlukan sebagai akibat langsung dari reformasi acuan suku bunga dan dasar baru untuk menentukan arus kas kontraktual secara ekonomis setara dengan dasar sebelumnya, Perseroan mengubah dasar penentuan arus kas kontraktual secara prospektif dengan mengubah suku bunga efektif. Apabila terdapat perubahan tambahan yang dilakukan, yang tidak terkait langsung dengan reformasi, persyaratan PSAK 71 diterapkan terhadap perubahan tersebut.
- Ketika sewa dimodifikasi sebagai akibat langsung dari reformasi acuan suku bunga dan dasar baru untuk menentukan pembayaran sewa secara ekonomis setara dengan dasar sebelumnya, Perseroan menghitung ulang utang sewa untuk mencerminkan pembayaran sewa baru yang didiskontokan menggunakan tingkat diskonto revisi yang mencerminkan perubahan dasar penentuan arus kas kontraktual.

CHANGES IN ACCOUNTING POLICIES AND THE IMPACT ON THE COMPANY

Amendments/Improvements to Standards Effective in the Current Period

The following are revision, amendments and adjustments of standards and interpretation of SAK and effectively applied for the year starting on or after January 1, 2021, are as follows:

PSAK 22 (amendment) Business Combination: Definition of a Business

The amendment clarifies the definition of business to help entities in determining whether a transaction should be accounted for as a business combination or asset acquisition.

The adoption of the new/revised PSAK did not result in changes to the Company's accounting policies and had no material impact on the amounts reported for the current year or previous years.

Interest Rate Benchmark Reform - Phase 2 (Amendments to PSAK 71 Financial Instruments, PSAK 55 Financial Instruments: Recognition and Measurement, PSAK 60 Financial Instruments: Disclosures, PSAK 62 Insurance Contracts, and PSAK 73 Leases

Phase 2 amendments address issues that arise during the reform of an interest rate benchmark rate, including the replacement of one benchmark rate with an alternative one, and provide key reliefs.

As a result of the Phase 2 amendments:

- When the contractual terms of the Group's borrowings are amended as a direct consequence of the interest rate benchmark reform and the new basis for determining the contractual cash flows is economically equivalent to the basis immediately preceding the change, the Group changes the basis for determining the contractual cash flows prospectively by revising the effective interest rate. If additional changes are made, which are not directly related to the reform, the applicable requirements of PSAK 71 are applied to the other amendments.
- When a lease is modified as a direct consequence of the interest rate benchmark reform and the new basis for determining the lease payments is economically equivalent to the previous basis, the Group remeasures the lease liability to reflect the revised lease payments discounted using a revised discount rate that reflects the change in the basis for determining the contractual cash flows.



- Ketika perubahan dilakukan pada instrumen lindung nilai, item lindung nilai dan risiko lindung nilai sebagai akibat dari reformasi acuan suku bunga, Perseroan memperbaharui dokumentasi lindung nilai tanpa penghentian hubungan lindung nilai.
- Untuk lindung nilai arus kas Perseroan, apabila item lindung nilai dimodifikasi karena reformasi acuan suku bunga, jumlah laba atau rugi yang terakumulasi dalam cadangan lindung nilai atas arus kas untuk tujuan lindung nilai arus kas dianggap didasarkan pada acuan suku bunga alternatif.

Amendemen tersebut memperpanjang kebijakan praktis konsesi sewa terkait Covid-19 dimana segala bentuk pengurangan pembayaran sewa hanya memengaruhi pembayaran sewa pada atau sebelum tanggal 30 Juni 2022.

Penerapan atas PSAK baru/revisi tidak mengakibatkan perubahan atas kebijakan akuntansi Perseroan dan tidak memiliki dampak material terhadap jumlah yang dilaporkan pada tahun berjalan atau tahun-tahun sebelumnya.

Standar, Amendemen/Penyesuaian dan Interpretasi Standar Telah Diterbitkan Tapi Belum Diterapkan

Pada tanggal persetujuan laporan keuangan, standar, interpretasi, dan amandemen-amandemen atas PSAK yang relevan bagi Perseroan, yang telah diterbitkan namun belum berlaku efektif, dengan penerapan dini diizinkan, adalah sebagai berikut:

Efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2022

- PSAK 22 (amendemen) Kombinasi Bisnis tentang Referensi ke Kerangka Konseptual
- PSAK 57 (amendemen) Provisi, Liabilitas Kontinjensi dan Aset Kontinjensi tentang Kontrak Memberatkan Biaya Memenuhi Kontrak
- Penyesuaian Tahunan 2020 atas PSAK (amendemen PSAK 69 Agrikultur, PSAK 71 Instrumen Keuangan, dan PSAK 73 Sewa)

Efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2023

- PSAK 1 (amendemen) Penyajian Laporan Keuangan: Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang
- PSAK 16 (amandemen) Aset Tetap: Hasil Sebelum Penggunaan yang Diintensikan
- PSAK 25 (Amendemen) Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan: Definisi Estimasi Akuntansi
- PSAK 1 (Amendemen) Penyajian Laporan Keuangan: Pengungkapan Kebijakan Akuntansi

- When changes are made to the hedging instruments, hedged item and hedged risk as a result of the interest rate benchmark reform, the Group updates the hedge documentation without discontinuing the hedging relationship.

- For the Group's cash flow hedges, if the hedged item is modified due to the interest rate benchmark reform, the cumulative gain or loss in the cash flow hedge reserve for designated cash flow hedges is deemed to be based on the alternative benchmark rate.

The amendment extends the availability of the practical expedient for Covid-19 related lease concessions for which any reduction in lease payments affects only payments originally due on or before June 30, 2022.

The adoption of this revised PSAK does not result in changes to the Company's accounting policies and has no material effect on the amounts reported for the current or prior years.

Standards, Amendments/Improvements and Interpretations to Standards Issued not yet Adopted

At the date of authorization of these financial statements, the following standard, interpretation and amendments to PSAK relevant to the Company were issued but not effective, with early application permitted:

Effective for periods beginning on or after January 1, 2022

- PSAK 22 (amendment) Business Combinations on References to the Conceptual Framework
- PSAK 57 (amendment) Provisions, Contingent Liabilities and Contingent Assets: Onerous Contracts - Cost of Fulfilling the Contracts
- 2020 Annual Improvements to PSAK (amendments to PSAK 69 Agriculture, PSAK 71 Financial Instruments, and PSAK 73 Leases)

Effective for periods beginning on or after January 1, 2023

- PSAK 1 (amendment) Presentation of financial statements: Classification of Liabilities as Current or Non-current
- PSAK 16 (amendment) Property, Plant and Equipment: Proceeds before Intended Use
- PSAK 25 (Amendment) Accounting Policies, Changes in Accounting Estimates and Errors: Definition of Accounting Estimates
- Amendments to PSAK 1 (Amendment) Presentation of Financial Statements: Disclosure of Accounting Policies



Sampai dengan tanggal penerbitan laporan keuangan konsolidasian, dampak dari penerapan standar dan interpretasi tersebut terhadap laporan keuangan konsolidasian tidak dapat diketahui atau diestimasi oleh manajemen.

INFORMASI KELANGSUNGAN USAHA

HAL-HAL YANG BERPOTENSI BERPENGARUH SIGNIFIKAN TERHADAP KELANGSUNGAN USAHA

Sampai dengan akhir tahun 2021, belum pulihnya keadaan ekonomi akibat adanya pandemi COVID – 19 telah mengakibatkan gangguan ekonomi dan keuangan secara nasional, serta memberikan dampak negatif terhadap kinerja industri konstruksi. Penurunan trafik jalan tol sebagai konsekuensi atas penerapan kebijakan dalam mengendalikan penularan pandemi, adanya kecenderungan *Owner* untuk menunda pelaksanaan tender maupun progres pekerjaan, dan tidak kondusifnya iklim bisnis sehingga mengganggu rencana *recycling asset* (divestasi) ruas jalan tol, *plant precast* serta aset lainnya turut berpengaruh signifikan terhadap keberlangsungan usaha Perseroan.

Tingginya persaingan bisnis di industri konstruksi juga berpengaruh terhadap keberlanjutan usaha Perseroan. Ketatnya kompetisi antar perusahaan dalam industri konstruksi nasional membuat potensi margin yang diraih oleh Perseroan dirasa belum optimal. Selain itu, Perseroan juga mengalami penurunan rating yang menyebabkan keterbatasan dana untuk modal kerja sebagai akibat dari pelemahan likuiditas dan penurunan kinerja.

Untuk mengatasi hal tersebut, Perusahaan melakukan program penyehatan keuangan yang selaras dengan arahan dari Kementerian BUMN tentang Percepatan Perbaikan Kesehatan Keuangan BUMN sektor konstruksi dan jalan tol. Salah satu tujuan utama dalam program tersebut adalah mengatasi persoalan likuiditas yang tengah dihadapi Perusahaan melalui Restrukturisasi Utang Induk & Anak, Divestasi Jalan Tol, Penyertaan Modal Negara dan Penjaminan Pinjaman & Obligasi. Selain itu, guna mendukung peningkatan kinerja dan mensukseskan restrukturisasi hutang, Perusahaan melakukan upaya perbaikan dari sisi internal melalui program Transformasi Bisnis Waskita (Warisan Kita) yang telah tertuang di dalam Master Business Restructuring Plan (MBRP) Waskita.

As of the issuance date of the consolidated financial statements, the effects of adopting these standards, amendments and interpretations on the consolidated financial statements is not known nor reasonably estimable by management.

INFORMATION ON BUSINESS CONTINUITY

MATTERS THAT HAVE THE POTENTIAL TO SIGNIFICANTLY INFLUENCE THE COMPANY'S BUSINESS CONTINUITY

As of the end of 2021, the economic situation has not yet recovered due to the COVID-19 pandemic, which has resulted in national economic and financial disruptions, and has had a negative impact on the performance of the construction industry. The decline in toll road traffic as a consequence of the implementation of policies to control the transmission of the pandemic, the tendency of *Owners* to delay tenders and work progress, and the unfavorable business climate that disrupted the asset recycling (divestment) plan for toll roads, precast plant, and other assets also had a significant impact on the sustainability of the Company's business.

The increasing business competition in the construction industry also affects the sustainability of the Company's business. The tight competition between companies in the national construction industry makes the potential margin achieved by the Company deemed not optimal. In addition, the Company also experienced a rating decline which caused limited funds for working capital as a result of weak liquidity and decreased performance.

To overcome this, the Company carried out a financial restructuring program in line with the direction of the Ministry of SOEs regarding the Acceleration of Improvements in the Financial Health of SOEs in the construction and toll road sectors. One of the main objectives of the program is to address the liquidity issue currently being faced by the Company through Parent & Subsidiary Debt Restructuring, Toll Road Divestment, State Equity Participation and Loan & Bond Guarantee. In addition, in order to support performance improvement and the success of debt restructuring, the Company made efforts to improve from the internal side through the Waskita Business Transformation program (Warisan Kita) which has been stated in the Waskita Master Business Restructuring Plan (MBRP).



ASSESSMENT MANAJEMEN ATAS HAL-HAL YANG BERPENGARUH SIGNIFIKAN TERHADAP KELANGSUNGAN USAHA

Manajemen menganalisa bahwa dalam menjalankan kegiatan operasionalnya, Perseroan diharuskan untuk berhadapan dengan tantangan internal dan eksternal, terutama terkait keberlanjutan pandemi Covid-19 yang masih melanda dunia sampai dengan akhir tahun 2021. Oleh karena itu Manajemen terus berusaha untuk menerapkan inisiatif strategis untuk mengontrol dan memitigasi risiko usaha dengan baik. Berdasarkan berbagai asumsi berupa data keuangan, analisa SWOT dan tingkat kepercayaan konsumen yang masih kuat terhadap kinerja Perseroan, Manajemen menilai bahwa kebijakan-kebijakan strategis yang telah diterapkan pada tahun 2021 telah berhasil meminimalisir dampak dari risiko-risiko yang ada, sehingga Perseroan mampu menjaga kelangsungan usahanya dengan baik.

Manajemen Perseroan secara aktif memantau situasi di atas dan mengeksplorasi dan menjalankan strategi-strategi berikut sebagai upaya dalam mengatasi potensi dampak buruk pada kinerja keuangan dan keberlangsungan usaha Perseroan, antara lain sebagai berikut:

- Melakukan efisiensi biaya dan optimalisasi belanja modal (*capital expenditure*) serta selektif dalam perolehan proyek baru yang selaras dengan arahan Kementerian Badan Usaha Milik Negara (KBUMN) terkait spesialisasi;
- Melakukan transformasi bisnis melalui spesialisasi dan pengembangan *core competency* Perseroan untuk menjadi market leader pada champion segmen dan meningkatkan kapabilitas Perseroan;
- Divestasi jalan tol dan aset lainnya guna meningkatkan kapasitas pendanaan Perseroan;
- Mengupayakan target Nilai Kontrak Baru tahun 2022 sesuai dengan target rencana kerja anggaran (RKAP), yang akan dicapai dengan cara mendapatkan informasi terkini pasar-pasar konvensional dan menetapkan target dengan daya saing minimal 25%. Selain itu Perseroan selalu mengoptimalkan kerjasama dengan investor untuk proyek-proyek investasi maupun turnkey sehingga dapat merubah posisi Perseroan menjadi Konvensional. Fokus untuk memperkuat jangkauan Waskita di pasar eksternal dengan memaksimalkan core competencies Perseroan di Jasa Konstruksi.
- Menyeimbangkan *portofolio* pendapatan dari Konstruksi, Non Konstruksi, dan *Recurring Income*;
- Menjaga Rasio Keuangan sesuai dengan perjanjian Restrukturisasi Induk;
- Menjaga arus kas operasional positif.

MANAGEMENT ASSESSMENT ON BUSINESS CONTINUITY

Management analyzes that in carrying out its operational activities, the Company is required to deal with internal and external challenges, especially related to the prolonged Covid-19 pandemic which was still sweeping the world until the end of 2021. Therefore, Management continues to strive to implement strategic initiatives to properly control and mitigate business risks. Based on various assumptions in the form of financial data, SWOT analysis and the level of consumer confidence that remains strong on the Company's performance, Management considers that the strategic policies that have been implemented in 2021 have succeeded in minimizing the impact of existing risks, so that the Company will be able to maintain its business.

The Company's management is actively monitoring the above situation and exploring and implementing the following strategies as an effort to overcome potential adverse impacts on the Company's financial performance and business sustainability, including the following:

- Conduct cost efficiency and optimize capital expenditure as well as be selective in acquiring new projects in line with the direction of the Ministry of State-Owned Enterprises (KBUMN) related to specialization;
- Conduct business transformation through specialization and development of the Company's core competencies to become a market leader in segment champions and improve the Company's capabilities;
- Divestment of toll roads and other assets to increase the Company's funding capacity;
- Strive for the 2022 New Contract Value target in accordance with the budget work plan (RKAP) target, which will be achieved by obtaining the latest information on conventional markets and setting a target with a minimum competitiveness of 25%. In addition, the Company always optimizes cooperation with investors for investment and turnkey projects so that it can change the Company's position to conventional. Focus on strengthening Waskita's reach in external markets by maximizing the Company's core competencies in Construction Services.
- Balance the income portfolio from Construction, Non-Construction, and Recurring Income;
- Maintain Financial Ratio in accordance with Holding Restructuring agreement;
- Maintain positive operating cash flow.



Kemampuan Perseroan untuk mempertahankan kelangsungan usahanya dan menghadapi tantangan-tantangan eksternal di atas bergantung pada kemampuan Perseroan untuk menghasilkan arus kas yang cukup untuk membayar liabilitas secara tepat waktu dan mematuhi persyaratan dan ketentuan perjanjian kredit, serta kemampuan Perseroan memperbaiki operasi, kinerja, dan posisi keuangannya.

Berdasarkan hal di atas, manajemen Perseroan memiliki keyakinan bahwa Perseroan dapat tetap beroperasi di masa mendatang.

ASUMSI YANG DIGUNAKAN MANAJEMEN DALAM MELAKUKAN ASSESSMENT

Asumsi kelangsungan usaha terutama didasarkan pada perbaikan kinerja yang sejalan dengan upaya penyehatan keuangan Perseroan di tengah tantangan yang dihadapi di tahun 2021. Dalam memetakan hal – hal yang berpengaruh signifikan terhadap kelangsungan usaha, Perseroan melakukan analisis dengan mempertimbangkan kekuatan dan peluang yang dimiliki, baik yang disebabkan oleh faktor – faktor internal maupun eksternal.

Sesuai dengan RPJMN, pembangunan infrastruktur masih menjadi program prioritas yang dilaksanakan oleh Pemerintah. Sejumlah proyek strategis nasional seperti pembangunan infrastruktur konektivitas, transportasi, infrastruktur keairan, transmisi listrik, perumahan serta pembangunan Ibu Kota Negara (IKN) yang direncanakan dimulai pada tahun 2022 merupakan Opportunity bagi Perseroan di tengah kondisi perlambatan ekonomi akibat Pandemi Covid – 19.

Berdasarkan Analisis yang telah dilakukan, Perseroan masih memiliki potensi dan peluang khususnya pada segmen infrastruktur konektivitas dan keairan. Hal ini sejalan dengan program Kementerian BUMN terkait spesialisasi BUMN Karya yang bertujuan untuk mengurangi ketatnya persaingan antar BUMN Karya.

Dalam rangka pemanfaatan peluang besar tersebut, Perseroan akan berupaya mengoptimalkan keunggulan yang dimiliki diantaranya reputasi yang kuat sebagai kontraktor handal dengan Customer Base dan Networking yang luas, portofolio proyek yang unggul dan berkualitas di segmen infrastruktur, pengelolaan jalinan relasi yang baik dengan vendor serta kapasitas teknologi konstruksi dan sumber daya manusia yang andal untuk mendukung bisnis Perseroan. Selain itu Perseroan juga menerapkan tata kelola risiko konstruksi dalam memenuhi prinsip kehati hatian pada setiap proses bisnis yang dilakukan.

The Company's ability to maintain its business continuity and face the above external challenges depends on the Company's ability to generate sufficient cash flow to pay its liabilities in a timely manner and comply with the terms and conditions of credit agreements, as well as the Company's ability to improve its operations, performance and financial position.

Therefore, the Company's management has confidence that the Company can continue to operate in the future.

ASSUMPTIONS USED BY MANAGEMENT IN CONDUCTING THE ASSESSMENT

The assumption of business continuity is mainly based on performance improvements that are in line with the Company's financial restructuring efforts amid the challenges faced in 2021. In mapping things that have a significant effect on business continuity, the Company conducts an analysis by considering the strengths and opportunities it has, whether caused by internal and external factors.

In accordance with the RPJMN, infrastructure development is still a priority program implemented by the Government. A number of national strategic projects such as the construction of connectivity infrastructure, transportation, water infrastructure, electricity transmission, housing and the construction of the State Capital (IKN) which is planned to start in 2022 are Opportunities for the Company amid the economic slowdown due to the Covid-19 Pandemic.

Based on the analysis that has been carried out, the Company still has potential and opportunities, especially in the connectivity and water infrastructure segment. This is in line with the Ministry of SOE's program related to the specialization of BUMN Karya which aims to minimize the intense competition between BUMN Karya.

In order to take advantage of this great opportunity, the Company will seek to optimize its advantages including a strong reputation as a reliable contractor with an extensive Customer Base and Networking, excellent and high quality project portfolio in the infrastructure segment, good relations management with vendors and construction technology capacity, and reliable human resources to support the Company's business. In addition, the Company also implements construction risk governance in compliance with the prudence principle in every business process carried out.



Terlebih dengan adanya Transformasi Bisnis yang mulai di implementasikan pada 2021 serta dukungan Pemerintah dalam penyelesaian proyek strategis nasional yang dikerjakan Perseroan, diharapkan mampu meningkatkan kinerja dan keberlangsungan usaha Perseroan.

Sejumlah langkah dan strategi Perseroan dengan rencana mitigasi risiko yang terukur dilakukan Perseroan demi menjaga keberlangsungan usaha dalam jangka panjang. Oleh karena itu, kelangsungan usaha di masa yang akan datang diyakini akan lebih baik seiring manajemen risiko yang lebih baik dan peluang dari berbagai program Pemerintah di bidang pembangunan.

RENCANA PENGEMBANGAN JANGKA PANJANG

Sesuai dengan arahan percepatan perbaikan kesehatan keuangan BUMN Jalan Tol dan Konstruksi dari Kementerian BUMN, Perseroan menyelaraskan dan mendetailkan secara lebih komprehensif ke dalam program Transformasi Bisnis Waskita. Program ini merupakan salah satu inisiatif dari 8 *stream* inisiatif dalam rangka penyehatan keuangan Waskita secara terintegrasi yang bertujuan agar bisnis Waskita ke depan dapat tumbuh secara berkesinambungan (*sustainable growth*) dengan didukung oleh pendapatan yang terdiversifikasi, peningkatan efisiensi, pengembangan daya saing, peningkatan kesehatan keuangan, berkembangnya kapabilitas Sumber Daya Manusia dan terkendalinya risiko bisnis. Oleh karena itu, untuk mencapai sasaran tersebut, maka dirumuskanlah strategi transformasi bisnis sebagai arah kebijakan jangka panjang Waskita dalam bertransformasi.

Especially with the Business Transformation which began in 2021 and the Government's support in completing the national strategic projects carried out by the Company, it is expected to be able to improve the performance and sustainability of the Company's business.

A number of steps and strategies of the Company with measurable risk mitigation plans are carried out by the Company in order to maintain business continuity in the long term. Therefore, it is believed that business continuity in the future will be better in line with better risk management and opportunities from various Government programs in the field of development.

LONG-TERM DEVELOPMENT PLAN

In accordance with the direction to accelerate the improvement of the financial health of SOEs, Toll Roads and Construction from the Ministry of SOEs, the Company harmonizes and provides more comprehensive details into Waskita Business Transformation program. This program is one of the 8 streams of initiatives in the context of integrated financial restructuring of Waskita, which aims to enable Waskita's business to grow in a sustainable manner in the future, supported by diversified income, increased efficiency, competitiveness development, improved financial health, development of Human Resources capabilities and control of business risks. Therefore, to achieve this target, a business transformation strategy was formulated as Waskita's long-term policy direction in transforming.





Secara garis besar, maksud dari ke 6 (enam) *stream* strategi transformasi bisnis Perseroan seperti yang tergambar di atas adalah sebagai berikut:

- a. **Portfolio & Innovation**, adalah strategi dalam mendiversifikasi portofolio bisnis Perusahaan dan mendapatkan Nilai Kontrak Baru dengan ditopang oleh peningkatan *bid win rate*
- b. **Lean**, adalah strategi dalam melakukan efisiensi biaya dan waktu produksi
- c. **Digital**, merupakan strategi dalam hal pengembangan digitalisasi Perusahaan
- d. **Financial**, adalah strategi perbaikan fundamental keuangan Perusahaan
- e. **Risk Management**, adalah strategi untuk mengoptimalkan pengendalian risiko bisnis yang dihadapi Perusahaan
- f. **Talent Engine**, adalah strategi pengembangan talenta SDM Perusahaan berdasarkan nilai-nilai AKHLAK

Perseroan juga turut serta dalam rencana pembangunan infrastruktur pemerintah yang sejalan dengan program Transformasi Bisnis Perseroan, seperti penyelesaian ruas jalan tol, pembangunan Ibu Kota Negara, serta pembangunan infrastruktur lain khususnya di bidang *Champion Segment* yaitu *Water Infrastructure and Airport*.

Broadly speaking, the purposes of the 6 (six) streams of the Company's business transformation strategy as described above are as follows:

- a. **Portfolio & Innovation**, is a strategy in diversifying the Company's business portfolio and obtaining New Contract Value supported by an increase in the bid win rate
- b. **Lean**, is a strategy in carrying out cost efficiency and production time
- c. **Digital**, is a strategy in terms of developing the Company's digitalization
- d. **Financial**, is a strategy to improve the Company's financial fundamentals
- e. **Risk Management**, is a strategy to optimize the control of business risks faced by the Company
- f. **Talent Engine**, is the Company's HR talent development strategy based on AKHLAK values

The Company also participates in the government's infrastructure development plan which is in line with the Company's Transformation Program, such as the completion of toll roads, State Capital development, and other infrastructure development, particularly in *Champion Segment*, namely *Water Infrastructure and Airport*.

06

TATA KELOLA PERUSAHAAN

GOOD CORPORATE GOVERNANCE



GERBANG TOL
KARANGANYAR





TATA KELOLA PERUSAHAAN

Good Corporate Governance

PENCAPAIAN PENERAPAN TATA KELOLA PERUSAHAAN

PT Waskita Karya (Persero) Tbk mengutamakan implementasi prinsip-prinsip GCG yang berkelanjutan untuk menjadi landasan yang kokoh bagi Perseroan dalam mewujudkan harapan seluruh pemangku kepentingan kepada Perseroan. Keseriusan Waskita dalam menerapkan prinsip GCG di seluruh lini bisnisnya tercermin dari perolehan berbagai penghargaan, antara lain:

- Penerapan ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan;
- Penerapan ISO 27001:2013 tentang Sistem Manajemen Keamanan Informasi;
- Penerapan ISO 31000:2018 tentang Manajemen Risiko;
- Penerapan ISO BIM 19650 tentang Building Information Modelling (BIM).

ACHIEVEMENTS ON THE GCG IMPLEMENTATION

PT Waskita Karya (Persero) Tbk prioritizes the implementation of sustainable GCG principles as a strong foundation of the Company to fulfill the expectations of all stakeholders to the Company. Waskita's commitment in implementing the GCG principles to all of its business units is reflected in the achievements of numerous awards, which include:

- Implementation of ISO 37001:2016 on Anti-Bribery Management System;
- Implementation of ISO 27001:2013 tentang Information Security Management System;
- Implementation of ISO 31000:2018 on Risk Management;
- Implementation of ISO BIM 19650 on Building Information Modelling (BIM).



Waskita sebagai Badan Usaha Milik Negara (BUMN) secara konsisten, sistematis dan berkelanjutan menerapkan prinsip-prinsip GCG dengan mengadopsi standar terbaik yang berlaku secara internasional, yakni *Asean Corporate Governance Scorecard* yang diterbitkan oleh *ASEAN Capital Market Forum (ACMF)* pada tahun 2012

Waskita as a State-Owned Enterprise (SOE) implements the GCG principles consistently, systematically, and sustainably by adopting the best standards with international acknowledgement, namely the *ASEAN Corporate Governance Scorecard* issued by the *ASEAN Capital Market Forum (ACMF)* on 2012

KOMITMEN PENERAPAN TATA KELOLA PERUSAHAAN

Waskita sebagai Badan Usaha Milik Negara (BUMN) secara konsisten, sistematis dan berkelanjutan menerapkan prinsip-prinsip GCG dengan mengadopsi standar terbaik yang berlaku secara internasional, yakni *Asean Corporate Governance Scorecard* yang diterbitkan oleh *ASEAN Capital Market Forum (ACMF)* pada tahun 2012 dan merupakan parameter pengukuran praktik *Corporate Governance* yang diakui di kawasan ASEAN, serta Pedoman GCG Indonesia yang diterbitkan oleh Komite Nasional Kebijakan Governance (KNKG) pada tahun 2006, kriteria dan metodologi yang ditetapkan oleh Kantor Kementerian Negara Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 serta Pedoman Tata Kelola Perusahaan bagi perusahaan Terbuka yang diterbitkan oleh Otoritas Jasa Keuangan (OJK) di tahun 2015.

COMMITMENT ON IMPLEMENTING GCG

Waskita as a State-Owned Enterprise (SOE) implements the GCG principles consistently, systematically, and sustainably by adopting the best standards with international acknowledgement, namely the *ASEAN Corporate Governance Scorecard* issued by the *ASEAN Capital Market Forum (ACMF)* on 2012 which is a parameter to measure the practices of *Corporate Governance* acknowledged in the ASEAN region, and the Indonesian GCG guidelines issued by the National Committee of Governance Policy (KNKG) on 2006, the criteria and methods are in accordance with the Office of the State Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 dated June 6, 2012 and the *Corporate Governance Guidelines for Public Companies* issued by the Financial Services Authority (OJK) on 2015.

Waskita senantiasa meningkatkan kualitas penerapan praktik terbaik *Corporate Governance* dengan secara terus menerus melakukan pemutakhiran berbagai kebijakan, standar, pedoman, prosedur yang disesuaikan dengan perubahan peraturan perundang-undangan yang berlaku, keadaan lingkungan bisnis, dan juga perkembangan usaha dan kinerja Perusahaan. Selain itu, Waskita juga mempublikasikan kebijakan, standar, pedoman, dan prosedur tersebut di website resmi Perseroan untuk mendorong pengendalian diri dari seluruh Insan Perseroan agar dalam melaksanakan aktivitas pekerjaannya selalu memperhatikan nilai-nilai dan norma etika yang berlaku di Perseroan.

Penerapan GCG di Waskita telah menjadi landasan yang kuat untuk menghadapi perubahan lingkungan bisnis yang dinamis. Segala keputusan strategis yang dilakukan oleh *Board of Commissioners* dan *Board of Directors* selalu mempertimbangkan prinsip-prinsip GCG yaitu transparansi, akuntabilitas, pertanggungjawaban, independensi dan kewajaran.

Waskita juga memastikan bahwa seluruh Insan Waskita menerapkan prinsip-prinsip GCG di dalam setiap kegiatan operasional Perseroan. Dengan menerapkan prinsip-prinsip GCG secara konsisten, sistematis dan komprehensif akan menjadikan Waskita sebagai perusahaan konstruksi yang kuat secara fundamental, memiliki daya saing yang tinggi dan berkelanjutan sehingga mampu untuk beradaptasi menghadapi berbagai tantangan dari lingkungan bisnis yang dinamis.

Perseroan juga meyakini bahwa kaidah yang terkandung dalam prinsip-prinsip GCG bertujuan untuk menyeimbangkan antara kepentingan Perseroan dengan pemangku kepentingan. Penerapan GCG yang sesuai dengan aturan-aturan yang berlaku menjadi solusi efektif bagi berbagai pihak sehingga pengelolaan Perseroan menjadi lebih transparan, profesional, dan dapat dipertanggungjawabkan.

Komitmen penerapan Tata Kelola Perusahaan yang Baik secara konsisten, sistematis, dan berkelanjutan diwujudkan dengan pemenuhan perangkat kebijakan yang dapat mendukung secara sistematis penerapan dan penegakan Tata Kelola Perusahaan. Perangkat kebijakan tersebut dikaji secara berkala untuk memastikan relevansinya dengan kondisi perusahaan yang senantiasa berkembang seiring dengan perkembangan dunia usaha yang dinamis. Perangkat kebijakan tata kelola perusahaan yang dimiliki Waskita, antara lain:

1. Visi, Misi dan tata nilai Perseroan yang jelas dan realistis yang dievaluasi secara berkala oleh *Board of Commissioner* dan *Board of Director*;
2. Pedoman GCG Perseroan;
3. Pedoman dan tata tertib kerja *Board of Commissioner*, *Board of Director*, dan *Committee*;

Waskita continues to improve the quality of best corporate governance practices implementation by continuously updating various policies, standards, guidelines, procedures that are adjusted to amendments in applicable laws and regulations, business conditions, as well as the Company's business development and performance. In addition, Waskita also publishes these policies, standards, guidelines, and procedures on the Company's official website to encourage self-control of all personnels of the Company, so that they will always pay attention to the values and ethical norms that apply in the Company in doing their job.

GCG implementation in Waskita has become a strong foundation to face the ever-changing dynamic business environment. All strategic decisions made by Board of Commissioners and Board of Directors consider GCG principles, namely transparency, accountability, responsibility, independence and fairness.

Waskita also ensures that all Waskita personnel apply GCG principles in every operational activity of the Company. Consistent, systematic and comprehensive implementation of GCG principles will lead Waskita in becoming a fundamentally strong construction company, with high competitiveness and sustainability, and the ability to adapt to the various challenges of a dynamic business environment.

The Company also believes that the principles contained in the GCG principles has the purpose to balance the interests of the Company and its stakeholders. GCG implementation in accordance with applicable regulations is an effective solution for various parties so that the management of the Company can be more transparent, professional, and accountable.

The commitment to implementing Good Corporate Governance consistently, systematically, and sustainably is manifested by the fulfillment of policy instruments that can systematically support the implementation and enforcement of Corporate Governance. These policy instruments are regularly reviewed to ensure their relevance to the Company's condition, which is constantly evolving along with the dynamic development of the business world. Waskita's corporate governance policies include:

1. Clear and realistic Corporate Vision, Mission and Values, which are regularly evaluated by Board of Commissioners and Board of Directors;
2. GCG Guidelines of the Company;
3. Guidelines and work rules for Board of Commissioner, Board of Director, and the Committees;

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| <ol style="list-style-type: none"> 4. Penerapan kode etik yang dilaksanakan secara konsisten dan membudaya; 5. Sistem pengendalian internal; 6. Pedoman transaksi yang mengandung benturan kepentingan, transaksi afiliasi dan transaksi dengan pihak terkait lainnya; 7. Penerapan sistem pelaporan pelanggaran/<i>Whistleblowing System</i>; 8. Pedoman Pelaksanaan Program tanggung jawab sosial dan lingkungan. | <ol style="list-style-type: none"> 4. Consistent and entrenched implementation of Code of Conduct; 5. Internal control system; 6. Guidelines for transactions with conflicts of interest, affiliated transactions, and transactions with other related parties; 7. Implementation of <i>Whistleblowing System</i>; 8. Guidelines for the implementation of social and environmental responsibility programs. |
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PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN

Efektivitas penerapan GCG dapat tercapai apabila didukung oleh struktur dan sistem yang kuat. Untuk mendukung penguatan struktur dan sistem GCG di Perseroan, diperlukan pemahaman dan kesadaran terhadap prinsip-prinsip GCG. Secara umum, terdapat 5 (lima) prinsip dasar GCG, yaitu Transparansi (*Transparency*), Akuntabilitas (*Accountability*), Pertanggungjawaban (*Responsibility*), Kemandirian (*Independency*), dan Kewajaran (*Fairness*). Kelima prinsip GCG tersebut dijadikan sebagai landasan dalam menerapkan praktik GCG di Perusahaan.

IMPLEMENTATION OF GCG PRINCIPLES

The GCG implementation can be effectively achieved through the support of a strong structure and system. To support the strengthening of the GCG structure and system in the Company, it is necessary to understand and be aware of the GCG principles. In general, there are 5 (five) basic principles of GCG, namely Transparency, Accountability, Responsibility, Independence, and Fairness. The five principles of GCG are used as the basis for implementing GCG practices in the Company.

Penerapan Prinsip-prinsip Tata Kelola Perusahaan Selama Tahun 2021

Implementation of GCG Principles in 2021

Prinsip Dasar / Basic Principles	Komitmen Waskita / Waskita's Commitment	Penerapan di Lingkup Waskita / Implementation in Waskita
Transparansi / Transparency	Mengutamakan keterbukaan dalam pengungkapan informasi material yang benar, akurat, dan tepat waktu kepada seluruh pemangku kepentingan dalam rangka menghindari terjadinya benturan kepentingan (<i>conflict of interest</i>) dengan berbagai pihak. / Prioritizing transparency in appropriate, accurate, and timely material information disclosure to all stakeholders in order to prevent conflict of interest with various parties	<ol style="list-style-type: none"> 1. Publikasi berbagai informasi, baik informasi keuangan yang berdampak signifikan terhadap kinerja Perseroan maupun informasi penting lainnya pada website Perseroan yakni www.waskita.co.id / Publishing various information, including financial information that has significant impact to the Company's performance as well as other key information in the Company's website at www.waskita.co.id. 2. Penerbitan beberapa laporan secara berkala baik dalam bentuk fisik, digital, maupun siaran pers. / Publishing several periodic reports, in both physical and digital forms as well as press release.
Akuntabilitas / Accountability	Mengutamakan kejelasan fungsi, struktur, sistem, serta pertanggungjawaban seluruh Organ Tata Kelola yang sistematis, sehingga dapat meningkatkan efektivitas dan efisiensi dalam pengelolaan Perseroan. / Prioritizing clear function, structure, system, and accountability of all systematic Governance organs to improve effectiveness and efficiency in managing the Company	Pengelolaan Perseroan memisahkan tugas dan tanggung jawab serta menguraikan secara jelas mengenai fungsi, hak, kewajiban, dan wewenang masing-masing organ tata Kelola. / Separating duties and responsibilities as well as clear description on functions, rights, responsibilities and authorities of each governance organ.
Pertanggungjawaban / Responsibility	Dalam melaksanakan pengelolaan bisnis, Perseroan selalu mengutamakan kepatuhan terhadap peraturan perundang-undangan yang berlaku. / Prioritizing compliance to the prevailing laws and regulations in the Company's business management	<ol style="list-style-type: none"> 1. Melaksanakan kewajiban untuk membayar pajak dan menerapkan hubungan industrial. / Paying taxes and conducting industrial relations. 2. Melindungi segenap pegawai dengan menerapkan kebijakan dan praktik Kesehatan dan keselamatan kerja (K3), serta perlindungan terhadap lingkungan hidup melalui program tanggung jawab sosial perusahaan (<i>corporate social responsibility</i>) yang berkelanjutan. / Protecting employees through implementing occupational health and safety mechanism, preserving the environment through sustainable corporate social responsibility program.
Independensi / Independence	Dalam menjalankan pengelolaan bisnis, Perseroan selalu mengedepankan sikap profesionalitas dan tidak terpengaruh oleh pihak-pihak mana pun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip korporasi yang sehat. / Emphasizing professionalism and behaviors which are free from influence from any party that contradicts the law and fair corporate principles in the Company's business management	Dalam pengambilan keputusan, seluruh Organ Tata Kelola Perseroan selalu berusaha untuk menghindari benturan kepentingan dan pengaruh-pengaruh buruk dari pihak mana pun. / Making decisions by striving to avoid conflict of interest and influence from any parties.

Prinsip Dasar / Basic Principles	Komitmen Waskita / Waskita's Commitment	Penerapan di Lingkup Waskita / Implementation in Waskita
Kewajaran / Fairness	Perseroan memberikan perlakuan adil dan setara dalam memenuhi hak seluruh pemangku kepentingan berdasarkan peraturan perundang-undangan serta ketentuan yang berlaku. / Providing fair and equal treatment in fulfilling the stakeholders' rights pursuant to prevailing laws and regulations.	<ol style="list-style-type: none"> 1. Melakukan pengelolaan terhadap seluruh asset dengan baik dan prudent sehingga memunculkan perlindungan kepentingan pemegang saham secara jujur dan adil. / Managing all assets in a proper and prudent manner to safeguard the interests of shareholders fairly and honestly. 2. Menerapkan perlakuan yang adil di antara beragam kepentingan dalam Perseroan. / Implementing fair treatment on the various interests within the Company.

DASAR HUKUM PENERAPAN TATA KELOLA PERUSAHAAN

Penerapan GCG Perseroan mengacu pada beberapa peraturan perundang-undangan yang berlaku serta *best practices* lainnya yang sesuai dan relevan dengan bidang usaha yang dijalankan.

Undang-Undang Republik Indonesia

1. Undang-Undang Republik Indonesia No.2 Tahun 2017 tentang Jasa Konstruksi;
2. Undang-Undang Republik Indonesia No. 14 Tahun 2008 tentang Keterbukaan Informasi Publik;
3. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas;
4. Undang-Undang Republik Indonesia No. 28 Tahun 2002 tentang Bangunan Gedung;
5. Undang-Undang Republik Indonesia No.8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang;
6. Undang-Undang Republik Indonesia No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang Republik Indonesia No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi;
7. Undang-Undang Republik Indonesia No.8 Tahun 1995 tentang Pasar Modal;
8. Undang-Undang Republik Indonesia No.5 Tahun 1999 tentang Larangan Praktik Monopoli dan Persaingan Usaha Tidak Sehat.

Peraturan Pemerintah

1. Peraturan Pemerintah No. 54 Tahun 2016 tentang Perubahan Ketiga atas Peraturan Pemerintah No. 29 Tahun 2000 tentang Penyelenggaraan Jasa Konstruksi;
2. Peraturan Presiden Republik Indonesia No. 16 Tahun 2018 tentang Pengadaan Barang/Jasa Pemerintah;
3. Peraturan Pemerintah Republik Indonesia No.92 Tahun 2010 tentang Perubahan Kedua atas Peraturan Pemerintah No. 28 Tahun 2000 tentang Usaha dan Peran Masyarakat Jasa Konstruksi;
4. Peraturan Pemerintah Republik Indonesia No. 40 Tahun 2009 tentang Perubahan atas Peraturan Pemerintah No. 51 Tahun 2008 tentang Pajak Penghasilan atas Penghasilan dari Usaha Jasa Konstruksi;

LEGAL BASIS OF GCG IMPLEMENTATION

GCG implementation in the Company refers to several prevailing laws and regulations as well as other best practices that are relevant and in accordance with the Company's line of business.

Laws of The Republic of Indonesia

1. Law of the Republic of Indonesia No.2 of 2017 on Construction Services;
2. Law of the Republic of Indonesia No. 14 of 2008 on Public Information Disclosure;
3. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies;
4. Law of the Republic of Indonesia No. 28 of 2002 on Buildings;
5. Law of the Republic of Indonesia No. 8 of 2010 on Prevention and Eradication of Money Laundering;
6. Law of the Republic of Indonesia No. 20 of 2001 on Amendment to the Law of the Republic of Indonesia no. 31 of 1999 on Eradication of Crime of Corruption;
7. Law of the Republic of Indonesia No. 8 of 1995 on Capital Market;
8. Law of the Republic of Indonesia No.5 of 1999 on Prohibition of Monopoly and Unfair Business Competition Practices.

Government Regulations

1. Government Regulation No. 54 of 2016 regarding Third Amendment to the Government Regulation No. 29 of 2000 on Construction Services;
2. Regulation of the President of Republic of Indonesia No. 16 of 2018 on Procurement of Goods/Services of Government;
3. Government Regulation No. 92 of 2010 regarding Second Amendment to the Government Regulation No. 28 of 2000 on Business and Role of Construction Services Society;
4. Government Regulation No.40 of 2009 regarding Amendment to Government Regulation No. 51 of 2008 on Income Tax on Revenue of Construction Services Businesses;



5. Peraturan Pemerintah Republik Indonesia No. 36 Tahun 2005 tentang Peraturan Pelaksanaan Undang-Undang No. 28 Tahun 2002 tentang Bangunan Gedung;
6. Peraturan Pemerintah Republik Indonesia No. 45 Tahun 2005 tentang Pendirian, Pengawasan, dan Pembubaran Badan Usaha Milik Negara;
7. Peraturan Pemerintah Republik Indonesia No. 30 Tahun 2000 tentang Penyelenggaraan Pembinaan Jasa Konstruksi.
8. Peraturan Pemerintah Republik Indonesia No. 29 Tahun 2016 tentang Perubahan Modal Dasar Perseroan Terbatas;
9. Peraturan Pemerintah Republik Indonesia No. 30 Tahun 2017 tentang Perubahan Ketiga atas Peraturan Pemerintah No. 15 Tahun 2005 tentang Jalan Tol;
10. Peraturan Pemerintah Republik Indonesia No. 24 Tahun 2018 tentang Pelayanan Perizinan Berusaha Terintegrasi Secara Elektronik.

Keputusan Menteri

1. Keputusan Menteri Badan Usaha Milik Negara No. Kep-102/MBU/2002 tentang Penyusunan RJPP;
2. Keputusan Menteri Badan Usaha Milik Negara No. Kep-101/MBU/2002 tentang Penyusunan RKAP;
3. Keputusan Menteri Badan Usaha Milik Negara No. Kep-100/MBU/2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara.

Peraturan Menteri BUMN

1. Peraturan Menteri Negara BUMN No. PER-06/MBU/06/2018 tentang Perubahan Ketiga Atas Peraturan Menteri Badan Usaha Milik Negara No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara;
2. Peraturan Menteri Negara BUMN No. PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara;
3. Peraturan Menteri Negara BUMN No. PER-03/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara;
4. Peraturan Menteri Negara BUMN No. PER-11/MBU/09/2015 tentang Perubahan Peraturan Menteri Badan Usaha Milik Negara;

5. Government Regulation No. 36 of 2005 on Implementing Regulation of Law No. 28 of 2002 on Buildings;
6. Government Regulation No. 45 of 2005 on Establishment, Supervision, and Dissolution of State-Owned Enterprises;
7. Government Regulation No. 30 of 2000 on Implementation of Construction Services Development.
8. Government Regulation No. 29 of 2016 on Amendment to the Authorized Capital of Limited Liability Companies;
9. Government Regulation No. 30 of 2017 on Third Amendment to Government Regulation No. 15 of 2005 on Toll Roads;
10. Government Regulation No. 24 of 2018 on Electronically Integrated Business Licensing Services.

Ministerial Decrees

1. Decree of the Minister of State-Owned Enterprises No. Kep-102/MBU/2002 on Preparation of RJPP (Long-Term Corporate Plan);
2. Decree of the Minister of State-Owned Enterprises No. Kep101/MBU/2002 on Preparation of RKAP (Work Plan and Budget);
3. Decree of the Minister of State-Owned Enterprises No. Kep100/MBU/2002 on Assessment of Soundness Level of State-Owned Enterprises.

Regulations of the Minister of SOE

1. Regulation of the State Minister of SOE No. PER-01/MBU/06/2017 regarding Second Amendment to Regulation of the Minister of State-Owned Enterprises No. PER-04/MBU/2014 on Guidelines of Salary Determination for Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises;
2. Regulation of the State Minister of No. PER-02/MBU/02/2015 on Requirements and Methods of Appointment and Dismissal of Members of Board of Commissioners and Supervisory Board of State-Owned Enterprises;
3. Regulation of the State Minister of SOE No. PER-03/MBU/02/2015 on Requirements, Methods of Appointment and Dismissal of Members of Board of Directors of State-Owned Enterprises;
4. Regulation of the State Minister of SOE No. PER-11/MBU/09/2015 on Amendment to Regulation of the Minister of State-Owned Enterprises;

5. Peraturan Menteri Negara BUMN No. PER-08/MBU/06/2015 tentang Pedoman Pelaporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara Kepada Badan Usaha Milik Negara dan Perseroan Terbatas;
6. Peraturan Menteri Badan Usaha Milik Negara No. PER-08/MBU/06/2015 tentang Pedoman Pelaporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara Kepada Badan Usaha Milik Negara dan Perseroan Terbatas;
7. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara;
8. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-09/MBU/2012 tentang Perubahan atas Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada Badan Usaha Milik Negara;
9. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada Badan Usaha Milik Negara;
10. Peraturan Menteri Badan Usaha Milik Negara No. PER-15/MBU/2012 tentang Perubahan atas Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-05/MBU/2008 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa di Badan Usaha Milik Negara.
11. Peraturan Menteri Badan Usaha Milik Negara No. PER-08/MBU/12/2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa BUMN.

Peraturan Bapepam-LK/Otoritas Jasa Keuangan

1. Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik;
2. Surat Edaran Otoritas Jasa Keuangan No. 30/SEOJK.04/2016 tentang Bentuk dan Isi Laporan Tahunan Emiten dan Perusahaan Publik;
3. Keputusan Ketua Bapepam dan LK No. Kep-614/BL/2011 tanggal 28 November 2011, Peraturan Bapepam-LK No. IX.E.2 tentang Transaksi Material dan Perubahan Kegiatan Usaha Utama;
4. Keputusan Ketua Bapepam dan LK No. Kep-412/BL/2009 tanggal 25 November 2009, Peraturan Bapepam-LK No. IX.E.1 tentang Transaksi Afiliasi dan Benturan Kepentingan Tertentu;

Regulations of the Bapepam-LK/Financial Services Authority

1. Regulation of Financial Services Authority No. 29/POJK.04/2016 on Annual Report of Issuers or Public Companies;
2. Circular Letter of Financial Services Authority No. 30/SEOJK.04/2016 on Form and Content of Annual Report of Issuers and Public Companies;
3. Decree of Bapepam and LK Chairman No. Kep-614/BL/2011 dated November 28, 2011, Regulation of Bapepam-LK No. IX.E.2 on Material Transactions and Changes on Main Business Activities;
4. Decree of Bapepam and LK Chairman No. Kep-412/BL/2009 dated November 25, 2009, Regulation of Bapepam-LK No. IX.E.1 on Affiliated Transactions and Conflict of Interest in Certain Transactions;



5. Peraturan Otoritas Jasa Keuangan No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Internal Audit;
6. Lampiran Ketua Bapepam-LK No.Kep-179/BL/2008 tanggal 14 Mei 2008, Peraturan No.IX.J.1 tentang Pokok-pokok Anggaran Dasar Perseroan yang melakukan Penawaran Umum Efek Bersifat Ekuitas dan Perusahaan Publik;
7. Salinan Keputusan Ketua Bapepam-LK No. Kep-431/BL/2012, Peraturan No.X.K.6 tentang Penyampaian Laporan Tahunan bagi Emiten atau Perusahaan Publik;
8. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik;
9. Keputusan Ketua Bapepam No. Kep-643/BL/2012, Peraturan Bapepam No.IX.I.5 tentang Pembentukan dan Pedoman Kerja Komite Audit;
10. Peraturan Otoritas Jasa Keuangan No. 75/POJK.04/2017 tentang Tanggung Jawab Direksi atas Laporan Keuangan;
11. Keputusan Ketua Bapepam No. Kep-346/BL/2011 tanggal 30 September 2003, Peraturan No.X.k.2 tentang Penyampaian Laporan Keuangan Berkala;
12. Peraturan Otoritas Jasa Keuangan No. 30/POJK.04/2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum;
13. Keputusan Ketua Bapepam No. Kep-554/BL/2010 tanggal 30 Desember 2010 tentang Perubahan Keputusan Ketua Bapepam No. Kep-06/PM/2000 tanggal 13 Maret 2000 tentang Perubahan Bapepam No.VII.G.7 tentang Pedoman Penyajian Laporan Keuangan;
14. Peraturan Otoritas Jasa Keuangan No. 31/POJK.04/2015 tentang Keterbukaan atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik;
15. Keputusan Ketua Bapepam No. Kep-63/PM/1996 tanggal 17 Januari 1996, Peraturan Bapepam No.IX.I.4 tentang Pembentukan Sekretaris Perusahaan;
16. Peraturan Otoritas Jasa Keuangan No. 32/POJK.04/2014 tentang Rencana dan Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka;
17. Peraturan Otoritas Jasa Keuangan No. 10/POJK.04/2017 tentang Perubahan atas Peraturan Otoritas Jasa Keuangan No. 32/POJK.04/2014 tentang Rencana dan Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka;
18. Keputusan Ketua Bapepam No. Kep-38/PM/1996 tanggal 17 Januari 1996, Peraturan No.VII.G.2 tentang Laporan Tahunan;
19. Peraturan Otoritas Jasa Keuangan No. 60/POJK.04/2015 tentang Keterbukaan Informasi Pemegang Saham Tertentu;
5. Regulation of Financial Services Authority No. 56/POJK.04/2015 on Establishment and Guidelines for Preparation of Internal Audit Charter;
6. Attachment to Decree of Bapepam-LK Chairman No.Kep179/BL/2008 dated May 14,2008, Regulation no.IX.J.1 on Main Substances of Articles of Association of Company Performing Public Offering and Public Companies;
7. Copy of Decree of Bapepam-LK Chairman No. Kep-431/BL/2012, Regulation no. X.K.6 on Annual Report Submission for Issuers or Public Companies;
8. Regulation of Financial Services Authority No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuer of Public Company;
9. Decree of Bapepam Chairman no. Kep-643/BL/2012, Regulation of Bapepam no. IX.I.5 on Establishment and Work Implementation Guidelines of Audit Committee;
10. Regulation of Financial Services Authority No. 75/POJK.04/2017 on Responsibilities of Board of Directors for Financial Statements;
11. Decree of Bapepam Head No. Kep-346/BL/2011 dated September 30, 2003, Regulation no. X.K.2 on Obligation to Submit Periodic Financial Statement;
12. Regulation of Financial Services Authority No. 30/POJK.04/2015 on Report on The Use of Proceeds from Public Offering;
13. Decree of Bapepam Head No. Kep-554/BL/2010 dated December 30, 2010 regarding Amendment of Decree of Bapepam Chairman No. Kep-06/PM/2000 dated March 13, 2000 regarding Amendment of Regulation of Bapepam No.VII.G.7 on Guidelines of Financial Statements Presentation;
14. Regulation of Financial Services Authority No. 31/POJK.04/2015 on Disclosure of Material Information or Facts by Issuers or Public Companies;
15. Decree of Bapepam Head No. Kep-63/PM/1996 dated January 17, 1996, Bapepam Regulation No. IX.I.4 on Establishment of Corporate Secretary;
16. Regulation of Financial Services Authority No. 32/POJK.04/2014 on Plan and Implementation of Meeting of Shareholders of Public Company;
17. Regulation of Financial Services Authority No.10/POJK.04/2017 regarding Amendment to Regulation of Financial Services Authority No.32/POJK.04/2014 on Planning and Holding of Meeting of Shareholders of Public Company;
18. Decree of Bapepam Head No. Kep-38/PM/1996 dated January 17, 1996, Regulation No.VII.G.2 on Annual Report;
19. Regulation of Financial Services Authority No. 60/POJK.04/2015 on Information Disclosure of Certain Shareholders;

20. Peraturan Otoritas Jasa Keuangan No. 52/POJK.04/2017 tentang Dana Investasi Infrastruktur Berbentuk Kontrak Investasi Kolektif;
21. Peraturan Otoritas Jasa Keuangan No. 58/POJK.04/2017 tentang Penyampaian Pernyataan Pendaftaran atau Pengajuan Aksi Korporasi Secara Elektronik;
22. Peraturan Otoritas Jasa Keuangan No. 7/POJK.04/2018 tentang Penyampaian Laporan Melalui Sistem Pelaporan Elektronik Emiten atau Perusahaan Publik.

Peraturan Lainnya

1. Pedoman Umum GCG Indonesia, Komite Nasional Kebijakan Governance (2006);
2. Anggaran Dasar PT Waskita Karya (Persero) Tbk;
3. Pedoman Tata Kelola Perusahaan SK BOD No. 70/SK/WK/2020 tanggal 29 Mei 2020;
4. Pedoman Hubungan Kerja *Board of Commissioners* dan *Board of Directors* SK BOD No. 26.1/SK/WK/2021 tanggal 20 Agustus 2021;
5. Pedoman Etika dan Perilaku (*Code of Conduct*) Insan Waskita No. 85.1/SK/WK/2020 tanggal 22 September 2020;
6. Keputusan Rapat Umum Pemegang Saham (RUPS) yang tercantum dalam risalah RUPS.
7. Peraturan Presiden No.54 tahun 2018 tentang Strategi Nasional Pencegahan Korupsi.

TUJUAN DAN MANFAAT PENERAPAN TATA KELOLA PERUSAHAAN

Waskita berkomitmen menerapkan prinsip-prinsip GCG secara konsisten dengan tujuan sebagai berikut:

1. Mengendalikan dan mengarahkan hubungan antara Perseroan dengan organnya, yakni Pemegang Saham, *Board of Commissioners*, *Board of Directors*, pegawai, pelanggan, mitra kerja, serta masyarakat dan lingkungan agar berjalan secara baik dan kepentingan semua pihak dapat terpenuhi;
2. Mendorong dan mendukung pengembangan Perseroan;
3. Mengelola sumber daya secara lebih amanah;
4. Mengelola risiko secara lebih baik;
5. Meningkatkan pertanggungjawaban kepada seluruh pemangku kepentingan;
6. Mencegah terjadinya penyimpangan dalam pengelolaan Perseroan;
7. Memperbaiki budaya kerja Perseroan; dan
8. Meningkatkan citra Perseroan.

20. Regulation of Financial Services Authority No. 52/POJK.04/2017 on Infrastructure Investment Funds in the Form of Collective Investment Contracts;
21. Regulation of Financial Services Authority No. 58/POJK.04/2017 on Electronic Submission of Registration Statements or Proposal of Corporate Action
22. Regulation of Financial Services Authority No.7/POJK.04/2018 on Submission of Reports through Issuers or Public Companies Electronic Reporting Systems.

Other Regulations

1. Indonesian General Guidelines of GCG, National Committee of Governance Policy (2006);
2. Articles of Association of PT Waskita Karya (Persero) Tbk;
3. Corporate Governance Guidelines Board of Director Decree No. 70/SK/WK/2020 dated May 29, 2020;
4. Guidelines for Working Relations of Board of Commissioners and Board of Directors No. 26.1/SK/WK/2021 dated August 20, 2021;
5. Waskita Personnel Code of Conduct No. 85.1/SK/WK/2020 dated September 22, 2020;
6. Resolutions of General Meeting of Shareholders (GMS) stipulated in the GMS minutes.
7. Presidential Regulation No.54 of 2018 on National Strategy in Preventing Corruption

OBJECTIVES AND BENEFITS OF GCG IMPLEMENTATION

Waskita is committed to implementing GCG principles consistently with the following objectives:

1. Maintaining and navigating the Company's good relationships with its organs, namely Shareholders, Board of Commissioners, Board of Directors, employees, customers, business partners, communities, and environment as well as ensuring the fulfillment of each party's interests;
2. Encouraging and supporting the Company's development;
3. Managing resources more responsibly;
4. Managing risks more properly;
5. Enhancing accountability to all stakeholders;
6. Preventing any violation in the Company's management;
7. Improving the Company's work culture; and
8. Elevating the Company's image.



Selain mengakomodasi tujuan Perseroan serta memenuhi peraturan yang berlaku, implementasi GCG di Perseroan juga memiliki tujuan yang selaras dengan dimensi penerapan GCG berkelanjutan pada aspek *triple bottom line*, yaitu *People, Planet*, dan *Profit*.

Pada aspek *People*, Perseroan berupaya menghasilkan sumber daya manusia yang memiliki kompetensi dan mampu mengadaptasi nilai-nilai GCG serta mampu mensejahterakan masyarakat yang bersinggungan langsung dengan Perseroan. Pada aspek *Planet*, Perseroan dapat berkontribusi nyata terhadap lingkungan dan pemberdayaan masyarakat. Sedangkan pada aspek *Profit*, Perseroan menjalankan kepentingan dalam memperoleh laba dan mewujudkan pencapaian kinerja yang tinggi.

MEKANISME TATA KELOLA PERUSAHAAN

Mekanisme pelaksanaan Tata Kelola Perusahaan yang Baik merupakan proses atas implementasi prinsip tata kelola yang didukung oleh kecukupan struktur dan infrastruktur Tata Kelola Perusahaan, sehingga menghasilkan *outcome* yang sesuai dengan harapan pemangku kepentingan. Penerapan Tata Kelola Perusahaan yang Baik tidak cukup hanya dengan mengandalkan pilar Struktur Tata Kelola, tetapi juga dibutuhkan adanya Infrastruktur atau *Soft-structure* Tata Kelola yang jelas dalam rangka mendukung proses mekanisme GCG.

Mekanisme Tata Kelola Perusahaan

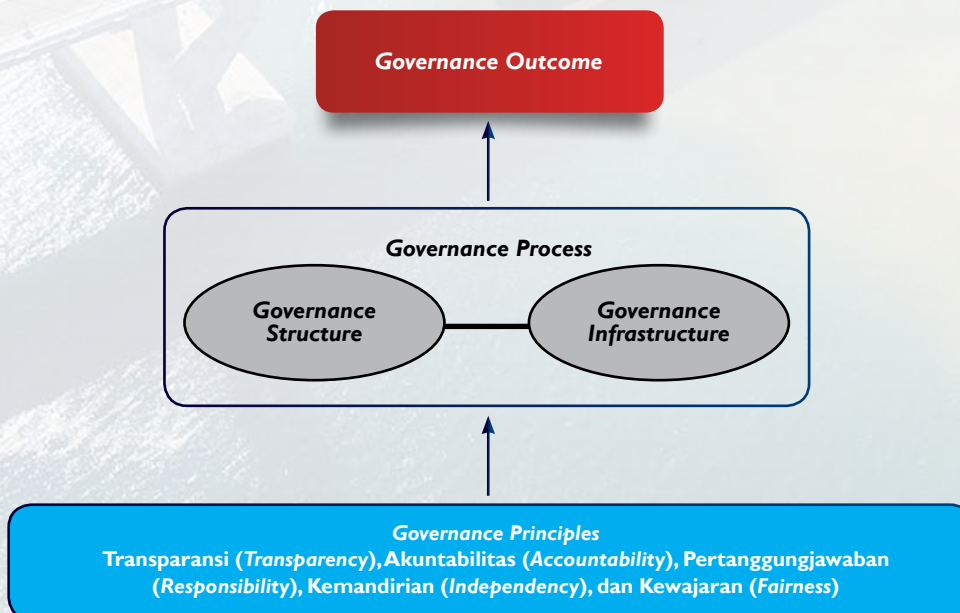
In addition to accommodating the Company’s goals and realization of compliance with prevailing regulations, the Company’s GCG implementation also has objectives in line with the sustainable GCG implementation in the triple bottom line aspects, namely people, planet, and profit.

In terms of the People aspect, the Company strives to produce competent Human Capital that is able to adopt GCG values and brings welfare to the communities that are directly intersecting with the Company. For the Planet aspect, the Company continues to contribute to the environment and community empowerment. Meanwhile, in the Profit aspect, the Company strives to optimize profit and achieve higher growth.

GCG MECHANISM

The Good Corporate Governance Mechanism is a process of applying principles that is supported by the adequacy of the Company’s governance structure and infrastructure, so that the results are in accordance with the shareholders’ expectations. The implementation process is attached to the structure of governance organs which include the General Meeting of Shareholders (GMS), the Board of Commissioners, the Board of Directors, as well as the supporting organs of the Board of Commissioners and the supporting organs of the Board of Directors.

GCG Mechanism



Struktur Tata Kelola Perusahaan

Dalam rangka mendukung penguatan implementasi GCG, Perseroan memiliki Struktur Tata Kelola Perusahaan yang mengacu pada Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perusahaan Terbatas (UUPT). Berdasarkan UUPT, Organ Perseroan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi. Sistem kepengurusan menganut sistem dua badan (*two tier system*), yaitu Dewan Komisaris dan Direksi, yang memiliki wewenang dan tanggung jawab yang jelas dan sesuai fungsinya masing-masing, sebagaimana diamanahkan dalam Anggaran Dasar Perusahaan dan peraturan perundang-undangan. Dewan Komisaris dan Direksi bertanggung jawab kepada RUPS yang merupakan organ tata kelola tertinggi di Perseroan.

Infrastruktur Tata Kelola Perusahaan

Untuk meningkatkan kualitas penerapan GCG, Perseroan tidak hanya mengandalkan pilar *Governance Structure* saja, tetapi juga menyusun infrastruktur atau *soft-structure* GCG yang terdiri dari berbagai kebijakan dan prosedur operasional yang dapat dijadikan sebagai pedoman dan acuan kerja bagi seluruh jajaran *top management* hingga unit kerja Perseroan. Penyusunan *soft-structure* ditujukan agar Perseroan mampu melakukan *check and balance* pada setiap aktivitas bisnis berdasarkan prinsip-prinsip GCG yang berlaku. Beberapa *soft-structure* GCG yang telah dimiliki oleh Perseroan hingga akhir tahun 2021 antara lain:

1. Pedoman Tata Kelola Perusahaan sesuai dengan Surat Keputusan *Board of Directors* No. 70/SK/WK/2020 tanggal 29 Mei 2020;
2. Pedoman Hubungan Kerja *Board of Commissioners* dan *Board of Directors* sesuai dengan Surat Keputusan *Board of Directors* No. 26.1/SK/WK/2021 tanggal 20 Agustus 2021;
3. Pedoman Etika dan Perilaku (*Code of Conduct*) Insan Waskita No. 85.1/SK/WK/2020 tanggal 22 September 2020;
4. Pedoman Sistem Pelaporan Pelanggaran (SPP)/*Whistle Blowing System* (WBS) sesuai dengan Surat Keputusan *Board of Directors* No. 03.6/SK/WK/2019 tanggal 26 Maret 2019;

Sosialisasi dan Internalisasi Tata Kelola Perusahaan yang Baik

Dalam rangka memberikan pemahaman tentang penerapan tata kelola perusahaan yang baik, Perseroan telah melaksanakan kegiatan sosialisasi dan internalisasi selama tahun 2021, antara lain Sosialisasi mengenai Gratifikasi dan WBS pada rapat koordinasi triwulan II pada tanggal 29 Juli 2021.

GCG Structure

In order to support strengthening the GCG, the Company has prepared a Corporate Governance Structure that refers to the Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies (UUPT). Based on the UUPT, the Company's organs consist of the General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Directors. The management system adheres to a two-tier system, namely the Board of Commissioners and the Board of Directors, which have clear powers and responsibilities and are in accordance with their respective functions, as mandated in the Company's Articles of Association and laws and regulations. The Board of Commissioners and the Board of Directors are responsible to the GMS which is the highest governance organ in the Company.

GCG Infrastructure

To improve the GCG implementation quality, the Company does not only rely on the Governance Structure pillar, but also prepares the GCG infrastructure or soft-structure which consists of various operational policies and procedures that can be used as work guidelines and references for all top management levels to the Company's business units. The preparation of the soft-structure is intended for the Company to be able to carry out checks and balances on every business activity based on the applicable GCG principles. Some of the GCG soft-structures that have been prepared by the Company as of the end of 2021 include:

1. Corporate Governance Guidelines in accordance with the Board of Directors No. 70/SK/WK/2020 dated May 26, 2020;
2. Guidelines for Working Relations of Board of Commissioners and Board of Directors in accordance with the Decree of the Board of Directors No. 26.1/SK/WK/2021 dated August 20, 2021;
3. Waskita Personnel Guidelines of Ethics and Behavior (*Code of Conduct*) No. 85.1/SK/WK/2020 dated September 22, 2020;
4. Whistleblowing System (WBS) Guidelines in accordance with the Decree of the Board of Directors No. 03.6/SK/WK/2019 dated March 26, 2019;

GCG Socialization and Internalization

In providing an understanding on good corporate governance implementation, the Company has conducted dissemination and internalization activities throughout 2021, such as dissemination of Gratification and Whistleblowing System in the Q2 Coordination Meeting on July 29, 2021.

ROADMAP TATA KELOLA PERUSAHAAN

Perseroan telah membentuk roadmap GCG sebagai arah implementasi GCG dan panduan bagi seluruh pegawai dari berbagai tingkatan dalam melaksanakan implementasi GCG di setiap aktivitas operasional. Sasaran akhir roadmap GCG adalah terwujudnya peran Perseroan sebagai *Good Corporate Citizen*. Jika sasaran akhir tersebut dapat terealisasi, maka Perseroan secara optimis dapat meningkatkan dan mempertahankan kinerja secara berkesinambungan.

Roadmap GCG Perseroan yang ditetapkan hingga beberapa tahun ke depan sebagai berikut:

Roadmap GCG Waskita

Perusahaan yang Beretika dan Bertanggung Jawab <i>Ethical and Responsible Company</i>		
Infrastruktur / Infrastructure	Penyempurnaan Berkelanjutan / Sustainable Improvements	Sasaran / Targets
<ul style="list-style-type: none"> Organ Perusahaan / Corporate Organs Komite Penunjang / Supporting Committees Pedoman GCG / GCG Guidelines Pedoman Kode Etik / Code of Conduct Manual Board Charter Sistem & Prosedur / System & Procedure 	<ul style="list-style-type: none"> Review Assessment Audit 	GCG menjadi budaya bagi <i>Stakeholders</i> . / GCG to become a culture for Stakeholders

PEMEGANG SAHAM DAN RAPAT UMUM PEMEGANG SAHAM

Pemegang Saham

Pemegang Saham merupakan seseorang atau badan hukum yang secara sah memiliki satu atau lebih saham pada perusahaan. Dengan demikian, para pemegang saham adalah pemilik dari suatu perusahaan. Komposisi Pemegang Saham Perseroan terdiri dari 3 (tiga) jenis, yaitu Pemegang Saham Seri A (berstatus Pemegang Saham Pengendali), Seri B (saham biasa), serta Pemegang Saham Masyarakat. Adapun komposisi pemegang saham Waskita terdiri dari:

1. Pemerintah Republik Indonesia (Seri A Dwiwarna): 1 lembar saham;
2. Pemerintah Republik Indonesia (Seri B): 8.963.697.886 lembar saham;
3. Masyarakat: 4.610.253.113 lembar saham.

Secara lengkap, informasi mengenai Komposisi Pemegang Saham Perseroan telah diuraikan pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

GCG ROADMAP

The Company has drawn up the GCG Roadmap as the direction of the GCG implementation and guidelines for all level of employees in implementing GCG within every operational activity. The final goal of the GCG Roadmap is the realization of Company as a good corporate citizen. When such goal is realized, the Company is optimistic to be able to improve and maintain its performance in a sustainable manner.

The GCG of the Company which has been drawn up for the upcoming years is as follows:

Waskita's GCG Roadmap

SHAREHOLDERS AND THE GENERAL MEETING OF SHAREHOLDERS

Shareholders

Shareholders are individuals or legal entities that legally own a share or multiple shares of a company. In short, shareholders are the owners of a company. The Company's shareholder composition consists of 3 (three) series, namely the Shareholders of Series A (with the status of Controlling Shareholders), Series B (common shares), and Public Shareholders. Waskita's shareholder composition is as follows:

1. Government of The Republic of Indonesia (Series A Dwiwarna): 1 share;
2. Government of The Republic of Indonesia (Series B): 8.963.697.886 shares;
3. Public: 4.610.253.113 shares.

A more comprehensive information on the Company's Shareholder has already been described in the Company Profile Chapter in this Annual Report

Informasi Pemegang Saham Utama dan/atau Pengendali

Sebagai suatu badan hukum yang dimiliki oleh negara (BUMN), kepemilikan saham mayoritas Waskita dimiliki oleh Pemerintah Republik Indonesia, yang dalam hal ini diwakili oleh Kementerian Badan Usaha Milik Negara. Dengan demikian, Pemegang Saham Utama dan Pengendali Perseroan adalah Pemerintah Republik Indonesia. Tidak terdapat Pemegang Saham Utama dan Pengendali secara tidak langsung, sampai kepada pemilik individu serta tidak terdapat Pemegang Saham yang bertindak atas nama Pemegang Saham lain.

Pemegang Saham Utama dan Pengendali Waskita



Hak dan Tanggung Jawab Pemegang Saham

Sebagai pemilik modal, Pemegang Saham memiliki hak dan tanggung jawab sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perseroan. Masing-masing jenis Pemegang Saham memiliki hak dan tanggung jawab yang berbeda-beda.

Hak Pemegang Saham

Saham-saham Perseroan adalah saham atas nama dan dikeluarkan atas nama pemiliknya yang terdaftar dalam Daftar Pemegang Saham yang terdiri dari Saham Seri A Dwiwarna dan Saham Seri B. Saham Seri A Dwiwarna merupakan saham yang memberikan hak istimewa kepada Negara Republik Indonesia seperti yang ditetapkan dalam Anggaran Dasar Perseroan. Saham Seri B merupakan saham biasa atas nama yang dapat dimiliki oleh Masyarakat.

Hak istimewa dari Pemegang Saham Seri A Dwiwarna adalah sebagai berikut:

- I. Hak untuk menyetujui dalam RUPS mengenai hal-hal sebagai berikut:
 - a. Persetujuan pengangkatan dan pemberhentian anggota *Board of Directors* dan *Board of Commissioners*;
 - b. Persetujuan perubahan Anggaran Dasar;
 - c. Persetujuan perubahan struktur kepemilikan saham;
 - d. Persetujuan penggabungan, peleburan, pemisahan, dan pembubaran serta pengambilalihan Perseroan oleh perusahaan lain;

Information on the Majority and/or Controlling Shareholders

As a state-owned legal entity (BUMN), Waskita's majority shares are owned by the Government of The Republic of Indonesia, which is represented by The Ministry of State-Owned Enterprises. Hence, the Company's Majority and Controlling Shareholder is the Government of The Republic of Indonesia. There are no indirect Majority and Controlling Shareholders to the ultimate level and there are also Shareholders who acted as proxies on behalf of other Shareholders.

Majority and Controlling Shareholders of Waskita

Rights and Responsibilities of the Shareholders

As the capital owners, the Shareholder possess the rights and responsibilities in accordance with the prevailing laws and regulations as well as the Company's Articles of Association. Each series of Shareholders possesses different rights and responsibilities

Shareholders' Rights

Shares of the Company refer to registered shares issued under the name of its owners that are listed in shareholders list that consists of Series A Dwiwarna Shares and Series B Shares. Series A Dwiwarna Shares refer to shares that grant The Republic of Indonesia special privileges as stipulated in the Company's Articles of Association and restricted only to the Republic of Indonesia. Series B Shares are common shares on names that can be owned by the Public .

The rights of Series A Dwiwarna Shareholders are as follows:

- I. The right to submit an approval in GMS on the following subjects:
 - a. Approval of the appointment and dismissal of members of the Board of Directors and the Board of Commissioners;
 - b. Approval of amendments to Articles of Association;
 - c. Approval of changes in the shareholder structure;
 - d. Approvals on the consolidation, merger, takeover, split, and dissolution by another company;

- | | |
|---|---|
| <ol style="list-style-type: none"> 2. Hak untuk mengusulkan Calon Anggota <i>Board of Directors</i> dan Calon Anggota <i>Board of Commissioners</i>; 3. Hak untuk mengusulkan mata acara RUPS; 4. Hak untuk meminta dan mengakses data dan dokumen Perseroan; 5. Hak untuk menetapkan kebijakan strategis agar selalu selaras dan sesuai dengan kebijakan dan peraturan yang berlaku pada pemegang saham Seri B terbanyak dengan kepemilikan sebagian besar saham Perseroan (selanjutnya disebut "Pemegang Saham Seri B Terbanyak"), di bidang sebagai berikut: <ol style="list-style-type: none"> a. Bidang perencanaan strategis bisnis infrastruktur dan pengembangan wilayah; b. Bidang pengembangan serta investasi bisnis infrastruktur dan pengembangan wilayah; c. Bidang Pengadaan dan Logistik; d. Bidang Sumber Daya Manusia dan Hubungan industrial; e. Bidang Informasi Teknologi; f. Bidang Manajemen Risiko dan Pengawasan internal; g. Bidang Kesehatan, Keselamatan Kerja, Pengelolaan Lingkungan Hidup dan Tanggung Jawab Sosial; h. Bidang Hukum; i. Bidang Program Kemitraan dan Bina Lingkungan. | <ol style="list-style-type: none"> 2. The right to propose Candidates to become Members of Board of Directors and Board of Commissioners; 3. The right to propose GMS agendas; 4. The right to request and access the Company's data and documents 5. The right to issues strategic policies to ensure the compliance with the prevailing laws and regulation on the largest Series B shareholders with the most ownerships of the Company's shares (will be referred as Largest Series B Shareholders), in the following sectors: <ol style="list-style-type: none"> a. Infrastructure business strategic planning and regional development; b. Infrastructure business development and investment and regional development; c. Procurement and Logistics; d. Human Capital and Industrial Relations; e. Information Technology; f. Risk Management and Internal Control; g. Occupational Health and Safety, Environmental Management and Social Responsibility; h. Law; i. Partnership and Community Development Program. |
|---|---|

dengan mekanisme penggunaan hak dimaksud sesuai dengan ketentuan dalam Anggaran Dasar dan peraturan perundang-undangan.

with the mechanism to exercise such rights referred in accordance with the provisions in the Articles of Association and the laws and regulations.

Pemegang Saham Seri A Dwiwarna dapat memberikan kuasa kepada Pemegang Saham Seri B terbanyak Perseroan terkait dengan hak untuk:

Series A Dwiwarna Shareholders may delegate authority to the Largest Series B Shareholders with the rights to:

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Mengubah Anggaran Dasar; 2. Mengangkat dan memberhentikan anggota <i>Board of Directors</i> dan <i>Board of Commissioners</i>; 3. Mengusulkan Calon Anggota <i>Board of Directors</i> dan Calon Anggota <i>Board of Commissioners</i>; 4. Mengusulkan mata acara RUPS; 5. Meminta dan mengakses data dan dokumen Perusahaan; 6. Menetapkan kebijakan strategi agar selaku selaras dan sesuai dengan kebijakan dan peraturan yang berlaku pada Pemegang Saham Seri B terbanyak Perseroan dalam bidang sesuai dengan ketentuan butir c5 pada Pasal 5 ayat (4) Anggaran Dasar Perseroan. | <ol style="list-style-type: none"> 1. Change the Articles of Association; 2. Appoint and dismiss members of the Board of Directors and the Board of Commissioners; 3. Propose Candidates to become the Members of the Board of Directors and Candidates for Members of the Board of Commissioners; 4. Propose the agendas for the GMS; 5. Request and access the Company's data and documents; 6. Establish strategic policies so that they are aligned and in accordance with the policies and regulations that apply to the Company's Largest Series B Shareholders in accordance with the provisions of point c5 in Article 5 paragraph (4) of the Company's Articles of Association. |
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Tanggung Jawab Pemegang Saham

Salah satu bentuk partisipasi masyarakat (dalam hal ini masyarakat selaku pemegang saham) terhadap pengembangan dan perbaikan tata kelola Perseroan sebagai Perusahaan Publik, adalah keikutsertaannya pada mekanisme pengawasan dan pengambilan keputusan melalui sarana Rapat Umum Pemegang Saham (RUPS) atau Rapat Umum Pemegang Saham Luar Biasa (RUPSLB). Adapun tanggung jawab pemegang saham tersebut yaitu memonitor dan mengawasi kinerja *Board of Commissioners* dan *Board of Directors* melalui mekanisme RUPS dan RUPSLB.

Sejalan dengan Pasal 3 ayat (1) Undang-Undang Perseroan Terbatas, Pemegang Saham tidak bertanggung jawab secara pribadi atas perikatan yang dibuat atas nama Perseroan dan tidak bertanggung jawab atas kerugian Perseroan melebihi saham yang dimiliki. Pemegang Saham hanya bertanggung jawab sebesar saham yang ia setorkan dan tidak meliputi harta kekayaan pribadinya.

Kebijakan Hubungan dengan Pemegang Saham

1. Perusahaan harus menjamin bahwa penggunaan dana pemegang saham akan dilakukan secara amanah, transparan, dan sesuai tujuan diterbitkannya saham;
2. Perusahaan harus memberikan informasi material yang menyangkut penerbitan saham kepada yang berhak.

Kesetaraan Hak Pemegang Saham

Pemegang Saham Seri B mempunyai hak yang sama dengan Pemegang Saham Seri A Dwiwarna dan setiap 1 (satu) saham memberikan 1 (satu) hak suara, kecuali hak-hak istimewa sebagaimana diatur dalam Anggaran Dasar Perusahaan.

Akses Informasi RUPS kepada Pemegang Saham

Sebelum penyelenggaraan RUPS dilaksanakan, Perseroan telah terlebih dahulu melaksanakan beberapa persiapan-persiapan yang bersifat mandatori kepada seluruh pemangku kepentingan, antara lain melakukan pemberitahuan kepada Kementerian BUMN, Otoritas Jasa Keuangan (OJK), dan Pemegang Saham melalui surat pemberitahuan resmi dan pemasangan iklan pada suatu media nasional, *website* Perseroan dengan menggunakan Bahasa Indonesia maupun Bahasa Inggris serta diumumkan juga dalam situs web Bursa Efek Indonesia di mana Perseroan mencatatkan sahamnya. Proses penyampaian informasi terkait penyelenggaraan RUPS Tahunan telah diatur dalam Peraturan OJK No. 32/POJK.04/2014 yang terakhir kali diubah dengan Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.

Shareholders' Responsibilities

One of the forms of public participation (in this case, public as shareholders) towards the development and improvement of the Company's corporate governance as a Public Company is participation in monitoring and decision-making mechanisms through the General Meeting of Shareholders (GMS) or Extraordinary General Meeting of Shareholders (EGMS). Shareholders' responsibilities are monitoring and supervising performance of the Board of Commissioners and the Board of Directors through GMS and EGMS mechanism.

In line with Article 3 Paragraph (1) of the Law of Limited Liability Companies, shareholders are not personally responsible for any engagement established under the name of the Company or responsible for any loss of the Company of which the value exceed the number of shares owned. Shareholders are only responsible for the entire amount of paid-up shares with the exclusion of their personal assets.

Policy on Shareholder Relations

1. The Company must ensure that the use of shareholders funds will be carried out in a trustworthy and transparent manner and in accordance the purpose for which the shares were issued;
2. The Company must provide material information regarding the issuance of shares to those the parties entitled.

Equality of Shareholders' Rights

Series B Shareholders have the same rights as Series A Dwiwarna Shareholders and each 1 (one) share gives 1 (one) voting right, except for the special rights as stipulated in the Company's Articles of Association.

GMS Information Access to the Shareholders

Prior to the holding of GMS, the Company shall first make mandatory preparation to all stakeholders, such as sending an announcement to the Ministry of SOE, Financial Services Authority, and shareholders through an official announcement letter and advertisement on one of national media, the Company's website both in Indonesian and English as well as on the Stock Exchange's website where the Company listed its shares. Announcement of the information regarding the holding of Annual GMS has been regulated in the Regulation of Financial Services Authority No. 32/POJK.04/2014 on Planning and Holding of General Meeting of Shareholders of Public Companies.

Rapat Umum Pemegang Saham

Rapat Umum Pemegang Saham (RUPS) merupakan Organ Perseroan yang memiliki kekuasaan tertinggi yang bersifat residual karena RUPS memiliki berbagai kewenangan yang tidak didelegasikan kepada *Board of Commissioners* maupun *Board of Directors*. RUPS merupakan wadah bagi Pemegang Saham dalam melaksanakan wewenang sesuai dengan peraturan perundang-undangan yang berlaku.

Dasar hukum penyelenggaraan RUPS Waskita mengacu pada:

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara;
3. Peraturan Pemerintah No. 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran Badan Usaha Milik Negara;
4. Peraturan Menteri BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara *juncto* Peraturan Menteri BUMN No. PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan Atas Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara;
5. Peraturan Otoritas Jasa Keuangan (OJK) No. 32/POJK.04/2014 tanggal 8 Desember 2014 tentang Rencana Dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka dan Peraturan OJK No. 10/POJK.04/2017 tanggal 14 Maret 2017 tentang Perubahan atas Peraturan OJK No. 32/POJK.04/2014;
6. Anggaran Dasar PT Waskita Karya (Persero) Tbk.

Jenis Penyelenggaraan RUPS

Berdasarkan Anggaran Dasar Perseroan, Jenis RUPS yang diselenggarakan di Waskita terdiri dari RUPS Tahunan yang diadakan paling lambat enam bulan setelah tahun buku berakhir dan RUPS Luar Biasa yang dapat diadakan sewaktu-waktu berdasarkan kebutuhan. Baik RUPS Tahunan dan RUPS Luar Biasa memiliki wewenang tertinggi dalam struktur tata kelola Perseroan.

Jenis Penyelenggaraan RUPS

RUPS Tahunan	RUPS Luar Biasa
<ul style="list-style-type: none"> • Dilaksanakan paling lambat 6 (enam) bulan setelah tahun buku. / Held at least 6 (six) months after the fiscal year • Diselenggarakan untuk membahas laporan tahunan dan perhitungan tahunan Perseroan. / Held to discuss the Annual Report and the annual calculation of the Company 	<ul style="list-style-type: none"> • Dapat diadakan sewaktu-waktu berdasarkan kebutuhan untuk kepentingan Perusahaan apabila diperlukan oleh Pemegang Saham atau atas usulan <i>Board of Commissioners</i> dan/atau <i>Board of Directors</i>. / Held at any time in accordance to the Company's needs if deemed necessary by the Shareholders or on the suggestions by the Board of Commissioners and/or the Board of Directors.

General Meeting of Shareholders

General Meeting of Shareholders (GMS) is a Company organ with the highest residual authority as the GMS possess various authorities that are not delegated to the Board of Commissioners or Board of Directors. The GMS is a forum for Shareholders to exercise their authority in accordance with the applicable laws and regulations.

Legal basis of the holding of Waskita's GMS refers to:

1. Law No. 40 of 2007 concerning Limited Liability Companies;
2. Law No. 19 of 2003 concerning State Owned Enterprises;
3. Government Regulation No. 45 of 2005 concerning the Establishment, Management, Supervision and Dissolution of State-Owned Enterprises;
4. Regulation of Minister of SOE No. PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises *juncto* Regulation of Minister of SOE No. PER-09/MBU/2012, dated July 6, 2012 concerning to the amendment of the Regulation of Minister of SOE No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises;
5. Regulation of the Financial Services Authority (OJK) No. 32/POJK.04/2014 dated December 8, 2014 concerning the Planning and Holding of General Meeting of Shareholders of Public Companies and OJK Regulation No. 10/POJK.04/2017 dated March 14, 2017 concerning Amendments to OJK Regulation No. 32/POJK.04/2014.
6. PT Waskita Karya (Persero) Tbk.'s Articles of Association.

Kinds of GMS

Based on the Company's Articles of Association, the types of GMS held at Waskita consist of the Annual GMS which is held no later than six months after the end of the fiscal year and the Extraordinary GMS which can be held at any time based on the Company's needs. Both the Annual GMS and Extraordinary GMS have the highest authority in the corporate governance structure.

Kinds of GMS

RUPS Luar Biasa
<ul style="list-style-type: none"> • Dapat diadakan sewaktu-waktu berdasarkan kebutuhan untuk kepentingan Perusahaan apabila diperlukan oleh Pemegang Saham atau atas usulan <i>Board of Commissioners</i> dan/atau <i>Board of Directors</i>. / Held at any time in accordance to the Company's needs if deemed necessary by the Shareholders or on the suggestions by the Board of Commissioners and/or the Board of Directors.

Tahapan Penyelenggaraan RUPS

Berdasarkan Peraturan OJK No. 32/POJK.04/2014 tanggal 8 Desember 2014 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka yang mengalami perubahan terakhir melalui Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, terdapat beberapa tahapan yang harus dilakukan oleh Perseroan dalam menyelenggarakan RUPS, meliputi:

1. Pemberitahuan RUPS ke Otoritas Jasa Keuangan (OJK)

- a. Direksi wajib terlebih dahulu menyampaikan pemberitahuan mata acara rapat kepada OJK paling lambat 5 (lima) hari kerja sebelum pengumuman RUPS, dengan tidak memperhitungkan tanggal pengumuman RUPS.
- b. Mata acara rapat wajib diungkapkan secara jelas dan rinci.
- c. Apabila terdapat perubahan mata acara rapat, maka Direksi wajib menyampaikan perubahan mata acara kepada OJK paling lambat pada saat pemanggilan RUPS.

2. Pengumuman RUPS

- a. Direksi wajib melakukan pengumuman RUPS kepada Pemegang Saham paling lambat 14 (empat belas) hari sebelum pemanggilan RUPS, dengan tidak memperhitungkan tanggal pengumuman dan tanggal pemanggilan.
- b. Pengumuman RUPS paling kurang memuat ketentuan Pemegang Saham yang berhak hadir dalam RUPS dan yang berhak mengusulkan mata acara rapat, tanggal penyelenggaraan RUPS dan tanggal pemanggilan RUPS.
- c. Pengumuman RUPS kepada Pemegang Saham paling kurang melalui 1 (satu) surat kabar harian berbahasa Indonesia yang beredar nasional, situs web Bursa Efek dan situs web Perusahaan, dalam Bahasa Indonesia dan bahasa asing paling kurang bahasa Inggris.
- d. Bukti Iklan Pengumuman disampaikan kepada OJK paling lambat 2 (dua) hari kerja setelah pengumuman RUPS dan disampaikan kepada Bursa Efek pada hari yang sama dengan tanggal pemasangan iklan.

3. Pemanggilan RUPS

- a. Direksi wajib melakukan pemanggilan kepada Pemegang Saham paling lambat 21 (dua puluh satu) hari sebelum RUPS, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS.

Stages of the GMS

In accordance with the OJK Regulation No. 32/POJK.04/2014 dated December 8, 2014 concerning the Planning and Holding of General Meeting of Shareholders of Public Companies which was recently amended through the OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of General Meeting of Shareholders of Public Companies, there are several stages which must be conducted by the Company in holding the GMS, which are, namely:

1. Notification to the Financial Services Authority (OJK)

- a. The Board of Directors must first submit notification of the agenda of the meeting to the OJK no later than 5 (five) working days prior to the announcement of the GMS, excluding the announcement date of the GMS.
- b. The agenda of the meeting must be disclosed in a clear and detailed manner.
- c. If there is a change in the agenda of the meeting, the Board of Directors is required to submit the agenda change to the OJK no later than the GMS summons.

2. GMS Announcement

- a. The Board of Directors is required to make an announcement of the GMS to the Shareholders no later than 14 (fourteen) days prior to the invitation to the GMS, excluding the announcement date and the date of the summons.
- b. The GMS announcement shall at least contain provisions for Shareholders who are entitled to attend the GMS and who are entitled to propose the agenda of the meeting, the date of the GMS and the date of the invitation to the GMS.
- c. The GMS announcement to the Shareholders must be published in at least 1 (one) Indonesian daily newspaper with national publication, the Stock Exchange website and the Company's website, in Indonesian and a foreign language at least in English.
- d. Proof of the Advertising of the Announcement is submitted to the OJK no later than 2 (two) working days after the announcement of the GMS and submitted to the Stock Exchange on the same day as the date of the advertisement.

3. GMS Summons

- a. The Board of Directors is required to make meeting summons to the Shareholders no later than 21 (twenty one) days prior to the GMS, excluding the date of the summons and the date of the GMS.

- b. Pemanggilan RUPS harus memuat hari, tanggal, jam serta tempat rapat diadakan, ketentuan Pemegang Saham yang berhak hadir dalam RUPS dan dengan singkat hal-hal yang hendak dibicarakan disertai pemberitahuan bahwa bahan yang akan dibicarakan dalam rapat telah tersedia di kantor Perusahaan mulai hari dilakukan pemanggilan rapat sampai dengan tanggal rapat diadakan.
- c. Pemanggilan RUPS kepada Pemegang Saham paling kurang melalui 1 (satu) surat kabar harian berbahasa Indonesia yang beredar nasional, situs web Bursa Efek dan situs web Perusahaan, dalam Bahasa Indonesia dan bahasa asing paling kurang bahasa Inggris.
- d. Pemanggilan RUPS kedua dilakukan dalam jangka waktu paling lambat 7 (tujuh) hari sebelum RUPS kedua dilangsungkan dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS dan disertai informasi bahwa RUPS pertama telah diselenggarakan tetapi tidak mencapai kuorum.
- e. RUPS kedua diselenggarakan paling cepat 10 (sepuluh) hari dan paling lambat 21 (dua puluh satu) hari dari RUPS pertama.
- f. Ketentuan ini berlaku tanpa mengurangi peraturan perundang-undangan di bidang pasar modal dan peraturan perundang-undangan lainnya serta peraturan Bursa Efek di Indonesia di tempat di mana saham-saham Perusahaan dicatatkan.
- g. Bukti iklan Pemanggilan disampaikan kepada OJK paling lambat 2 (dua) hari kerja setelah Panggilan RUPS dan disampaikan kepada BEI pada hari yang sama dengan tanggal pemasangan iklan.

4. Pelaksanaan RUPS

- a. RUPS dipimpin oleh Anggota Dewan Komisaris yang ditunjuk oleh Dewan Komisaris.
- b. Dalam hal semua Anggota Dewan Komisaris tidak hadir atau berhalangan hadir, maka RUPS dipimpin oleh salah seorang Anggota Direksi yang ditunjuk oleh Direksi ataupun berdasarkan ketentuan dalam Anggaran Dasar Perusahaan.
- c. RUPS diawali dengan pembacaan Tata Tertib RUPS.
- d. RUPS membahas masalah yang telah ditetapkan dalam agenda RUPS.
- e. Keputusan RUPS dapat diambil berdasarkan musyawarah untuk mufakat dan dengan memenuhi ketentuan dalam Anggaran Dasar Perusahaan. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, keputusan diambil melalui pemungutan suara dengan memperhatikan ketentuan kuorum kehadiran dan kuorum keputusan RUPS.

- b. The GMS summons must contain the day, date, time, and place where the meeting is held, provisions for Shareholders who are entitled to attend the GMS and a brief information on the matters that will be discussed along with a notification that the discussion materials of the meeting are available at the Company's office starting from the day the summons for the meeting is made. until the date the meeting is held.
- c. The GMS summons to the Shareholders must be published in at least 1 (one) Indonesian daily newspaper with national publication, the Stock Exchange website, and the Company's website, in Indonesian and a foreign language at least in English.
- d. The GMS Summons are made at least 7 (seven) days before the second GMS is held without taking into account the date of summons and the date of the GMS, along with the information that the first GMS has been held without reaching a quorum.
- e. The second GMS is held no later than 10 (ten) days and no later than 21 (twenty one) days after the first GMS.
- f. This provision applies in accordance with the laws and regulations in the capital market and other laws and regulations as well as the regulations of the Stock Exchange in Indonesia at the place where the Company's shares are listed.
- g. Proof of the summons advertisement is submitted to the OJK no later than 2 (two) working days after the invitation to the GMS and submitted to the IDX on the same day as the date of the advertisement.

4. Holding of the GMS

- a. The GMS is chaired by a member of the Board of Commissioners who is appointed by the Board of Commissioners.
- b. In the event that all members of the Board of Commissioners are absent or unable to attend, the GMS shall be chaired by a member of the Board of Directors appointed by the Board of Directors or based on the provisions of the Company's Articles of Association.
- c. The GMS begins with the reading of the GMS Rules of Conduct.
- d. The GMS discusses the issues that have been set in the GMS agenda.
- e. The GMS decisions can be taken based on deliberation for consensus and by complying with the provisions in the Company's Articles of Association. In the event that the deliberation for consensus does not reach a decision, the decision is taken by voting in consideration of the provisions for the quorum of attendance and the quorum of resolution in the GMS.



5. Penyampaian Risalah RUPS

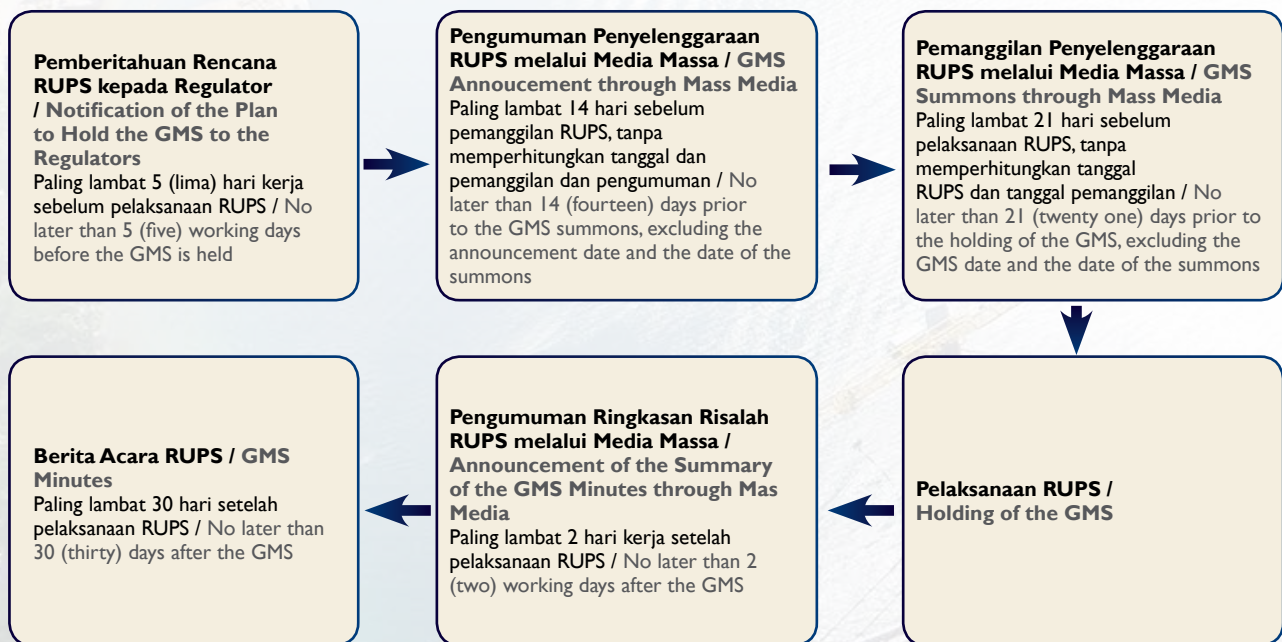
- Risalah RUPS wajib dibuat dan ditandatangani oleh pimpinan rapat dan paling sedikit 1 (satu) orang Pemegang Saham yang ditunjuk dari dan oleh peserta RUPS.
- Penandatanganan Risalah RUPS tidak diperlakukan apabila risalah tersebut dibuat dengan Berita Acara Notaris.
- Risalah RUPS sekurang-kurangnya memuat:
 - Waktu, tempat pelaksanaan, agenda dan peserta RUPS;
 - Pendapat-pendapat yang berkembang dalam RUPS, baik yang mendukung maupun yang tidak mendukung (*dissenting option*);
 - Mekanisme pengambilan keputusan RUPS; dan
 - Keputusan RUPS.
- Setiap Pemegang Saham berhak memperoleh Risalah RUPS.

5. Submission of the GMS Minutes

- The GMS Minutes must be drawn up and signed by the chairman of the meeting and at least 1 (one) shareholder appointed from and by the participants of the GMS.
- The signing of the GMS Minutes is not considered valid if the minutes is made with the Notary's Minutes.
- The GMS Minutes must at least contain:
 - Time, place, agenda, and participants of the GMS;
 - Opinions that developed in the GMS, both supportive and unsupportive (*dissenting option*);
 - GMS decision-making mechanism; and
 - GMS resolutions.
- Every shareholder has the right to obtain the GMS Minutes.

Tahapan Penyelenggaraan RUPS

Stages of the GMS



Penyelenggaraan RUPS Selama Tahun 2021

Selama tahun 2021, Waskita menyelenggarakan 1 (satu) kali RUPS Tahunan Tahun Buku 2020 pada hari Jumat tanggal 16 April 2021 dan 1 (satu) kali RUPS Luar Biasa pada hari Selasa tanggal 21 September 2021.

GMS Held in 2021

Throughout 2021, Waskita held 1 (one) Annual GMS for the 2020 Fiscal Year on Friday, April 16, 2021 and 1 (one) Extraordinary GMS on Tuesday, September 21, 2021.

Penyelenggaraan RUPS Tahunan Tahun Buku 2020

Tahapan Penyelenggaraan RUPS Tahunan Tahun Buku 2020

Annual GMS for the 2020 Fiscal Year

Stages of the Annual GMS for the 2020 Fiscal Year

Pemberitahuan ke Otoritas Jasa Keuangan (OJK) / Notification to the Financial Services Authority

Tanggal: 3 Maret 2021 / Date: March 3, 2021

- Perseroan telah memberitahukan mata acara RUPS Tahunan (RUPST) Tahun Buku 2020 kepada OJK melalui Surat Keputusan *Board of Directors* No. 433/WK/DIR/2021 tanggal 3 Maret 2021 perihal Pemberitahuan Jadwal Rencana Penyelenggaraan Rapat Umum Pemegang Saham Tahunan PT Waskita Karya (Persero) Tbk. / The Company has notified the agenda of the 2020 Fiscal Year Annual GMS (AGMS) to the OJK through the Board of Directors Decree No. 433/WK/DIR/2021 dated March 3, 2021 regarding the Announcement of the Planned Schedule of the Annual General Meeting of Shareholders of PT Waskita Karya (Persero) Tbk.



Pengumuman RUPST kepada Pemegang Saham / AGMS Announcement to the Shareholders	
Tanggal: 10 Maret 2021 / Date: March 10, 2021	
2.	<ul style="list-style-type: none"> Perseroan telah menyampaikan Pengumuman RUPST kepada Pemegang Saham melalui: / The Company has Announced the AGMS to the Shareholders through: <ul style="list-style-type: none"> Surat Kabar Nasional Berbahasa Indonesia "Kontan" pada hari Rabu tanggal 10 Maret 2021 / Indonesian National Newspaper "Kontan" on Wednesday, March 10, 2021 Situs web Bursa Efek Indonesia / Indonesia Stock Exchange Website Situs web eASY.KSEI / eASY.KSEI Website Situs web PT Waskita Karya (Persero) Tbk / PT Waskita Karya (Persero) Tbk's Website Bukti iklan Pengumuman RUPST telah dilaporkan kepada OJK dan Bursa Efek Indonesia melalui Surat No. 163/WK/CORSEC/2021 pada tanggal 10 Maret 2021 perihal Penyampaian Bukti Iklan Pengumuman RUPST PT Waskita Karya (Persero) Tbk. / Proof of the advertisement of the AGMS announcement has been reported to the OJK and the Indonesia Stock Exchange through Letter No. 163/WK/CORSEC/2021 on March 10, 2021 regarding the Submission of the Proof of Advertising the Announcement of the AGMS of PT Waskita Karya (Persero) Tbk.
Pemanggilan RUPST kepada Pemegang Saham / AGMS Summons to the Shareholders	
Tanggal: 25 Maret 2021 / Date: March 25, 2021	
3.	<ul style="list-style-type: none"> Perseroan telah menyampaikan Pemanggilan RUPST kepada Pemegang Saham melalui: / The Company has made the AGMS Summons to the Shareholders through: <ul style="list-style-type: none"> Surat Kabar Nasional Berbahasa Indonesia "Kontan" pada tanggal 25 Maret 2021 / Indonesian National Newspaper "Kontan" on, March 25, 2021 Situs web Bursa Efek Indonesia / Indonesia Stock Exchange Website Situs web eASY.KSEI / eASY.KSEI Website Situs web PT Waskita Karya (Persero) Tbk / PT Waskita Karya (Persero) Tbk's Website Bukti iklan Pemanggilan RUPST telah dilaporkan kepada OJK dan Bursa Efek Indonesia melalui Surat No. 201/WK/CORSEC/2021 pada tanggal 25 Maret 2021 perihal Penyampaian Bukti Iklan Pemanggilan RUPST PT Waskita Karya (Persero) Tbk. / Proof of the advertisement of the AGMS Summons has been reported to the OJK and the Indonesia Stock Exchange through Letter No. 201/WK/CORSEC/2021 on March 25, 2021 regarding the Submission of the Proof of Advertising the AGMS Summons of PT Waskita Karya (Persero) Tbk.
Pelaksanaan RUPST / Holding of the AGMS	
Tanggal: 16 April 2021 / Date: April 16, 2021	
4.	<ul style="list-style-type: none"> RUPS Tahunan Tahun Buku 2020 diselenggarakan pada hari Jumat tanggal 16 April 2021 pukul 14.25 WIB sampai dengan 16.01 WIB di Grand Ballroom Hotel Fairmont Jakarta, Jl. Asia Afrika No. 8, Gelora Bung Karno, Jakarta. / The 2020 Fiscal Year Annual GMS was held on Friday, April 16, 2021, at 14.25 WIB to 16.01 WIB at the Grand Ballroom of the Fairmont Hotel Jakarta, Jl. Asia Afrika No. 8, Gelora Bung Karno, Jakarta. RUPS Tahunan Tahun Buku 2020 dipimpin oleh Badrodin Haiti selaku <i>President Commissioner/Independent</i> PT Waskita Karya (Persero) Tbk sesuai dengan Surat Penunjukkan No. 37/WK/DK/2021 tanggal 19 Maret 2021. / The 2020 Fiscal Year Annual GMS was chaired by Badrodin Haiti as the President Commissioner/Independent of PT Waskita Karya (Persero) Tbk in accordance with the Letter of Appointment No. 37/WK/DK/2021 dated March 19, 2021
Pengumuman Ringkasan Risalah RUPST / Announcement of the Summary of the AGMS Minutes	
Tanggal: 20 April 2021 / Date: April 20, 2021	
5.	<ul style="list-style-type: none"> Perseroan telah menyampaikan Ringkasan Risalah RUPST kepada Pemegang Saham melalui: / The Company has submitted the AGMS Minutes Summary to the Shareholders through: <ul style="list-style-type: none"> Surat Kabar Nasional "Kontan" pada 20 April 2021 / "Kontan" National Newspaper on April 21, 2021 Situs web Bursa Efek Indonesia / Indonesia Stock Exchange Website Situs web PT Waskita Karya (Persero) Tbk / PT Waskita Karya (Persero) Tbk's Website Bukti iklan Ringkasan Risalah RUPST telah dilaporkan kepada OJK dan Bursa Efek Indonesia melalui Surat No. 255/WK/CORSEC/2021 pada tanggal 20 April 2021 perihal Penyampaian Resume Rapat Umum Pemegang Saham Tahunan Tahun Buku 2020 PT Waskita Karya (Persero) Tbk. / Proof of the advertisement of the AGMS Minutes Summary has been reported to the OJK and the Indonesia Stock Exchange through Letter No. 255/WK/CORSEC/2021 on April 20, 2021 regarding the Submission of Resume of the 2020 Fiscal Year Annual General Meeting of Shareholders of PT Waskita Karya (Persero) Tbk.
Penyampaian Berita Acara RUPST / Submission of the AGMS Minutes	
Tanggal: 11 Mei 2021 / Date: May 11, 2021	
6.	<ul style="list-style-type: none"> Seluruh hasil keputusan RUPS Tahunan Tahun Buku 2020 PT Waskita Karya (Persero) Tbk telah diaktakan dalam Berita Acara Rapat Umum Pemegang Saham Tahunan Perusahaan Perseroan (Persero) PT Waskita Karya Tbk No. 26 tanggal 16 April 2021 oleh Notaris Ashoya Ratam, S.H., M.Kn. / All resolutions of the 2020 Fiscal Year Annual GMS of PT Waskita Karya (Persero) Tbk have been notarized in the Minutes of the Annual General Meeting of Shareholders of the Company (Persero) PT Waskita Karya Tbk No. 26 dated April 16, 2021 by the Notary Ashoya Ratam, S.H., M.Kn. Berita Acara RUPST tersebut telah disampaikan melalui surat elektronik ke Web OJK dan BEI melalui sistem Pelaporan Elektronik (SPEIDX) pada tanggal 11 Mei 2021. / The AGMS minutes has been submitted via electronic mail to the OJK Website and via the Electronic Reporting System (SPEIDX) to the IDX Website on May 11, 2021.

Kuorum Kehadiran dan Keputusan dalam RUPS Tahunan Tahun Buku 2020

Kuorum kehadiran dan keputusan dalam RUPST Tahun Buku 2020 adalah sebagai berikut:

1. Mata Acara Rapat Pertama sampai dengan Kelima:

Sesuai ketentuan Pasal 25 ayat (1) huruf a Anggaran Dasar dan Pasal 41 ayat (1) huruf a Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, mensyaratkan kehadiran lebih dari 1/2 bagian dari jumlah seluruh saham dengan hak suara yang sah. Keputusan adalah sah jika disetujui oleh lebih dari 1/2 bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat.

Attendance Quorum and Resolutions in the Annual GMS for the 2020 Fiscal Year

The attendance quorum and resolutions in the AGMS for the 2020 Fiscal Year are as follows:

1. First to Fifth Agendas:

The provisions of Article 25 paragraph (1) letter a of the Articles of Association and Article 41 paragraph (1) letter a of the OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of the General Meeting of Shareholders of Public Companies stipulate that the presence of more than 1/2 (half) part of the total number of shares with valid voting rights is required. The resolution is valid if it is approved by more than 1/2 (half) of the total shares with valid voting rights present at the Meeting.

2. Mata Acara Rapat Keenam:

Sesuai ketentuan Pasal 25 ayat (5) huruf a Anggaran Dasar dan Pasal 42 huruf a dan b Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, mensyaratkan kehadiran pemegang saham Seri A Dwiwarna dan para pemegang saham lainnya dan/atau wakil mereka yang sah yang bersama-sama mewakili paling sedikit 2/3 bagian dari jumlah seluruh saham dengan hak suara yang sah. Keputusan adalah sah jika disetujui oleh pemegang saham Seri A Dwiwarna dan para pemegang saham lainnya dan/atau wakil mereka yang sah yang bersama-sama mewakili lebih dari 2/3 bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat.

3. Mata Acara Rapat Ketujuh:

Dikarenakan sifatnya merupakan pelaporan, sehingga tidak dilakukan sesi tanya jawab dan pengambilan keputusan atas Mata Acara Rapat.

4. Mata Acara Rapat Kedelapan:

Sesuai ketentuan Pasal 5 ayat (4) huruf c dan Pasal 25 ayat (4) huruf a Anggaran Dasar serta Pasal 41 ayat (1) huruf a Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, mensyaratkan kehadiran pemegang saham Seri A Dwiwarna dan para pemegang saham lainnya dan/atau wakil mereka yang sah yang bersama-sama mewakili paling sedikit 1/2 bagian dari jumlah seluruh saham dengan hak suara yang sah. Keputusan adalah sah jika disetujui oleh pemegang saham Seri A Dwiwarna dan para pemegang saham lainnya dan/atau wakil mereka yang sah yang bersama-sama mewakili lebih dari 1/2 bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat.

RUPST Tahun Buku 2020 dihadiri dan/atau diwakili pemegang saham Perseroan sebanyak 10.321.084.013 saham atau merupakan 76,04% dari jumlah keseluruhan saham dengan hak suara yang telah dikeluarkan oleh Perseroan sampai dengan hari Rapat, yaitu berjumlah 13.573.951.000 (tiga belas miliar lima ratus tujuh puluh tiga juta sembilan ratus lima puluh satu ribu) yang terdiri dari 1 (satu) saham Seri A Dwiwarna dan 13.573.950.999 (tiga belas miliar lima ratus tujuh puluh tiga juta sembilan ratus lima puluh ribu sembilan ratus sembilan puluh sembilan) saham Seri B; dengan memperhatikan Daftar Pemegang Saham per tanggal 24 Maret 2021 sampai dengan pukul 16.00 WIB.

Dengan demikian, kuorum yang disyaratkan dalam Pasal 25 ayat 1 huruf a, ayat 2 huruf a, ayat 4 huruf a, dan ayat 5 huruf a Anggaran Dasar Perseroan serta Pasal 41 ayat 1 huruf a dan c, Pasal 42 huruf a dan b, dan Pasal 43 huruf a dan b Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, telah terpenuhi dan

2. Sixth Agenda:

The provisions of Article 25 paragraph (5) letter a of the Articles of Association and Article 42 letters a and b of the OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of the General Meeting of Shareholders of Public Companies, stipulate that the presence of Series A Dwiwarna shareholders and other shareholders and/or their valid proxies who together represent at least 2/3 of the total all shares with valid voting rights is required. The resolution is valid if it is approved by the Series A Dwiwarna shareholders and the other shareholders and/or their proxies who together represent more than 2/3 of the total shares with valid voting rights present at the Meeting.

3. Seventh Agenda:

As this Meeting Agenda aims only to present a report, there were no QnA session and decision required to be made in this meeting.

4. Eighth Agenda:

The provisions of Article 5 paragraph (4) letter c and Article 25 paragraph (4) letter a of the Articles of Association and Article 41 paragraph (1) letter a of the OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of the General Meeting of Shareholders of Public Companies, stipulate the presence of the Series A Dwiwarna shareholder and other shareholders and/or their valid proxies who together represent at least 1/2 part of the total all shares with valid voting rights is required. The decision is valid if it is approved by the Series A Dwiwarna shareholder and other shareholders and/or their proxies who together represent more than 1/2 of the total shares with valid voting rights who attend the Meeting.

The 2020 Fiscal Year AGMS was attended by the Company's shareholders and/or their proxies with a total of 10,321,084,013 shares or 76.04% of the total shares with voting rights issued by the Company as of the day of the Meeting, which amounted to 13,573,951,000 (thirteen billion five hundred seventy three million nine hundred fifty one thousand) consisting of 1 (one) Series A Dwiwarna share and 13,573,950,999 (thirteen billion five hundred seventy three million nine hundred fifty thousand nine hundred ninety nine) Series shares B; taking into account the Register of Shareholders as of March 24, 2021 until 16.00 WIB.

Therefore, the quorum required in Article 25 paragraph 1 letter a, paragraph 2 letter a, paragraph 4 letter a, and paragraph 5 letter a of the Company's Articles of Association and Article 41 paragraph 1 letters a and c, Article 42 letters a and b, and Article 43 letters a and b of the OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of the General Meeting of Shareholders

Rapat ini adalah sah dan berhak untuk mengambil keputusan yang sah dan mengikat mengenai hal-hal yang dibicarakan sesuai dengan mata acara Rapat.

of Public Companies, has been fulfilled and this Meeting is valid and has the right to take legal and binding decisions regarding the matters discussed in accordance with the agenda of the Meeting.

Kehadiran Board of Commissioners, Board of Directors, dan Lembaga/Profesi Penunjang Pasar Modal dalam RUPS Tahunan Tahun Buku 2020

Attendance of the Board of Commissioners, the Board of Directors, and Institutions/Professions Supporting the Capital Market in the 2020 Fiscal Year Annual GMS

Kuasa Pemegang Saham / Shareholder Proxy	Hendrika Nora Oslo Sinaga (Asisten Deputi Jasa Konstruksi dan Sarana Perumahan Kementerian BUMN) / (Deputy Assistant of Construction Services and Housing Facilities of the SOE Ministry)
Board of Commissioners	<p>Hadir: / Present:</p> <ol style="list-style-type: none"> 1. Badrodin Haiti (<i>President Commissioner/Independent</i>) 2. Muradi (<i>Independent Commissioner</i>)* 3. Bambang Setyo Wahyudi (<i>Independent Commissioner dan Ketua Komite Audit / Independent Commissioner and Audit Committee Head</i>)* 4. Robert Leonard Marbun (<i>Commissioner</i>) 5. Danis Hidayat Sumadilaga (<i>Commissioner</i>) 6. Mochamad Fadjroel Rachman (<i>Commissioner</i>)* <p>Berhalangan Hadir dan Alasannya: / Absent and Reason of Absence:</p> <ol style="list-style-type: none"> 1. Victor S. Sirait (<i>Independent Commissioner</i>), karena telah meninggal dunia pada tanggal 18 Februari 2021. / passed away on February 18, 2021
Board of Directors	<p>Hadir: / Present:</p> <ol style="list-style-type: none"> 1. Destiawan Soewardjono (<i>President Director</i>) 2. Taufik Hendra Kusuma (<i>Director of Finance & Risk Management</i>) 3. Hadjar Seti Adji (<i>Director of Human Capital Management and System Development</i>) 4. Fery Hendriyanto (<i>Director of Business Development and Quality, Safety, Health, and Environment</i>)* 5. Didit Oemar Prihadi (<i>Director of Operation I</i>)* 6. Bambang Rianto (<i>Director of Operation II</i>)* 7. Gunadi (<i>Director of Operation III</i>)* <p>Berhalangan Hadir dan Alasannya: / Absent and Reason of Absence:</p> <p>Nihil / None</p>
Lembaga/Profesi Penunjang Pasar Modal / Institutions/Professions Supporting the Capital Market	<ol style="list-style-type: none"> 1. Ashoya Ratam, S.H., M.Kn. (Notaris / Notary) 2. Wardhana Kristanto Lawyers (Konsultan Hukum / Legal Consultant) 3. KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan (RSM Indonesia) (Kantor Akuntan Publik / Public Accounting Firm) 4. PT Datindo Entrycom (Biro Administrasi Efek / Share Registrar)

*) Hadir melalui media video telekonferensi dari Ruang Jade, Lantai 2, Hotel Fairmont, Jakarta

*) Attended the meeting through teleconferencing from the Jade Room, 2nd Floor, Fairmont Hotel, Jakarta

Penunjukkan Pihak Independen dalam RUPS Tahunan Tahun Buku 2020

Perseroan telah menunjuk pihak independen, yaitu Biro Administrasi Efek PT Datindo Entrycom dan Notaris Ashoya Ratam, S.H., M.Sc., M.Kn. untuk melakukan proses penghitungan suara dan/atau melakukan validasi.

Appointment of Independent Parties in the 2020 Fiscal Year Annual GMS

The Company has appointed independent parties, namely the Share Registrar PT Datindo Entrycom and the Notary Ashoya Ratam, S.H., M.Sc., M.Kn. to carry out the vote counting process and/or voting validation.

Mekanisme Pengambilan Keputusan dalam RUPS Tahunan Tahun Buku 2020

- Berdasarkan Pasal 25 ayat (15) Anggaran Dasar Perseroan, keputusan Rapat diambil secara musyawarah untuk mufakat, namun dengan memperhatikan Pasal 28 Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, Pemegang Saham dapat mencantumkan pilihan suara dalam pemberian kuasa secara elektronik melalui eASY.KSEI. Dengan demikian, pengambilan keputusan dalam Rapat dilakukan dengan cara pemungutan suara (*voting*).

Mechanism of Decision Making in the 2020 Fiscal Year Annual GMS

- In accordance with the Article 25 paragraph (15) of the Company's Articles of Association, the decisions of the Meeting are taken by deliberation to reach consensus. However, in consideration of Article 28 of the OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of the General Meeting of Shareholders of Public Companies, Shareholders electronically appoint proxies through eASY.KSEI. Accordingly, decisions are made at the Meeting through voting.



- Untuk Mata Acara Rapat Ketujuh, tidak diambil keputusan karena sifatnya merupakan laporan.
- Dalam hal Pemegang Saham yang hadir dan memiliki hak suara yang sah memilih abstain (tidak memberikan suara) dalam Rapat, maka Pemegang Saham tersebut dianggap memberikan suara yang sama dengan suara mayoritas Pemegang Saham yang mengeluarkan suara.
- For the Seventh Meeting Agenda, no decision was made as it was only aimed to present a report.
- In the event that a Shareholder who is present and has valid voting rights chooses to abstain (not vote) in the Meeting, then the Shareholder is deemed to have cast the same vote as the majority of the Shareholders who cast their votes.

Hasil Keputusan RUPS Tahunan Tahun Buku 2020

Resolutions of the 2020 Fiscal Year Annual GMS

MATA ACARA RAPAT PERTAMA	
Agenda	<p>Persetujuan Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan <i>Board of Commissioners</i> Tahun Buku 2020 dan Pengesahan Laporan Keuangan Tahun Buku 2020 serta Pengesahan Laporan Tahunan termasuk Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020. / Approval of the Company's Annual Report including the Board of Commissioners Supervisory Report for the 2020 Fiscal Year and the Ratification of the Financial Statements for the 2020 Fiscal Year and the Ratification of the Annual Report including the Financial Statements for the Partnership & Community Development Program for the 2020 Fiscal Year.</p>
Hasil Pemungutan Suara / Voting Result	<p>Suara Setuju / Agree : 10.311.914.713 saham (99,91%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,311,914,713 shares (99.91%), including 1 (one) Series A Dwiwarna share</p>
	<p>Suara Tidak Setuju / Disagree : Nihil / None</p>
	<p>Suara Abstain / Abstain : 9.169.300 saham (0,09%) / 9,169,300 shares (0.09%)</p>
Tanggapan/Pertanyaan / Opinions/Questions	<p>Jumlah Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan sebanyak 1 (satu) orang. / There was 1 (one) shareholder who gave opinion/submitted question.</p>
Hasil Keputusan / Resolutions	<p>1. Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan yang telah dilaksanakan oleh <i>Board of Commissioners</i> untuk tahun buku 2020, dan mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2020 yang telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan sebagaimana dimuat dalam laporannya Nomor: 00152/2.1030/AU.1/03/0572-3/1/III/2021 tanggal 24 Maret 2021, dengan pendapat "laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Waskita Karya (Persero) Tbk dan entitas anak tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia. / Approved the Company's Annual Report including the Report on Supervisory Duties that have been carried out by the Board of Commissioners for the 2020 fiscal year, and ratified the Company's Consolidated Financial Statements for the 2020 fiscal year which has been audited by the Public Accounting Firm of Amir Abadi Jusuf, Aryanto, Mawar & Rekan as published in its report Number: 00152/2.1030/AU.1/03/0572-3/1/III/2021 dated March 24, 2021, with the opinion "the attached consolidated financial statements are presented fairly, in all material aspects, the consolidated financial position of PT Waskita Karya (Persero) Tbk and its subsidiaries as of December 31, 2020, as well as their consolidated financial performance and cash flows for the year ended on such date, in accordance with Indonesian Financial Accounting Standards."</p> <p>2. Mengesahkan Laporan Tahunan Pelaksanaan PKBL untuk tahun 2020, yang telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan sebagaimana dimuat dalam laporannya Nomor: 00174/2.1030/AU.2/12/0572-3/1/III/2021 tanggal 29 Maret 2021, dengan pendapat "laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Program Kemitraan dan Bina Lingkungan PT Waskita Karya (Persero) Tbk tanggal 31 Desember 2020, serta aktivitas dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik. / Ratified the Annual Report on the Implementation of PKBL for 2020, which has been audited by the Public Accounting Firm of Amir Abadi Jusuf, Aryanto, Mawar & Rekan as contained in its report No. 00174/2.1030/AU.2/12/0572-3/1/III/2021 dated March 29, 2021, with the opinion "the attached financial statements is presented fairly, in all material aspects, the financial position of the Partnership and Community Development Program of PT Waskita Karya (Persero) Tbk as of December 31, 2020, as well as its activities and cash flows for the year ended on such date in accordance with the Financial Accounting Standards for Entities Without Public Accountability."</p> <p>3. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada segenap anggota <i>Board of Directors</i> dan anggota <i>Board of Commissioners</i> atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku 2020, sejauh tindakan tersebut bukan merupakan tindak pidana dan tindakan tersebut tercermin dalam Laporan Tahunan, Laporan Keuangan Konsolidasian Perseroan, serta Laporan Tahunan Pelaksanaan PKBL untuk tahun buku 2020. / Provide full discharge and discharge of responsibilities (<i>volledig acquit et de charge</i>) to all members of the Board of Directors and members of the Board of Commissioners for the management and supervisory actions that have been carried out during the 2020 financial year; provided that such actions are not criminal acts and listed in the Annual Report, Consolidated Financial Statements of the Company, as well as the Annual Report on the Implementation of PKBL for the 2020 fiscal year.</p>
Tindak Lanjut / Realization	<p>Keputusan langsung berlaku setelah RUPS ditutup. / Effective immediately after the GMS is closed</p>
MATA ACARA RAPAT KEDUA / SECOND AGENDA	
Agenda	<p>Penetapan Kantor Akuntan Publik untuk melakukan Audit Laporan Keuangan Perseroan dan Laporan Tahunan Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2021. / Appointment of the Public Accounting Firm to audit the Company's Financial Statements and the Annual Report of Partnership & Community Development Program for the Fiscal Year ending on December 31, 2020.</p>
Hasil Pemungutan Suara / Voting Result	<p>Suara Setuju / Agree : 10.297.042.918 saham (99,77%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,297,042,918 shares (99.77%), including 1 (one) Series A Dwiwarna share</p>
	<p>Suara Tidak Setuju / Disagree : 14.871.795 saham (0,14%) / 14,871,795 shares (0.14%)</p>
	<p>Suara Abstain / Abstain : 9.169.300 saham (0,09%) / 9,169,300 shares (0.09%)</p>
Tanggapan/Pertanyaan / Opinions/Questions	<p>Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.</p>



Hasil Keputusan / Resolutions	<p>1. Menetapkan Kantor Akuntan Publik (KAP) Kosasih, Nurdjaman, Mulyadi, Tjahjo & Rekan (Crowe Indonesia) untuk melakukan jasa audit atas Laporan Keuangan Konsolidasian Perseroan, Audit Laporan Evaluasi Kinerja dan Audit Kepatuhan (PSA 62) serta Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan (PKBL) Perseroan Tahun Buku yang berakhir pada tanggal 31 Desember 2021. / Appointed the Public Accounting Firm (KAP) of Kosasih, Nurdjaman, Mulyadi, Tjahjo & Rekan (Crowe Indonesia) to conduct audit services on the Company's Consolidated Financial Statements, Performance Evaluation Reports and Audit Compliance (PSA 62), as well as Financial Statements on the Implementation of the Partnership and Community Development Program (PKBL) of the Company for the Financial Year ending on December 31, 2021</p> <p>2. Memberikan pelimpahan kewenangan kepada <i>Board of Commissioners</i> Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut. / Delegated authority to the Company's Board of Commissioners to determine the amount of audit fee, additional work scope if required, and other reasonable requirements for the Public Accounting Firm.</p> <p>3. Memberikan wewenang dan kuasa kepada <i>Board of Commissioners</i> dengan terlebih dahulu mendapatkan persetujuan tertulis Pemegang Saham Seri A Dwiwarna untuk menetapkan Kantor Akuntan Publik pengganti dalam hal Kantor Akuntan Publik (KAP) Kosasih, Nurdjaman, Mulyadi, Tjahjo & Rekan (Crowe Indonesia) karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan (PKBL) Perseroan Tahun Buku 2021, termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi Kantor Akuntan Publik pengganti tersebut. / Delegated authority and power to Board of Commissioners with prior written approval from the Dwiwarna Series A Shareholder to assign a substitute Public Accounting Firm in the event that the Public Accounting Firm (KAP) of Kosasih, Nurdjaman, Mulyadi, Tjahjo & Rekan (Crowe Indonesia) for any reason cannot complete the audit services of the Company's Financial Statements and Financial Report of Partnership and Community Development Program (PKBL) for the 2020 Fiscal Year, including determining fee for audit services and other requirements for the substitute Public Accounting Firm.</p>									
Tindak Lanjut / Realization	Keputusan langsung berlaku setelah RUPS ditutup. / Effective immediately after the GMS is closed									
MATA ACARA RAPAT KETIGA / THIRD AGENDA										
Agenda	Penetapan besarnya Gaji <i>Board of Directors</i> , <i>Honorarium Board of Commissioners</i> , dan Tantiem bagi Anggota <i>Board of Directors</i> dan Anggota <i>Board of Commissioners</i> Perseroan. / Determination of the amount of salary for Board of Directors, honorarium for Board of Commissioners and tantiem for Members of Board of Directors and Members of Board of Commissioners.									
Hasil Pemungutan Suara / Voting Result	<table border="0"> <tr> <td style="padding-right: 10px;">Suara Setuju / Agree</td> <td style="padding-right: 10px;">:</td> <td>10.200.489.413 saham (98,83%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,200,489,413 saham (98.83%), including 1 (one) Series A Dwiwarna share</td> </tr> <tr> <td>Suara Tidak Setuju / Disagree</td> <td>:</td> <td>114.647.600 saham (1,11%) / 114.647.600 shares (1.11%)</td> </tr> <tr> <td>Suara Abstain / Abstain</td> <td>:</td> <td>5.947.000 saham (0,06%) / 5,947,000 shares (0.06%)</td> </tr> </table>	Suara Setuju / Agree	:	10.200.489.413 saham (98,83%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,200,489,413 saham (98.83%), including 1 (one) Series A Dwiwarna share	Suara Tidak Setuju / Disagree	:	114.647.600 saham (1,11%) / 114.647.600 shares (1.11%)	Suara Abstain / Abstain	:	5.947.000 saham (0,06%) / 5,947,000 shares (0.06%)
Suara Setuju / Agree	:	10.200.489.413 saham (98,83%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,200,489,413 saham (98.83%), including 1 (one) Series A Dwiwarna share								
Suara Tidak Setuju / Disagree	:	114.647.600 saham (1,11%) / 114.647.600 shares (1.11%)								
Suara Abstain / Abstain	:	5.947.000 saham (0,06%) / 5,947,000 shares (0.06%)								
Tanggapan/Pertanyaan / Opinions/Questions	Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.									
Hasil Keputusan / Resolutions	<p>1. Memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2020, serta menetapkan honorarium, tunjangan, fasilitas, dan insentif lainnya bagi anggota <i>Board of Commissioners</i> untuk Tahun 2021. / Delegated authority and power to the Dwiwarna Series A Shareholder to determine the amount of tantiem for the 2020 Fiscal Year, as well as to determine the honorarium, allowances, facilities, and other incentives for members of Board of Commissioners for 2021.</p> <p>2. Memberikan wewenang dan kuasa kepada <i>Board of Commissioners</i> dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2020, serta menetapkan gaji, tunjangan, fasilitas, dan insentif lainnya bagi <i>Board of Directors</i> untuk Tahun 2021. / Delegated authority and power to Board of Commissioners with prior written approval from the Dwiwarna Series A Shareholder to determine the amount of tantiem for the 2019 Fiscal Year, as well as to determine the salary, allowances, facilities and other incentives for Board of Directors for 2021.</p>									
Tindak Lanjut / Realization	Keputusan langsung berlaku setelah RUPS ditutup. / Effective immediately after the GMS is closed									
MATA ACARA RAPAT KEEMPAT / FOURTH AGENDA										
Agenda	Persetujuan Penerimaan Pinjaman dan Pendanaan yang akan diterima oleh Perseroan dari Lembaga Keuangan Bank (baik konvensional dan/atau bersifat Syariah), Lembaga Keuangan Bukan Bank dan Masyarakat (melalui Efek selain Efek bersifat Ekuitas yakni Obligasi dan/atau Sukuk melalui Penawaran Umum maupun tanpa Penawaran Umum) dengan Penjaminan Pemerintah berdasarkan ketentuan Peraturan Menteri Keuangan (PMK) Nomor 21 I/PMK.08/2020 tentang Tata Cara Pemberian Penjaminan Pemerintah untuk Badan Usaha Milik Negara dalam rangka Pelaksanaan Program Pemulihan Ekonomi Nasional. / Approval of Loan and Funding to be received by the Company from Bank Financial Institutions (conventional and/or Sharia), Non-Bank Financial Institutions, and the Public (through Securities other than Equity Securities, namely Bonds and/or Sukuk through Public Offerings or without Public Offerings) with Government Guarantees based on the provisions of the Minister of Finance Regulation (PMK) Number 21 I/PMK.08/2020 concerning Procedures of Providing Government Guarantees for State-Owned Enterprises to Implement the National Economic Recovery Program.									
Hasil Pemungutan Suara / Voting Result	<table border="0"> <tr> <td style="padding-right: 10px;">Suara Setuju / Agree</td> <td style="padding-right: 10px;">:</td> <td>10.302.507.718 saham (99,82%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,302,507,718 shares (99.82%), including 1 (one) Series A Dwiwarna share</td> </tr> <tr> <td>Suara Tidak Setuju / Disagree</td> <td>:</td> <td>12.629.395 saham (0,12%) / 12,629,395 shares (0.12%)</td> </tr> <tr> <td>Suara Abstain / Abstain</td> <td>:</td> <td>5.946.900 saham (0,06%) / 5,946,900 shares (0.06%)</td> </tr> </table>	Suara Setuju / Agree	:	10.302.507.718 saham (99,82%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,302,507,718 shares (99.82%), including 1 (one) Series A Dwiwarna share	Suara Tidak Setuju / Disagree	:	12.629.395 saham (0,12%) / 12,629,395 shares (0.12%)	Suara Abstain / Abstain	:	5.946.900 saham (0,06%) / 5,946,900 shares (0.06%)
Suara Setuju / Agree	:	10.302.507.718 saham (99,82%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,302,507,718 shares (99.82%), including 1 (one) Series A Dwiwarna share								
Suara Tidak Setuju / Disagree	:	12.629.395 saham (0,12%) / 12,629,395 shares (0.12%)								
Suara Abstain / Abstain	:	5.946.900 saham (0,06%) / 5,946,900 shares (0.06%)								
Tanggapan/Pertanyaan / Opinions/Questions	Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.									
Hasil Keputusan / Resolutions	<p>1. Penerimaan pinjaman jangka menengah/panjang (baik konvensional dan/atau syariah), yang merupakan transaksi dengan nilai lebih dari 50% kekayaan bersih Perseroan dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak, yang diterima Perseroan dari Lembaga Keuangan Bank maupun Lembaga Keuangan Bukan Bank; / Acceptance of medium/long term loans (conventional and/or sharia), which are transactions with a value of more than 50% of the Company's net assets in 1 (one) transaction or more, whether related to each other or not, received by the Company from Bank Financial Institutions and Non-Bank Financial Institutions;</p> <p>2. Penerbitan obligasi dan/atau sukuk melalui penawaran umum atau tanpa penawaran umum; / Issuance of bonds and/or sukuk through public offerings or without public offerings; dengan penjaminan yang diberikan untuk dan atas nama Pemerintah, baik secara langsung maupun melalui badan usaha yang ditunjuk sebagai penjamin (Penjamin Pemerintah) dalam rangka memenuhi persyaratan Penjaminan Pemerintah sebagaimana Peraturan Menteri Keuangan (PMK) Nomor 21 I/PMK.08/2020 tentang Tata Cara Pemberian Penjaminan Pemerintah untuk Badan Usaha Milik Negara Dalam Rangka Pelaksanaan Program Pemulihan Ekonomi Nasional. / With guarantee provided for and on behalf of the Government, either directly or through a business entity appointed as a guarantor (Government Guarantee) in order to fulfill the requirements of the Government Guarantee as stipulated in the Minister of Finance Regulation (PMK) Number 21 I/PMK.08/2020 concerning Procedures of Providing Government Guarantees for State-Owned Enterprises to Implement the National Economic Recovery Program.</p>									
Tindak Lanjut / Realization	Keputusan langsung berlaku setelah RUPS ditutup. / Effective immediately after the GMS is closed									



MATA ACARA RAPAT KELIMA / FIFTH AGENDA	
Agenda	Pengukuhan pemberlakuan Peraturan Menteri BUMN RI Nomor PER-11/MBU/11/2020 tanggal 23 November 2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara. / Affirmation of the enactment of the Minister of SOE Regulation No. PER-11/MBU/11/2020 dated November 23, 2020 concerning Management Contract and Annual Management Contract of the Board of Directors of State-Owned Enterprises.
Hasil Pemungutan Suara / Voting Result	Suara Setuju / Agree : 10.315.136.913 saham (99,94%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,315,136,913 shares (99.94%), including 1 (one) Series A Dwiwarna share
	Suara Tidak Setuju / Disagree : 200 saham (0,000002%) / 200 shares (0.000002%)
	Suara Abstain / Abstain : 5.946.900 saham (0,06%) / 5,946,900 shares (0.06%)
Tanggapan/Pertanyaan / Opinions/Questions	Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.
Hasil Keputusan / Resolutions	Mengukuhkan pemberlakuan Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-11/MBU/11/2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara, beserta perubahannya di kemudian hari. / Affirmed the enactment of the Minister of SOE Regulation No. PER-11/MBU/11/2020 dated November 23, 2020 concerning Management Contract and Annual Management Contract of the Board of Directors of State-Owned Enterprises, as well as its amendments in the future.
Tindak Lanjut / Realization	Keputusan langsung berlaku setelah RUPS ditutup. / Effective immediately after the GMS is closed
MATA ACARA RAPAT KEENAM / SIXTH AGENDA	
Agenda	Perubahan Anggaran Dasar Perseroan. / Amendments to the Company's Articles of Association
Hasil Pemungutan Suara / Voting Result	Suara Setuju / Agree : 9.929.743.547 saham (96,21%), termasuk 1 (satu) saham Seri A Dwiwarna / 9,929,743,547 shares (96.21%), including 1 (one) Series A Dwiwarna share
	Suara Tidak Setuju / Disagree : 385.393.466 saham (3,73%) / 385,393,466 shares (3.73%)
	Suara Abstain / Abstain : 5.947.000 saham (0,06%) / 5,947,000 shares (0.06%)
Tanggapan/Pertanyaan / Opinions/Questions	Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.
Hasil Keputusan / Resolutions	<ol style="list-style-type: none"> Menyetujui perubahan beberapa ketentuan dalam Anggaran Dasar Perseroan termasuk penyesuaian dengan Peraturan Otoritas Jasa Keuangan Nomor 14/POJK.04/2019 tentang Perubahan Atas Peraturan Otoritas Jasa Keuangan Nomor 32/POJK.04/2015 Tentang Penambahan Modal Perusahaan Terbuka Dengan Memberikan Hak Memesan Efek Terlebih Dahulu, Peraturan Otoritas Jasa Keuangan Nomor 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka dan Peraturan Otoritas Jasa Keuangan Nomor 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik sebagaimana konsep perubahannya termuat dalam matriks yang ditayangkan dalam Rapat. / Approved the amendments to several provisions in the Company's Articles of Association including adjustments to Financial Services Authority Regulation No. 14/POJK.04/2019 concerning Amendments to Financial Services Authority Regulation No. 32/POJK.04/2015 concerning the Increase of Public Company Capital by Granting Pre-emptive Right, the Financial Services Authority Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of the General Meeting of Shareholders of Public Companies and the Financial Services Authority Regulation No. 16/POJK.04/2020 concerning the Holding of General Meeting of Shareholders of Public Companies Electronically as the amendments of the concept are contained in the matrix presented at the Meeting. Menyetujui untuk menyusun kembali Anggaran Dasar sehubungan dengan perubahan tersebut. / Approved to redraw-up the Articles of Association in relation to such amendments. Memberikan kuasa dan wewenang kepada Board of Directors Perseroan dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan mata acara Rapat, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam suatu Akta Notaris dan menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan dan/atau penerimaan pemberitahuan perubahan Anggaran Dasar Perseroan, melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut dengan tidak ada satu pun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan Anggaran Dasar Perseroan tersebut jika hal tersebut dipersyaratkan oleh instansi yang berwenang. / Delegated power and authority to the Company's Board of Directors with substitutional rights to take all necessary actions related to the resolutions of the Meeting agenda, including redrawing-up and restating the Articles of Association in a Notary Deed and submitting it to the authorities for approval, and/or receiving notification of amendments to the Company's Articles of Association, conducting everything that is deemed necessary and useful for such objectives without any exclusions, including making additions and/or changes to the amendments to the Company's Articles of Association if it is required by the authorities.
Tindak Lanjut / Realization	Keputusan langsung berlaku setelah RUPS ditutup. / Effective immediately after the GMS is closed
MATA ACARA RAPAT KETUJUH / SEVENTH AGENDA	
Agenda	Laporan Penggunaan Dana Hasil Obligasi. / Report on the Use of Bond Proceeds.
Hasil Pemungutan Suara / Voting Result	Tidak mengambil keputusan karena Mata Acara Rapat Ketujuh hanya bersifat laporan saja. / There were no decisions made as the Seventh Meeting Agenda was only aimed to present a report
Tanggapan/Pertanyaan / Opinions/Questions	Tidak terdapat tanggapan dan/atau pertanyaan dari Pemegang Saham karena sifatnya merupakan laporan. / There were no opinions given and/o questions submitted by the shareholders as the Seventh Meeting Agenda was only aimed to present a report
Hasil Keputusan / Resolutions	<p>Board of Directors Perseroan telah menyampaikan laporan sehubungan dengan penerbitan obligasi PUB IV Tahap I sebagai berikut: / The Company's Board of Directors has presented a report in relation to the bonds issuance of PUB IV Stage I as follows:</p> <ol style="list-style-type: none"> Perseroan menerima hasil bersih penerbitan obligasi sebesar Rp132.610.562.860 (seratus tiga puluh dua miliar enam ratus sepuluh juta lima ratus enam puluh dua ribu delapan ratus enam puluh Rupiah); / The Company received the net proceeds from the issuance of bonds amounting to Rp132,610,562,860 (one hundred and thirty-two billion six hundred ten million five hundred sixty-two thousand eight hundred and sixty Rupiah); Perseroan menggunakan dana tersebut sebagai tambahan modal kerja dan juga pembiayaan kembali atau <i>refinancing</i>; / The Company utilized these funds for additional business capital and refinancing; Seluruh dana hasil penerbitan obligasi telah habis dipergunakan pada tanggal 19 Agustus 2020. / All proceeds from the bond issuance have been utilized on August 19, 2020.
Tindak Lanjut / Realization	Telah direalisasikan. / Realized.



MATA ACARA RAPAT KEDELAPAN / EIGHTH AGENDA

Agenda	Persetujuan Perubahan Susunan Pengurus Perseroan. / Approval on the Changes in the Company's Management Composition	
Hasil Pemungutan Suara / Voting Result	Suara Setuju / Agree	: 9.924.593.047 saham (96,16%), termasuk 1 (satu) saham Seri A Dwiwarna / 9,924,593,047 shares (96,16%), including 1 (one) Series A Dwiwarna share
	Suara Tidak Setuju / Disagree	: 390.528.566 saham (3,78%) / 390,528,566 shares (3,78%)
	Suara Abstain / Abstain	: 5.962.400 saham (0,06%) / 5,962,400 shares (0,06%)
Tanggapan/Pertanyaan / Opinions/Questions	Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.	
Hasil Keputusan / Resolutions	<ol style="list-style-type: none"> 1. Mengukuhkan pemberhentian dengan hormat Viktor S. Sirait sebagai <i>Independent Commissioner</i> Perseroan yang diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2019, terhitung sejak tanggal 18 Februari 2021, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai <i>Independent Commissioner</i> Perseroan. / Affirmed the honorable dismissal of Viktor S. Sirait as the Company's <i>Independent Commissioner</i> who was appointed based on the Resolution of the 2019 Annual GMS, effective as of February 18, 2021, with gratitude for the contribution of efforts and thoughts given during his tenure as the Company's <i>Independent Commissioner</i>. 2. Memberhentikan dengan hormat nama-nama tersebut di bawah ini sebagai anggota <i>Board of Commissioners</i> Perseroan: / Honorably dismissed the names stated below as the members of the Company's Board of Commissioners <ol style="list-style-type: none"> a. Sdr. Badrodin Haiti sebagai <i>President Commissioner/Independent</i>; / Mr. Badrodin Haiti as <i>President/Independent Commissioner</i>; b. Sdr. Danis Hidayat Sumadilaga sebagai <i>Commissioner</i>; / Mr. Danis Hidayat Sumadilaga as <i>Commissioner</i> yang diangkat masing-masing berdasarkan Keputusan RUPS Luar Biasa Tahun 2016 jo. Keputusan RUPS Tahunan Tahun Buku 2019 dan Keputusan RUPS Tahunan Tahun Buku 2019 terhitung sejak ditutupnya RUPS ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai anggota-anggota <i>Board of Commissioners</i> Perseroan. / who were respectively appointed based on the Resolution of the 2016 jo Extraordinary GMS, the Resolutions of the Annual GMS for the 2019 Fiscal Year and the Resolutions of the Annual GMS for the 2019 Fiscal Year effective as of the closing of this GMS, with gratitude for the contribution of efforts and thoughts given while serving as members of the Company's Board of Commissioners. 3. Mengangkat nama-nama tersebut di bawah ini sebagai anggota <i>Board of Commissioners</i> Perseroan: / Appointed the names stated below as members of the Company's Board of Commissioners <ol style="list-style-type: none"> a. Sdr. Badrodin Haiti sebagai / as <i>President Commissioner/Independent</i>; b. Sdr. Ahmad Erani Yustika sebagai / as <i>Commissioner</i>; c. Sdr. T. Iskandar sebagai / as <i>Commissioner</i>. 4. Memberhentikan dengan hormat nama-nama tersebut di bawah ini sebagai anggota <i>Board of Directors</i> Perseroan: / Honorably dismissed the names stated below as the members of the Company's Board of Directors <ol style="list-style-type: none"> a. Sdr. Didit Oemar Prihadi sebagai <i>Director of Operation I</i>; / Mr. Didit Oemar Prihadi as <i>Director of Operation I</i>; b. Sdr. Fery Hendriyanto sebagai <i>Director of Business Development and Quality, Safety, Health, and Environment</i>; / Mr. Fery Hendriyanto as <i>Director of Business Development and Quality, Safety, Health, and Environment</i>; yang diangkat masing-masing berdasarkan Keputusan RUPS Tahunan Tahun Buku 2017 dan Keputusan RUPS Tahunan Tahun Buku 2018, terhitung sejak ditutupnya RUPS ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai anggota-anggota <i>Board of Directors</i> Perseroan. / who were respectively appointed based on the Resolution of the 2017 Annual GMS, the Resolution of the Annual GMS for the 2017 Fiscal Year jo, the Resolution of the 2018 Fiscal Year Annual GMS effective as of the closing of this GMS, with gratitude for the contribution of efforts and thoughts given while serving as members of the Company's Board of Directors. 5. Mengubah nomenklatur jabatan anggota <i>Board of Directors</i> Perseroan, yaitu semula <i>Director of Finance</i> menjadi <i>Director of Finance and Risk Management</i>. / Amended the nomenclature of the member position of the Company's Board of Directors, which was originally <i>Director of Finance</i> to become <i>Director of Finance and Risk Management</i>. 6. Mengalihkan penugasan Taufik Hendra Kusuma yang diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2019 dari semula <i>Director of Finance</i> menjadi <i>Director of Finance and Risk Management</i>, dengan masa jabatan meneruskan sisa masa jabatan sebagaimana Keputusan RUPS dimaksud. / Transferred the assignment of Taufik Hendra Kusuma who was appointed based on the Resolution of the 2019 Annual GMS from <i>Director of Finance</i> to <i>Director of Finance and Risk Management</i>, with the tenure measured by continuing the remaining tenure as stated in the GMS resolution. 7. Mengangkat nama-nama tersebut di bawah ini sebagai anggota <i>Board of Directors</i> Perseroan: / Appointed the names stated below as members of the Company's Board of Directors <ol style="list-style-type: none"> a. Sdr. I Ketut Pasek Senjaya Putra sebagai / as <i>Director of Operation I</i>; b. Sdr. Luki Theta Handayani sebagai / as <i>Director of Business Development and Quality, Safety, Health, and Environment</i>. 8. Masa jabatan anggota <i>Board of Commissioners</i> dan <i>Board of Directors</i> yang diangkat sebagaimana dimaksud pada angka 3 dan angka 7, sesuai dengan ketentuan Anggaran Dasar Perseroan, dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. / The tenure of the members of the Board of Commissioners and the Board of Directors as referred to in No.3 & 7 are in accordance with the Company's Articles of Association while still complying with the laws and regulations of the Capital Market and without reducing the GMS' right of dismissal if necessary. 	



	<p>9. Dengan adanya pengukuhan pemberhentian, perubahan nomenklatur, pengalihan tugas, dan pengangkatan anggota-anggota <i>Board of Commissioners</i> dan anggota-anggota <i>Board of Directors</i> sebagaimana dimaksud pada angka 1, angka 2, angka 3, angka 4, angka 5, angka 6, dan angka 7, maka susunan Pengurus Perseroan menjadi sebagai berikut: / With such affirmation, dismissal, change of nomenclature, change of position, and appointment of the members of the Board of Commissioners and the Board of Directors as referred to in No. 1 to 7, the composition of the Company's Management are as follows:</p> <p>Board of Commissioners</p> <ul style="list-style-type: none"> - <i>President Commissioner/Independent</i> : Badroin Haiti - <i>Commissioner</i> : Robert Leonard Marbun - <i>Commissioner</i> : M. Fadjoel Rachman - <i>Commissioner</i> : Ahmad Erani Yustika - <i>Commissioner</i> : T. Iskandar - <i>Independent Commissioner</i> : Muradi - <i>Independent Commissioner</i> : Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> - <i>President Director</i> : Destiawan Soewardjono - <i>Director of Operation I</i> : I Ketut Pasek Senjaya Putra - <i>Director of Operation II</i> : Bambang Rianto - <i>Director of Operation III</i> : Gunadi - <i>Director of Human Capital Management and System Development</i> : Hadjar Seti Adji - <i>Director of Finance and Risk Management</i> : Taufik Hendra Kusuma - <i>Director of Business Development and Quality, Safety, Health, and Environment</i> : Luki Theta Handayani <p>10. Anggota-anggota <i>Board of Directors</i> dan <i>Board of Commissioners</i> yang diangkat sebagaimana dimaksud pada angka 3 dan angka 7 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan anggota Direksi atau Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut. / Members of the Board of Directors and Board of Commissioners who were appointed as referred to No. 3 and 7 who are still serving in other positions prohibited by laws and regulations to hold concurrent positions as members of the Board of Directors or Board of Commissioners of State-Owned Enterprises, then the concerned members must resign or be dismissed from their positions.</p> <p>11. Memberikan kuasa dan wewenang kepada <i>Board of Directors</i> Perseroan untuk menyatakan yang diputuskan RUPS ini dalam bentuk Akta Notaris serta menghadap Notaris atau pejabat berwenang, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi keputusan rapat. / Delegated power and authority to the Company's Board of Directors to state what was decided by this GMS in the form of a Notary Deed and to appear before a Notary or authority, and to make necessary adjustments or improvements if required by the authority for the purposes of realizing the meeting resolutions.</p>
Tindak Lanjut / Realization	Keputusan langsung berlaku setelah RUPS ditutup. / Effective immediately after the GMS is closed

Penyelenggaraan RUPS Luar Biasa Tahun 2021

Extraordinary GMS in 2021

Tahapan Penyelenggaraan RUPS Luar Biasa Tahun 2021

Stages of Extraordinary GMS in 2021

	<p>Pemberitahuan ke Otoritas Jasa Keuangan (OJK) / Notification to the Financial Services Authority (OJK)</p> <p>Tanggal: 5 Agustus 2021 / Date: August 5, 2021</p>
1.	<p>Perseroan telah memberitahukan mata acara RUPS Luar Biasa (RUPSLB) Tahun 2021 kepada OJK melalui Surat Keputusan <i>Board of Directors</i> No. 1590/WK/DIR/2021 tanggal 5 Agustus 2021 perihal Pemberitahuan Jadwal Rencana Penyelenggaraan Rapat Umum Pemegang Saham Luar Biasa PT Waskita Karya (Persero) Tbk. / The Company has notified the agenda of the 2021 Extraordinary GMS (EGMS) to the OJK through the Decree of the Board of Directors No. 1590/WK/DIR/2021 dated August 5, 2021 regarding the Announcement of the Schedule of the Plan to Hold the Extraordinary General Meeting of Shareholders of PT Waskita Karya (Persero) Tbk.</p>
2.	<p>Pengumuman RUPSLB kepada Pemegang Saham / EGMS Announcement to the Shareholders</p> <p>Tanggal: 13 Agustus 2021 / Date: August 13, 2021</p> <ul style="list-style-type: none"> • Perseroan telah menyampaikan Pengumuman RUPSLB kepada Pemegang Saham melalui: / The Company has Announced the EGMS to the Share holders through: <ul style="list-style-type: none"> - Surat Kabar Nasional "Kontan" pada hari Jumat tanggal 13 Agustus 2021 / "Kontan" National Newspaper on Friday, August 13, 2021 - Situs web Bursa Efek Indonesia / Indonesia Stock Exchange Website - Situs web eASY.KSEI / eASY.KSEI Website - Situs web PT Waskita Karya (Persero) Tbk / PT Waskita Karya (Persero) Tbk's Website • Bukti iklan Pengumuman RUPSLB telah dilaporkan kepada OJK dan Bursa Efek Indonesia melalui Surat No. 516/WK/CORSEC/2021 pada tanggal 13 Agustus 2021 perihal Penyampaian Bukti Iklan Pengumuman RUPSLB PT Waskita Karya (Persero) Tbk. / Proof of the advertisement of the EGMS announcement has been reported to the OJK and the Indonesia Stock Exchange through Letter No. 516/WK/CORSEC/2021 on August 13, 2021 regarding the Submission of the Proof of Advertising the Announcement of the EGMS of PT Waskita Karya (Persero) Tbk.
3.	<p>Pemanggilan RUPSLB kepada Pemegang Saham / EGMS Summons to the Shareholders</p> <p>Tanggal: 30 Agustus 2021 / Date: August 30, 2021</p> <ul style="list-style-type: none"> • Perseroan telah menyampaikan Pemanggilan RUPSLB kepada Pemegang Saham melalui: / The Company has made the EGMS Summons to the Shareholders through: <ul style="list-style-type: none"> - Surat Kabar Nasional "Terbit" pada hari Senin tanggal 30 Agustus 2021 / "Terbit" National Newspaper on Monday, August 30, 2021 - Situs web Bursa Efek Indonesia / Indonesia Stock Exchange Website - Situs web eASY.KSEI / eASY.KSEI Website - Situs web PT Waskita Karya (Persero) Tbk / PT Waskita Karya (Persero) Tbk's Website • Bukti iklan Pemanggilan RUPSLB telah dilaporkan kepada OJK dan Bursa Efek Indonesia melalui Surat No. 562/WK/CORSEC/2021 pada tanggal 30 Agustus 2021 perihal Penyampaian Bukti Iklan Pemanggilan RUPSLB PT Waskita Karya (Persero) Tbk. / Proof of Advertisement of the EGMS Summons has been reported to the OJK and the Indonesia Stock Exchange through Letter No. 562/WK/CORSEC/2021 on August 30, 2021 regarding the Submission of the Proof of Advertising the AGMS Summons of PT Waskita Karya (Persero) Tbk
4.	<p>aksanaan RUPSLB / Holding of the EGMS</p> <p>Tanggal: 21 September 2021 / Date: September 21, 2021</p> <ul style="list-style-type: none"> • RUPS Luar Biasa Tahun 2021 diselenggarakan pada hari Selasa tanggal 21 September 2021 pukul 10.27 WIB sampai dengan 11.31 WIB di Grand on Thamrin Ballroom, Lobby Level, Hotel Pullman Jakarta, Jl. M.H. Thamrin Kav. 59, Jakarta. / The 2021 EGMS was held on Tuesday, September 21, 2021 at 10.27 WIB to 11.31 WIB at Grand on Thamrin Ballroom, Lobby Level, Pullman Hotel Jakarta, Jl. M.H. Thamrin Kav. 59, Jakarta • RUPS Luar Biasa Tahun 2021 dipimpin oleh Badroin Haiti selaku <i>President Commissioner/Independent</i> PT Waskita Karya (Persero) Tbk sesuai dengan Surat Penunjukkan No. 37/WK/DK/2021 tanggal 19 Maret 2021 / The 2021 Extraordinary GMS chaired by Badroin Haiti as <i>Commissioner/Independent</i> of PT Waskita Karya (Persero) Tbk in accordance with the Letter of Appointment No. 37/WK/DK/2021 dated March 19, 2021.

Pengumuman Ringkasan Risalah RUPSLB / Announcement of the Summary of the EGMS Minutes	
Tanggal: 23 September 2021 / Date: September 23, 2021	
5.	<ul style="list-style-type: none"> Perseroan telah menyampaikan Ringkasan Risalah RUPSLB kepada Pemegang Saham melalui: / The Company has Announced the EGMS to the Share holders through: <ul style="list-style-type: none"> Surat Kabar Nasional "Kontan" pada tanggal 23 September 2021 / "Kontan" National Newspaper on September 23, 2021 Situs web Bursa Efek Indonesia / Indonesia Stock Exchange Website Situs web PT Waskita Karya (Persero) Tbk / PT Waskita Karya (Persero) Tbk's Website Bukti iklan Ringkasan Risalah RUPST telah dilaporkan kepada OJK dan Bursa Efek Indonesia melalui Surat No. 632/WK/CORSEC/2021 pada tanggal 23 September 2021 perihal Penyampaian Risalah Rapat Umum Pemegang Saham Luar Biasa Tahun 2021 PT Waskita Karya (Persero) Tbk. / Proof of the advertisement of the AGMS Minutes Summary has been reported to the OJK and the Indonesia Stock Exchange through Letter No. 632/WK/CORSEC/2021 on September 23, 2021 regarding the Submission of Resume of the 2020 Fiscal Year Annual General Meeting of Shareholders of PT Waskita Karya (Persero) Tbk.
Penyampaian Berita Acara RUPSLB / Submission of the EGMS Minutes	
Tanggal: 18 Oktober 2021 / Date: October 18, 2021	
6.	<ul style="list-style-type: none"> Seluruh hasil keputusan RUPS Luar Biasa Tahun 2021 PT Waskita Karya (Persero) Tbk telah diaktakan dalam Berita Acara Rapat Umum Pemegang Saham Luar Biasa Perusahaan Perseroan (Persero) PT Waskita Karya Tbk No. 50 tanggal 21 September 2021 oleh Notaris Ashoya Ratam, S.H., M.Kn. / All resolutions of the 2020 Extraordinary GMS of PT Waskita Karya (Persero) Tbk have been notarized in the Minutes of the Extraordinary General Meeting of Shareholders of the Company (Persero) PT Waskita Karya Tbk No. 50 dated September 21, 2021 by the Notary Ashoya Ratam, S.H., M.Kn. Berita Acara RUPSLB tersebut telah disampaikan melalui surat elektronik ke Web OJK dan BEI melalui Sistem Pelaporan Elektronik (SPEIDX) pada tanggal 18 Oktober 2021. / The EGMS minutes has been submitted via electronic mail to the OJK and IDX Websites through Electronic Reporting System (SPEIDX) on October 18, 2021

Kuorum Kehadiran dan Keputusan dalam RUPS Luar Biasa Tahun 2021

Pelaksanaan Rapat Umum Pemegang Saham Luar Biasa Tahun 2021 telah memenuhi kuorum karena dihadiri oleh pemegang saham yang mewakili 10.318.469.836 saham atau 76,02% dari seluruh saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan, sesuai dengan Anggaran Dasar Perseroan dan Peraturan Perundangan yang berlaku.

Attendance Quorum and Resolutions of the 2020 Extraordinary GMS

The 2021 Extraordinary General Meeting of Shareholders has fulfilled the quorum as it was attended by shareholders representing 10,318,469,836 shares or 76.02% of all shares with valid voting rights that have been issued by the Company, in accordance with the Company's Articles of Association and Laws and Regulations. applicable.

Kehadiran Board of Commissioners, Board of Directors, dan Lembaga/Profesi Penunjang Pasar Modal dalam RUPS Luar Biasa Tahun 2021

Attendance of the Board of Commissioners, the Board of Directors, and Institutions/Professions Supporting the Capital Market in the 2021 Extraordinary GMS

Kuasa Pemegang Saham / Shareholder Proxy	Hendrika Nora Osloi Sinaga (Asisten Deputi Jasa Konstruksi dan Sarana Perumahan Kementerian BUMN) / (Deputy Assistant of Construction Services and Housing Facilities of the SOE Ministry)
Board of Commissioners	<p>Hadir: / Present:</p> <ol style="list-style-type: none"> Badrodin Haiti (<i>President Commissioner/Independent</i>) Muradi (<i>Independent Commissioner</i>) Bambang Setyo Wahyudi (<i>Independent Commissioner dan Ketua Komite Audit / Independent Commissioner and Audit Committee Head</i>) Robert Leonard Marbun (<i>Commissioner</i>) T. Iskandar (<i>Commissioner</i>) Mochamad Fadjroel Rachman (<i>Commissioner</i>) Ahmad Erani Yustika (<i>Commissioner</i>) <p>Berhalangan Hadir dan Alasannya: / Absent and Reason of Absence: Nihil / None</p>
Board of Directors	<p>Hadir: / Present:</p> <ol style="list-style-type: none"> Destiawan Soewardjono (<i>President Director</i>) Taufik Hendra Kusuma (<i>Director of Finance & Risk Management</i>) Hadjar Seti Adji (<i>Director of Human Capital Management and System Development</i>) Luki Theta Handayani (<i>Director of Business Development & Quality, Safety, Health, and Environment</i>) I Ketut Pasek Senjaya Putra (<i>Director of Operation I</i>) Bambang Rianto (<i>Director of Operation II</i>) Gunadi (<i>Director of Operation III</i>) <p>Berhalangan Hadir dan Alasannya: / Absent and Reason of Absence: Nihil / None</p>
Lembaga/Profesi Penunjang Pasar Modal / Institutions/ Professions Supporting the Capital Market	<ol style="list-style-type: none"> Ashoya Ratam, S.H., M.Kn. (Notaris / Notary) Wardhana Kristanto Lawyers (Konsultan Hukum / Legal Consultant) KAP Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan (Crowe Indonesia) (Kantor Akuntan Publik / Public Accounting Firm) PT Datindo Entrycom (Biro Administrasi Efek / Share Registrar)

Penunjukkan Pihak Independen dalam RUPS Luar Biasa Tahun 2021

Perseroan telah menunjuk pihak independen, yaitu Biro Administrasi Efek PT Datindo Entrycom dan Notaris Ashoya Ratam, S.H., M.Sc., M.Kn. untuk melakukan proses penghitungan suara dan/atau melakukan validasi.

Mekanisme Pengambilan Keputusan dalam RUPS Luar Biasa Tahun 2021

- Berdasarkan Pasal 25 ayat (15) Anggaran Dasar Perseroan, keputusan Rapat diambil secara musyawarah untuk mufakat, namun dengan memperhatikan Pasal 28 Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, Pemegang Saham dapat mencantumkan pilihan suara dalam pemberian kuasa secara elektronik melalui eASY.KSEI. Dengan demikian, pengambilan keputusan dalam Rapat dilakukan dengan cara pemungutan suara (*voting*).
- Dalam hal Pemegang Saham yang hadir dan memiliki hak suara yang sah memilih abstain (tidak memberikan suara) dalam Rapat, maka Pemegang Saham tersebut dianggap memberikan suara yang sama dengan suara mayoritas Pemegang Saham yang mengeluarkan suara.

Appointment of Independent Parties in the 2021 Extraordinary GMS

The Company has appointed independent parties, namely the Share Registrar PT Datindo Entrycom and the Notary Ashoya Ratam, S.H., M.Sc., M.Kn. to carry out the vote counting process and/or voting validation.

Mechanism of Decision Making in the 2021 Extraordinary GMS

- In accordance with the Article 25 paragraph (15) of the Company's Articles of Association, the decisions of the Meeting are taken by deliberation to reach consensus, but with due observance of Article 28 of the OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of the General Meeting of Shareholders of Public Companies, Shareholders may include voting options in the electronic granting of power of attorney through eASY.KSEI. Accordingly, decisions are made at the Meeting through voting.
- In the event that a Shareholder who is present and has valid voting rights chooses to abstain (not vote) in the Meeting, then the Shareholder is deemed to have cast the same vote as the majority of the Shareholders who cast their votes.

Hasil Keputusan RUPS Luar Biasa Tahun Buku 2021

Resolutions of the 2021 Extraordinary GMS

MATA ACARA RAPAT PERTAMA / FIRST AGENDA	
Agenda	Persetujuan rencana penambahan modal dengan Memberikan Hak Memesan Efek Terlebih Dahulu (PMHMETD). / Approval of the Plan to Increase Capital by Granting Pre-Emptive Rights
Hasil Pemungutan Suara / Voting Result	Suara Setuju / Agree : 10.221.320.613 saham (99,06%) / 10,221,320,613 shares (99.06%)
	Suara Tidak Setuju / Disagree : 97.149.223 saham (0,94%) / 97,149.223 shares (0.94%)
	Suara Abstain / Abstain : 2.400 saham (0,00002%) / 2,400 shares (0.00002%)
Tanggapan/Pertanyaan / Opinions/Questions	Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.



<p>Hasil Keputusan / Resolutions</p>	<ol style="list-style-type: none"> 1. Menyetujui Penambahan Modal dengan memberikan Hak Memesan Efek Terlebih Dahulu (PMHMETD) dengan cara menerbitkan saham baru dalam jumlah sebanyak-banyaknya 24.564.915.000 (dua puluh empat miliar lima ratus enam puluh empat juta sembilan ratus lima belas ribu) Saham Seri B dengan nilai nominal Rp100,- (seratus Rupiah) per saham melalui mekanisme Penawaran Umum Terbatas II. / Approved to Increase Capital by granting Pre-Emptive Rights (PMHMETD) by issuing new shares in the maximum amount of 24,564,915,000 (twenty four billion five hundred sixty four million nine hundred and fifteen thousand) Series B Shares with a nominal value of Rp100,- (one hundred Rupiah) per share through the mechanism of Limited Public Offering II. 2. Menyetujui pemberian kuasa dan wewenang kepada <i>Board of Directors</i> Perseroan untuk melakukan segala tindakan yang diperlukan sehubungan dengan pelaksanaan PMHMETD melalui mekanisme Penawaran Umum Terbatas II dengan memenuhi syarat dan ketentuan dalam peraturan yang berlaku, termasuk namun tidak terbatas untuk: / Approved the delegating of power and authority to the Company's Board of Directors to take all necessary actions in connection with the implementation of the PMHMETD through the Limited Public Offering II mechanism by complying with the terms and conditions in the applicable regulations, including but not limited to: <ol style="list-style-type: none"> a. Menentukan kepastian jumlah saham yang dikeluarkan dalam rangka PMHMETD; / Determining the fixed number of shares issued for the PMHMETD; b. Menentukan harga pelaksanaan PMHMETD dengan persetujuan Board of Commissioners; / Determining the expenses to carry out the PMHMETD with the approval of the Board of Commissioners; c. Menentukan tanggal Daftar Pemegang Saham yang berhak atas Hak Memesan Efek Terlebih Dahulu; / Determining the date of the Register of Shareholders entitled to the Pre-Emptive Rights; d. Menentukan rasio pemegang saham yang berhak atas Hak Memesan Efek Terlebih Dahulu (termasuk pembulatan pecahan yang dikeluarkan dalam rangka PMHMETD); / Determining the ratio of shareholders entitled to the Pre-Emptive Rights (including rounding off the fractions issued in the PMHMETD); e. Menentukan penggunaan dana hasil PMHMETD; / Determining the use of proceeds from the PMHMETD; f. Menentukan jadwal pelaksanaan PMHMETD; / Determining the schedule of the PMHMETD; g. Menerbitkan dan menandatangani seluruh dokumen yang diperlukan dalam rangka PMHMETD, termasuk tetapi tidak terbatas pada perjanjian yang dibuat dihadapan Notaris berikut perubahan dan /atau penambahannya; / Issuing and signing all documents required for the PMHMETD, including but not limited to an agreement made before a Notary as well as its changes and/or additions; h. Mengajukan Pernyataan Pendaftaran kepada Otoritas Jasa Keuangan; / Submitting Registration Statement to the Financial Services Authority; i. Menentukan ada atau tidak adanya Pembeli Siaga, serta menetapkan dan menegosiasikan syarat dan ketentuan perjanjian antara Perseroan dengan Pembeli Siaga, jika ada; / Determining the presence or absence of a Standby Buyer, and determining and negotiating the terms and conditions of the agreement between the Company and the Standby Buyer, if any; j. Menitipkan saham Perseroan dalam penitipan kolektif PT Kustodian Sentral Efek Indonesia; / Entrusting the Company's shares in the collective custody of the Indonesia Central Securities Depository; k. Mencatatkan seluruh saham Perseroan yang telah dikeluarkan dan disetor penuh hasil PMHMETD pada PT Bursa Efek Indonesia. / Listing all of the Company's shares that have been issued and fully paid up from the PMHMETD at the Indonesia Stock Exchange. 3. Menyetujui pemberian kewenangan kepada <i>Board of Commissioners</i> Perseroan, termasuk namun tidak terbatas untuk: / Approved to delegate the authority to the Company's Board of Commissioners, including but not limited to: <ol style="list-style-type: none"> a. menyatakan kepastian jumlah saham yang dikeluarkan dalam rangka pelaksanaan PMHMETD; dan / Declaring the fixed shares issued for the PMHMETD; and b. menyatakan jumlah peningkatan modal ditempatkan dan disetor setelah PMHMETD selesai dilaksanakan yaitu pada Pasal 4 Ayat 2 dan 3 Anggaran Dasar Perseroan; / Declaring the amount of increase in issued and paid-up capital after the PMHMETD is completed, stipulated in Article 4 Paragraph 2 and 3 of the Company's Articles of Association; serta melakukan segala tindakan yang diperlukan sehubungan dengan hal tersebut dengan memperhatikan peraturan perundang-undangan. / as well as taking all actions necessary to such matters by still complying with the prevailing laws and regulations.
<p>Tindak Lanjut / Realization</p>	<p>Telah direalisasikan. / Realized</p>
<p>MATA ACARA RAPAT KEDUA / SECOND AGENDA</p>	
<p>Agenda</p>	<p>Persetujuan pelaksanaan transformasi bisnis Perseroan. / Approval on the Transformation of the Company's Business</p>
<p>Hasil Pemungutan Suara / Voting Result</p>	<p>Suara Setuju / Agree : 10.243.685.736 saham (99,27%) / 10,243,685,736 shares (99.27%)</p>
	<p>Suara Tidak Setuju / Disagree : 74.781.700 saham (0,72%) / 74,781,700 shares (0,72%)</p>
	<p>Suara Abstain / Abstain : 2.400 saham (0,00002%) / 2,400 shares (0.00002%)</p>
<p>Tanggapan/Pertanyaan / Opinions/Questions</p>	<p>Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.</p>
<p>Hasil Keputusan / Resolutions</p>	<p>Menyetujui pelaksanaan transformasi bisnis secara menyeluruh untuk mendukung pemulihan kinerja dan kondisi keuangan yang terdampak pandemi Covid-19. Transformasi bisnis Perseroan dan Anak Perusahaan Perseroan memiliki 7 pilar utama yaitu: / Approved the implementation of a comprehensive business transformation to support the recovery of performance and financial conditions affected by the Covid-19 pandemic. The business transformation of the Company and its Subsidiaries contains 7 main pillars, namely:</p> <ol style="list-style-type: none"> 1. Pengembangan portofolio & inovasi; / Development of portfolio and innovation; 2. Implementasi <i>lean construction</i>; / Implementation of lean construction; 3. Digitalisasi proses bisnis; / Digitalization of the business processes; 4. Restrukturisasi dan pengelolaan keuangan berkelanjutan; / Restructuration and management of sustainable finance; 5. Penguatan <i>enterprise risk management</i>; / Strengthening of the enterprise risk management; 6. Penerapan manajemen talenta yang unggul; / Implementation of excellent talent management; 7. Internalisasi budaya perusahaan. / Internalization of the corporate culture.
<p>Tindak Lanjut / Realization</p>	<p>Keputusan langsung berlaku setelah RUPS ditutup. / Effective immediately after the GMS is closed</p>
<p>MATA ACARA RAPAT KETIGA / THIRD AGENDA</p>	
<p>Agenda</p>	<p>Perubahan Anggaran Dasar Perseroan. / Amendments to the Company's Articles of Association</p>
<p>Hasil Pemungutan Suara / Voting Result</p>	<p>Suara Setuju / Agree : 9.923.179.280 saham (96,17%) / 9,923,179,280 shares (96.17%)</p>
	<p>Suara Tidak Setuju / Disagree : 395.258.056 saham (3,83%) / 395,258,056 shares (3.83%)</p>
	<p>Suara Abstain / Abstain : 32.500 saham (0,00003%) / 32,500 shares (0.00003%)</p>
<p>Tanggapan/Pertanyaan / Opinions/Questions</p>	<p>Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.</p>



<p>Hasil Keputusan / Resolutions</p>	<ol style="list-style-type: none"> Menyetujui Perubahan Pasal 3 Anggaran Dasar Perseroan tentang Maksud dan Tujuan serta Kegiatan Usaha sehubungan dengan penambahan dan/atau penyesuaian Klasifikasi Baku Lapangan Usaha Indonesia 2020. / Approved the Amendments to Article 3 of the Company's Articles of Association regarding the Purpose and Objectives and Business Activities in connection with the addition and/or adjustment of the 2020 Standard Classification of Indonesian Business Fields. Sehubungan dengan keputusan pelaksanaan PMHMETD, menyetujui perubahan Pasal 4 ayat 1 Anggaran Dasar Perseroan tentang Modal Dasar yaitu meningkatkan Modal Dasar Perseroan semula Rp2.600.000.000.000 (dua triliun enam ratus miliar Rupiah) terbagi atas 26.000.000.000 (dua puluh enam miliar) saham yang terdiri dari: / In relation to the decision to carry out the PMHMETD, approved the amendment to Article 4 paragraph 1 of the Company's Articles of Association on Authorized Capital, namely increasing the Company's Authorized Capital from the original amount of Rp.2,600,000,000,000 (two trillion six hundred billion Rupiah) which is divided into 26,000,000,000 (twenty-six billion) shares consisting of: <ol style="list-style-type: none"> 1 (satu) saham Seri A Dwiwarna, dengan nilai nominal sebesar Rp100,- (seratus Rupiah) atau seluruhnya berjumlah Rp100,- (seratus Rupiah); / 1 ((one) Series A Dwiwarna share with a nominal value of Rp100,- (one hundred Rupiah) or a total nominal value of Rp100,- (one hundred Rupiah); 25.999.999.999 (dua puluh lima miliar sembilan ratus sembilan puluh sembilan juta sembilan ratus sembilan puluh sembilan ribu sembilan ratus sembilan puluh sembilan) saham Seri B, masing-masing dengan nilai nominal sebesar Rp100,- (seratus Rupiah) atau seluruhnya dengan jumlah nilai nominal Rp2.599.999.999.900,- (dua triliun lima ratus sembilan puluh sembilan miliar sembilan ratus sembilan puluh sembilan juta sembilan ratus sembilan puluh sembilan ribu sembilan ratus sembilan puluh sembilan) / 25,999,999,999 (twenty-five billion nine hundred ninety-nine million nine hundred ninety-nine thousand nine hundred ninety-nine) Series B shares, each with a nominal value of Rp. 100,- (one hundred Rupiah) or a total nominal value Rp2,599,999,999,900,- (two trillion five hundred ninety-nine billion nine hundred ninety-nine million nine hundred ninety-nine thousand and nine hundred Rupiah). <p>menjadi Rp5.429.580.400.000 (lima triliun empat ratus dua puluh sembilan miliar lima ratus delapan puluh juta empat ratus ribu Rupiah) terbagi atas 54.295.804.000 (lima puluh empat miliar dua ratus sembilan puluh lima juta delapan ratus empat puluh empat ribu) saham yang terdiri dari: / into Rp5,429,580,400,000 (five trillion four hundred twenty-nine billion five hundred eighty million four hundred thousand Rupiah) which is divided into 54,295,804,000 (fifty-four billion two hundred ninety-five million eight hundred four thousand) shares consisting of:</p> <ol style="list-style-type: none"> 1 (satu) saham Seri A Dwiwarna, dengan nilai nominal sebesar Rp100,- (seratus Rupiah) atau seluruhnya berjumlah Rp100 (seratus Rupiah); / 1 ((one) Series A Dwiwarna share with a nominal value of Rp100,- (one hundred Rupiah) or a total nominal value of Rp100,- (one hundred Rupiah); 54.295.803.999 (lima puluh empat miliar dua ratus sembilan puluh lima juta delapan ratus tiga ribu sembilan ratus sembilan puluh sembilan) saham Seri B, masing-masing dengan nilai nominal sebesar Rp100,- (seratus Rupiah) atau seluruhnya dengan jumlah nilai nominal Rp5.429.580.399.900,- (lima triliun empat ratus dua puluh sembilan miliar lima ratus delapan puluh juta tiga ratus sembilan puluh sembilan ribu sembilan ratus sembilan puluh sembilan) / 54,295,803,999 (fifty four billion two hundred ninety five million eight hundred three thousand nine hundred ninety nine) Series B shares, each with a nominal value of Rp. 100,- (one hundred Rupiah) or a total nominal value of Rp.5. 429.580.399.900,- (five trillion four hundred twenty-nine billion five hundred eighty million three hundred ninety-nine thousand nine hundred Rupiah). Perubahan beberapa pasal anggaran dasar Perseroan sebagaimana konsep dalam matriks yang ditayangkan dalam Rapat. / Amended several articles of the Company's Articles of Association in accordance with the matrix concept presented in the Meeting. Memberikan kuasa dan wewenang kepada Board of Directors Perseroan dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan perubahan anggaran dasar Perseroan diatas, termasuk menyusun dan menyatakan kembali seluruh anggaran dasar Perseroan dalam suatu akta Notaris dan menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan dan/atau penerimaan pemberitahuan perubahan anggaran dasar Perseroan, melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut dengan tidak ada satu pun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan anggaran dasar Perseroan tersebut jika hal tersebut dipersyaratkan oleh instansi yang berwenang. / Delegated power and authority to the Company's Board of Directors with substitution rights to take all necessary actions related to the decision to amend the Company's articles of association above, including compiling and restating all of the Company's articles of association in a Notary deed and submitting it to the authorities to obtain approval and/or to receive notification of changes to the Company's articles of association, performing everything that is deemed necessary and useful for that purpose without exclusions of making additions and/or changes to the amendments to the articles of association of the Company if required by the authorities. 									
<p>Tindak Lanjut / Realization</p>	<p>Keputusan langsung berlaku setelah RUPS ditutup. / Effective immediately after the GMS is closed</p>									
<p>MATA ACARA RAPAT KEEMPAT / FOURTH AGENDA</p>										
<p>Agenda</p>	<p>Pengukuhan pemberlakuan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia. / Affirmation of the enactment of the Regulation of the Minister of State-Owned Enterprises of The Republic of Indonesia.</p>									
<p>Hasil Pemungutan Suara / Voting Result</p>	<table border="0"> <tr> <td>Suara Setuju / Agree</td> <td>:</td> <td>9.977.649.180 saham (96,70%) / 9,977,649,180 shares (96.70%)</td> </tr> <tr> <td>Suara Tidak Setuju / Disagree</td> <td>:</td> <td>340.818.356 saham (3,30%) / 340,818,356 shares (3.30%)</td> </tr> <tr> <td>Suara Abstain / Abstain</td> <td>:</td> <td>2.300 saham (0,00002%) / 2,300 shares (0.00002%)</td> </tr> </table>	Suara Setuju / Agree	:	9.977.649.180 saham (96,70%) / 9,977,649,180 shares (96.70%)	Suara Tidak Setuju / Disagree	:	340.818.356 saham (3,30%) / 340,818,356 shares (3.30%)	Suara Abstain / Abstain	:	2.300 saham (0,00002%) / 2,300 shares (0.00002%)
Suara Setuju / Agree	:	9.977.649.180 saham (96,70%) / 9,977,649,180 shares (96.70%)								
Suara Tidak Setuju / Disagree	:	340.818.356 saham (3,30%) / 340,818,356 shares (3.30%)								
Suara Abstain / Abstain	:	2.300 saham (0,00002%) / 2,300 shares (0.00002%)								
<p>Tanggapan/Pertanyaan / Opinions/Questions</p>	<p>Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.</p>									
<p>Hasil Keputusan / Resolutions</p>	<p>Mengukuhkan pemberlakuan Peraturan Menteri Badan Usaha Milik Negara Nomor: / Affirmed the enactment of the Regulation of the Minister of State-Owned Enterprises No.:</p> <ol style="list-style-type: none"> Peraturan Menteri Badan Usaha Milik Negara Nomor PER-1/MBU/03/2021 tentang Pedoman Pengusulan, Pelaporan, Pemantauan, dan Perubahan Penggunaan Tambahan Penyertaan Modal Negara Kepada Badan Usaha Milik Negara dan Perseroan Terbatas; / Regulation of the Minister of State-Owned Enterprises No. PER-1/MBU/03/2021 concerning the Guidelines for Proposing, Reporting, Monitoring, and Changes in the Use of Additional State Equity Participation to State-Owned Enterprises and Limited Liability Companies; Peraturan Menteri Badan Usaha Milik Negara Nomor PER-03/MBU/03/2021 tentang Perubahan Ketiga atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER02/MBU/2010 Tentang Tata Cara Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Badan Usaha Milik Negara; / Regulation of the Minister of State-Owned Enterprises No. PER-03/MBU/03/2021 concerning the Third Amendment to the Regulation of the Minister of State-Owned Enterprises No. PER02/MBU/2010 concerning Procedures of Write-offs and Transfers for the Fixed Assets of State-Owned Enterprises; Peraturan Menteri Badan Usaha Milik Negara Nomor PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara; / Regulation of the Minister of State-Owned Enterprises No. PER-05/MBU/04/2021 concerning the Social and Environmental Responsibility Program of State-Owned Enterprises; Peraturan Menteri Badan Usaha Milik Negara Nomor PER-06/MBU/04/2021 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara. / Regulation of the Minister of State-Owned Enterprises No. PER-06/MBU/04/2021 concerning Amendments to Regulation of the Minister of State-Owned Enterprises No. PER12/MBU/2012 concerning Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises. <p>Beserta perubahannya di kemudian hari. / Along with its amendments in the future.</p>									
<p>Tindak Lanjut / Realization</p>	<p>Keputusan langsung berlaku setelah RUPS ditutup. / Effective immediately after the GMS is closed</p>									



MATA ACARA RAPAT KELIMA / FIFTH AGENDA	
Agenda	Persetujuan perubahan susunan pengurus Perseroan. / Approval on the Changes to the Company's Management
Hasil Pemungutan Suara / Voting Result	Suara Setuju / Agree : 9.973.683.680 saham (96,66%) / 9,973,683,680 shares (96.66%)
	Suara Tidak Setuju / Disagree : 344.782.956 saham (3,34%) / 344,782,956 shares (3.34%)
	Suara Abstain / Abstain : 3.200 saham (0,00003%) / 3,200 shares (0.00003%)
Tanggapan/Pertanyaan / Opinions/Questions	Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.
Hasil Keputusan	<p>1. Memberhentikan dengan hormat nama-nama tersebut di bawah ini sebagai Pengurus Perseroan: / Honorably dismissed the names stated below from the Company's Management:</p> <p>a. Sdr. Luki Theta Handayani sebagai <i>Director of Business Development and Quality, Safety, Health, and Environment</i>; / Mr. Luki Theta Handayani as Director of Business Development and Quality, Safety, Health, and Environment;</p> <p>b. Sdr. Robert Leonard Marbun sebagai <i>Commissioner</i>. / Mr. Robert Leonard Marbun as Commissioner.</p> <p>yang masing-masing diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2020, Keputusan RUPS Tahunan Tahun Buku 2019, dan Keputusan RUPS Tahunan Tahun Buku 2018, terhitung sejak ditutupnya RUPS, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Pengurus Perseroan. / who were appointed respectively based on the Resolutions of the 2020 Fiscal Year Annual GMS, the Resolutions of the 2019 Fiscal Year Annual GMS, and the Resolutions of the 2018 Fiscal Year Annual GMS, with gratitude for the contribution of efforts and thoughts given while serving as members of the Company's Management.</p> <p>2. Mengangkat nama-nama tersebut di bawah ini sebagai Pengurus Perseroan: / Appointed the names stated below as the Company's Management:</p> <p>a. Sdr. Arijanti Erfin sebagai <i>Director of Business Development and Quality, Safety, Health, and Environment</i>; / Mrs. Arijanti Erfin as Director of Business Development and Quality, Safety, Health, and Environment;</p> <p>b. Sdr. Dedi Syarif Usman sebagai <i>Commissioner</i>. / Mr. Dedi Syarif Usman as Commissioner.</p> <p>Dengan masa jabatan sesuai dengan ketentuan Anggaran Dasar Perseroan, serta memperhatikan peraturan perundang-undangan di bidang Pasar Modal dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.</p> <p>3. Dengan adanya pemberhentian dan pengangkatan Pengurus Perseroan sebagaimana dimaksud pada angka 1 dan angka 2, maka susunan keanggotaan <i>Board of Directors</i> dan <i>Board of Commissioners</i> Perseroan menjadi sebagai berikut: / With the dismissals and appointments of the Company's Management as referred in No. 1 and 2, the Company's membership composition of the Board of Directors and the Board of Commissioners are as follows:</p> <p>Board of Commissioners</p> <ul style="list-style-type: none"> - <i>President Commissioner/Independent</i> : Badrodin Haiti - <i>Independent Commissioner</i> : Muradi - <i>Independent Commissioner</i> : Bambang Setyo Wahyudi - <i>Commissioner</i> : Dedi Syarif Usman - <i>Commissioner</i> : T. Iskandar - <i>Commissioner</i> : M. Fadjoel Rachman - <i>Commissioner</i> : Ahmad Erani Yustika <p>Board of Directors</p> <ul style="list-style-type: none"> - <i>President Director</i> : Destiawan Soewardjono - <i>Director of Finance & Risk Management</i> : Taufik Hendra Kusuma - <i>Director of Human Capital Management and System Development</i> : Hadjar Seti Adji - <i>Director of Business Development and Quality, Safety, Health, and Environment</i> : Erijanti Erfin - <i>Director of Operation I</i> : I Ketut Pasek Senjaya Putra - <i>Director of Operation II</i> : Bambang Rianto - <i>Director of Operation III</i> : Gunadi <p>4. Anggota-anggota <i>Board of Directors</i> dan <i>Board of Commissioners</i> yang diangkat sebagaimana dimaksud pada angka 3 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan anggota Direksi atau Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut. / Members of the Board of Directors and Board of Commissioners who were appointed as referred to No. 3 who are still serving in other positions prohibited by laws and regulations to hold concurrent positions as members of the Board of Directors or Board of Commissioners of State-Owned Enterprises, then the concerned members must resign or be dismissed from their positions.</p> <p>5. Memberikan kuasa dengan hak substitusi kepada <i>Board of Directors</i> Perseroan untuk menyatakan yang diputuskan RUPSLB ini dalam bentuk Akta Notaris serta menghadap Notaris atau pejabat berwenang, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi keputusan rapat. / Delegated the authority with substitutional rights to the Company's Board of Directors the resolutions of this EGMS in the form of a Notary Deed and to appear before a Notary or authorities, and to make necessary adjustments or improvements if required by the authorities for the purposes of implementing the meeting resolutions.</p>
Tindak Lanjut	Keputusan langsung berlaku setelah RUPS ditutup. / Effective immediately after the GMS is closed



Penyelenggaraan RUPS pada 1 (satu) Tahun Sebelumnya

Selama tahun 2020, Waskita menyelenggarakan 1 (satu) kali RUPS Tahunan Tahun Buku 2019 pada hari Jumat tanggal 5 Juni 2020 dan tidak mengadakan RUPS Luar Biasa.

GMS Held 1 (one) Year Prior

In 2020, Waskita held 1 ((one) Annual GMS for the 2019 Fiscal Year on Friday, June 5, 2020 and did not hold any Extraordinary GMS.

Penyelenggaraan RUPS Tahunan Tahun Buku 2019

Tahapan Penyelenggaraan RUPS Tahunan Tahun Buku 2019

The 2019 Fiscal Year Annual GMS

Stages of the 2019 Fiscal Year Annual GMS

	<p>Pemberitahuan ke Otoritas Jasa Keuangan (OJK) / Notification to the Financial Services Authority (OJK)</p> <p>Tanggal: 4 Maret 2020, 10 Maret 2020, dan 2 April 2020 / Date: March 4, 2020; March 10, 2020; and April 2, 2020.</p> <p>Perseroan telah memberitahukan mata acara RUPS Tahunan (RUPST) Tahun Buku 2019 kepada OJK melalui Surat Keputusan <i>Board of Directors</i> No. 474/WK/DIR/2020 tanggal 4 Maret 2020 perihal Pemberitahuan Jadwal Rencana Penyelenggaraan Rapat Umum Pemegang Saham Tahunan PT Waskita Karya (Persero) Tbk, Surat Keputusan <i>Board of Directors</i> No. 538/WK/DIR/2020 tanggal 10 Maret 2020 perihal Pemberitahuan Penambahan Mata Acara Rapat Umum Pemegang Saham Tahunan PT Waskita Karya (Persero) Tbk, dan Surat Keputusan <i>Board of Directors</i> No. 738/WK/DIR/2020 tanggal 2 April 2020 perihal Ralat Pemanggilan Rapat Umum Pemegang Saham Tahunan PT Waskita Karya (Persero) Tbk. / The Company has notified the agenda of the 2019 Fiscal Year Annual GMS (AGMS) to the OJK through the Decree of the Board of Directors No. 474/WK/DIR/2020 dated March 4, 2020 regarding the Announcement of the Schedule of the Plan to Hold the Annual General Meeting of Shareholders of PT Waskita Karya (Persero) Tbk., the Decree of the Board of Directors No. 538/WK/DIR/2020 dated March 10, 2020 regarding the Announcement of the Addition to the Agenda of the Annual General Meeting of Shareholders of PT Waskita Karya (Persero) Tbk., and the Decree of the Board of Directors No. 738/WK/DIR/2020 dated April 2, 2020 regarding the Revisions to the Announcement of the General Meeting of Shareholders of PT Waskita Karya (Persero) Tbk.</p>
1.	<p>Pengumuman RUPST kepada Pemegang Saham / AGMS Announcement to the Shareholders</p> <p>Tanggal: 11 Maret 2020 / Date: March 11, 2020</p> <ul style="list-style-type: none"> Perseroan telah menyampaikan Pengumuman RUPST kepada Pemegang Saham melalui: / The Company has Announced the AGMS to the Shareholders through: <ul style="list-style-type: none"> Surat Kabar Nasional Berbahasa Indonesia "Bisnis Indonesia" pada tanggal 11 Maret 2020 / The Indonesian National Newspaper "Bisnis Indonesia" on March 11, 2020 Situs web Bursa Efek Indonesia / Indonesia Stock Exchange Website Situs web PT Waskita Karya (Persero) Tbk / PT Waskita Karya (Persero) Tbk's Website Bukti iklan Pengumuman RUPST telah dilaporkan kepada OJK dan Bursa Efek Indonesia melalui Surat No. 173/WK/CORSEC/2020 pada tanggal 11 Maret 2020 perihal Penyampaian Bukti Iklan Pengumuman RUPST PT Waskita Karya (Persero) Tbk. / Proof of the advertisement of the AGMS announcement has been reported to the OJK and the Indonesia Stock Exchange through Letter No. 173/WK/CORSEC/2020 on March 11, 2020 regarding the Submission of the Proof of Advertising the Announcement of the AGMS of PT Waskita Karya (Persero) Tbk.
2.	<p>Pemanggilan RUPST kepada Pemegang Saham / AGMS Summons to the Shareholders</p> <p>Tanggal: 26 Maret 2020 / Date: March 26, 2020</p> <ul style="list-style-type: none"> Perseroan telah menyampaikan Pemanggilan RUPST kepada Pemegang Saham melalui: / The Company has made the AGMS Summons to the Shareholders through: <ul style="list-style-type: none"> Surat Kabar "Bisnis Indonesia" pada tanggal 26 Maret 2020 / "Bisnis Indonesia" Newspaper on March 26, 2020 Situs web Bursa Efek Indonesia / Indonesia Stock Exchange Website Situs web PT Waskita Karya (Persero) Tbk / PT Waskita Karya (Persero) Tbk's Website Bukti iklan Pemanggilan RUPST telah dilaporkan kepada OJK dan Bursa Efek Indonesia melalui Surat No. 196/WK/CORSEC/2020 pada tanggal 26 Maret 2020 perihal Penyampaian Bukti Iklan Pemanggilan RUPST PT Waskita Karya (Persero) Tbk. / Proof of the advertisement of the AGMS Summons has been reported to the OJK and the Indonesia Stock Exchange through Letter No. 196/WK/CORSEC/2020 on March 26, 2020 regarding the Submission of the Proof of Advertising the AGMS Summons of PT Waskita Karya (Persero) Tbk.
3.	<p>Ralat Pemanggilan terkait Penundaan Tanggal Penyelenggaraan RUPST kepada Pemegang Saham / Revision to the Summons regarding the Postponement of the AGMS to the Shareholders</p> <p>Tanggal: 3 April 2020 / Date: April 3, 2020</p> <ul style="list-style-type: none"> Perseroan telah menyampaikan Pemanggilan RUPST kepada Pemegang Saham melalui: / The Company has made the AGMS Summons to the Shareholders through: <ul style="list-style-type: none"> Surat Kabar "Bisnis Indonesia" pada tanggal 3 April 2020 / "Bisnis Indonesia" Newspaper on April 3, 2020 Situs web Bursa Efek Indonesia / Indonesia Stock Exchange Website Situs web PT Waskita Karya (Persero) Tbk / PT Waskita Karya (Persero) Tbk's Website Bukti iklan Pemanggilan RUPST telah dilaporkan kepada OJK dan Bursa Efek Indonesia melalui Surat No. 209/WK/CORSEC/2020 pada tanggal 3 April 2020 perihal Penyampaian Bukti Iklan Ralat Pemanggilan terkait Penundaan Tanggal Penyelenggaraan Rapat Umum Pemegang Saham Tahunan Tahun Buku 2019 PT Waskita Karya (Persero) Tbk. / Proof of the advertisement of the AGMS Summons has been reported to the OJK and the Indonesia Stock Exchange through Letter No. 209/WK/CORSEC/2020 on April 3, 2020 regarding the Submission of the Proof of Advertising the 2019 Fiscal Year AGMS Summons of PT Waskita Karya (Persero) Tbk.
4.	<p>Pemanggilan Ulang RUPST kepada Pemegang Saham / Revised AGMS Summons to the Shareholders</p> <p>Tanggal: 14 Mei 2020 / Date: May 14, 2020</p> <ul style="list-style-type: none"> Perseroan telah menyampaikan Pemanggilan RUPST kepada Pemegang Saham melalui: / The Company has made the AGMS Summons to the Shareholders through: <ul style="list-style-type: none"> Surat Kabar "Investor Daily" pada tanggal 14 Mei 2020 / "Investor Daily" Newspaper on May 14, 2020 Situs web Bursa Efek Indonesia / Indonesia Stock Exchange Website Situs web PT Kustodian Sentral Efek Indonesia (KSEI) / Indonesia Central Securities Depository Website Situs web PT Waskita Karya (Persero) Tbk / PT Waskita Karya (Persero) Tbk's Website Bukti iklan Pemanggilan RUPST telah dilaporkan kepada OJK dan Bursa Efek Indonesia melalui Surat No. 263/WK/CORSEC/2020 pada tanggal 14 Mei 2020 perihal Penyampaian Bukti Iklan Pemanggilan Ulang RUPST PT Waskita Karya (Persero) Tbk. / Proof of the advertisement of the AGMS Summons has been reported to the OJK and the Indonesia Stock Exchange through Letter No. 263/WK/CORSEC/2020 on May 14, 2020 regarding the Submission of the Proof of Advertising the Revised AGMS Summons of PT Waskita Karya (Persero) Tbk.
5.	



Pelaksanaan RUPST / Holding of the AGMS	
Tanggal: 5 Juni 2020 / Date: June 5, 2020	
6.	<ul style="list-style-type: none"> RUPS Tahunan Tahun Buku 2019 diselenggarakan pada hari Jumat tanggal 5 Juni 2020 pukul 15.21 WIB sampai dengan 17.06 WIB di Ruang Rapat Lantai 6 Hotel Teraskita Jakarta, Jl. M.T. Haryono Kaveling No. 10A, Cipinang Cempedak, Jatinegara, Jakarta Timur. / The 2019 Fiscal Year Annual GMS was held on Friday, June 5, 2020 at 15.21 WIB to 17.06 WIB in the Meeting Room on the 6th Floor of Teraskita Hotel Jakarta, Jl. M.T. Haryono Kaveling No. 10A, Cipinang Cempedak, Jatinegara, East Jakarta. RUPS Tahunan Tahun Buku 2019 dipimpin oleh Badrodin Haiti selaku <i>President Commissioner</i> PT Waskita Karya (Persero) Tbk sesuai dengan Surat Penunjukkan No. 21/WK/DK/2020 tanggal 23 April 2020. / The 2019 Fiscal Year Annual GMS was chaired by Badrodin Haiti as President Commissioner of PT Waskita Karya (Persero) Tbk in accordance with the Letter of Appointment No. 21/WK/DK/2020 April 23, 2020.
Pengumuman Ringkasan Risalah RUPST / Announcement of the Summary of the AGMS Minutes	
Tanggal: 9 Juni 2020 / Date: June 9, 2020	
7.	<ul style="list-style-type: none"> Perseroan telah menyampaikan Ringkasan Risalah RUPST kepada Pemegang Saham melalui: / The Company has submitted the AGMS Minutes Summary to the Shareholders through: <ul style="list-style-type: none"> Surat Kabar "Investor Daily" pada tanggal 9 Juni 2020 / "Investor Daily" Newspaper on June 9, 2020 Situs web Bursa Efek Indonesia / Indonesia Stock Exchange Website Situs web PT Waskita Karya (Persero) Tbk / PT Waskita Karya (Persero) Tbk's Website Bukti iklan Ringkasan Risalah RUPST telah dilaporkan kepada OJK dan Bursa Efek Indonesia melalui Surat No. 312/WK/CORSEC/2020 pada tanggal 9 Juni 2020 perihal Penyampaian Bukti Iklan Ringkasan Risalah Rapat Umum Pemegang Saham Tahunan Tahun Buku 2019 PT Waskita Karya (Persero) Tbk. / Proof of the advertisement of the AGMS Minutes Summary has been reported to the OJK and the Indonesia Stock Exchange through Letter No. 312/WK/CORSEC/2020 on June 9, 2020 regarding the Submission of Resume of the 2019 Fiscal Year Annual General Meeting of Shareholders of PT Waskita Karya (Persero) Tbk.
Penyampaian Berita Acara RUPST / Submission of the AGMS Minutes	
Tanggal: 3 Juli 2020 / Date: July 3, 2020	
8.	<ul style="list-style-type: none"> Seluruh hasil keputusan RUPS Tahunan Tahun Buku 2019 PT Waskita Karya (Persero) Tbk telah diaktakan dalam Berita Acara Rapat Umum Pemegang Saham Tahunan Perusahaan Perseroan (Persero) PT Waskita Karya Tbk No. 04 tanggal 5 Juni 2020 oleh Notaris Ashoya Ratam, S.H., M.Kn. / All resolutions of the 2019 Fiscal Year Annual GMS of PT Waskita Karya (Persero) Tbk have been notarized in the Minutes of the Annual General Meeting of Shareholders of the Company (Persero) PT Waskita Karya Tbk No. 04 dated June 5, 2020 by the Notary Ashoya Ratam, S.H., M.Kn. Berita Acara RUPST tersebut telah disampaikan melalui surat elektronik ke Web OJK pada tanggal dan BEI melalui Sistem Pelaporan Elektronik (SPEIDX) pada tanggal 3 Juli 2020. / The AGMS minutes has been submitted via electronic mail to the OJK Website and via the Electronic Reporting System (SPEIDX) to the IDX on July 3, 2021.

Kuorum Kehadiran dan Keputusan dalam RUPS Tahunan Tahun Buku 2019

Kuorum kehadiran dan keputusan dalam RUPST Tahun Buku 2019 adalah sebagai berikut:

- Mata Acara Rapat Pertama, Ketiga, Keempat, dan Keenam:
 Sesuai ketentuan Pasal 25 ayat (1) huruf a Anggaran Dasar dan Pasal 41 ayat (1) huruf a Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, mensyaratkan kehadiran lebih dari 1/2 bagian dari jumlah seluruh saham dengan hak suara yang sah. Keputusan adalah sah jika disetujui oleh lebih dari 1/2 bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat.
- Mata Acara Rapat Kedua dan Kesembilan:
 Sesuai ketentuan Pasal 5 ayat (4) huruf c dan Pasal 25 ayat (4) Anggaran Dasar serta Pasal 41 ayat (1) huruf a Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, mensyaratkan kehadiran pemegang saham Seri A Dwiwarna dan para pemegang saham lainnya dan/atau wakil mereka yang sah yang bersama-sama mewakili lebih dari 1/2 bagian dari jumlah seluruh saham dengan hak suara yang sah. Keputusan adalah sah jika disetujui oleh pemegang saham Seri A Dwiwarna dan para pemegang saham lainnya dan/atau wakil mereka yang sah yang bersama-sama mewakili lebih dari 1/2 bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat.

Attendance Quorum and Resolutions in the Annual GMS for the 2019 Fiscal Year

The attendance quorum and resolutions in the AGMS for the 2019 Fiscal Year are as follows:

- First, Third, Fourth, and Sixth Agendas:
 The provisions of Article 25 paragraph (1) letter a of the Articles of Association and Article 41 paragraph (1) letter a of the OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of the General Meeting of Shareholders of Public Companies stipulate that the presence of more than 1/2 (half) part of the total number of shares with valid voting rights is required. The resolution is valid if it is approved by more than 1/2 (half) of the total shares with valid voting rights present at the Meeting.
- Second and Ninth Agendas:
 The provisions of Article 5 paragraph (4) letter c and Article 25 paragraph (4) letter a of the Articles of Association and Article 41 paragraph (1) letter a of the OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of the General Meeting of Shareholders of Public Companies, stipulate the presence of the Series A Dwiwarna shareholder and other shareholders and/or their valid proxies who together represent at least 1/2 part of the total all shares with valid voting rights is required. A resolution is valid if it is approved by the Series A Dwiwarna shareholder and other shareholders and/or their proxies who together represent more than 1/2 of the total shares with valid voting rights who attend the Meeting.

3. Mata Acara Rapat Kelima:

Sesuai ketentuan Pasal 25 ayat (2) huruf a Anggaran Dasar dan Pasal 43 huruf a dan b Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, mensyaratkan kehadiran paling sedikit 3/4 bagian dari jumlah seluruh saham dengan hak suara yang sah. Keputusan adalah sah jika disetujui oleh lebih dari 3/4 bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat.

4. Mata Acara Rapat Ketujuh:

Sesuai ketentuan Pasal 25 ayat (5) huruf a Anggaran Dasar dan Pasal 42 huruf a dan b Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, mensyaratkan kehadiran pemegang saham Seri A Dwiwarna dan para pemegang saham lainnya dan/atau wakil mereka yang sah yang bersama-sama mewakili paling sedikit 2/3 bagian dari jumlah seluruh saham dengan hak suara yang sah. Keputusan adalah sah jika disetujui oleh pemegang saham Seri A Dwiwarna dan para pemegang saham lainnya dan/atau wakil mereka yang sah yang bersama-sama mewakili lebih dari 2/3 bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat.

5. Mata Acara Rapat Kelima:

Dikarenakan sifatnya merupakan pelaporan, sehingga tidak dilakukan sesi tanya jawab dan pengambilan keputusan atas Mata Acara Rapat.

RUPST Tahun Buku 2019 dihadiri dan/atau diwakili pemegang saham Perseroan sebanyak 10.651.899.886 (sepuluh miliar enam ratus lima puluh satu juta delapan ratus sembilan puluh sembilan ribu delapan ratus delapan puluh enam) saham atau merupakan 78,4730981% (tujuh puluh delapan koma empat tujuh tiga nol sembilan delapan satu persen) dari jumlah keseluruhan saham dengan hak suara yang telah dikeluarkan oleh Perseroan sampai dengan hari Rapat, yaitu berjumlah 13.573.951.000 (tiga belas miliar lima ratus tujuh puluh tiga juta sembilan ratus lima puluh satu ribu) yang terdiri dari 1 (satu) saham Seri A Dwiwarna dan 13.573.950.999 (tiga belas miliar lima ratus tujuh puluh tiga juta sembilan ratus lima puluh ribu sembilan ratus sembilan puluh sembilan) saham Seri B; dengan memperhatikan Daftar Pemegang Saham per tanggal 13 Mei 2020 sampai dengan pukul 16.00 WIB.

Dengan demikian, kuorum yang disyaratkan dalam Pasal 25 ayat 1 huruf a, ayat 2 huruf a, ayat 4 huruf a, dan ayat 5 huruf a Anggaran Dasar Perseroan serta Pasal 41 ayat 1 huruf a dan c, Pasal 42 huruf a dan b, dan Pasal 43 huruf a dan b Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, telah terpenuhi dan

3. Fifth Agenda

The provisions of Article 25 paragraph (2) letter a of the Articles of Association and Article 43 letters a and b of the OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of the General Meeting of Shareholders of Public Companies, stipulate that the presence of at least 3/4 of the total shares with valid voting rights is required. A resolution is valid if it is approved by more than 3/4 of the total shares with valid voting rights present at the Meeting.

4. Seventh Agenda:

The provisions of Article 25 paragraph (5) letter a of the Articles of Association and Article 42 letters a and b of the OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of the General Meeting of Shareholders of Public Companies, stipulate that the presence of Series A Dwiwarna shareholders and other shareholders and/or their valid proxies who together represent at least 2/3 of the total all shares with valid voting rights is required. A resolution is valid if it is approved by the Series A Dwiwarna shareholders and the other shareholders and/or their proxies who together represent more than 2/3 of the total shares with valid voting rights present at the Meeting.

5. Fifth Agenda

As this Meeting Agenda aims only to present a report, there were no QnA session and decision required to be made in this meeting.

The 2019 Fiscal Year AGMS was attended and by the Company's shareholders and/or their proxies with a total of 10,651,899,886 (ten billion six hundred fifty one million eight hundred ninety-nine thousand eight hundred eighty-six) shares or 78.4730981% (seventy eight point four seven three zero nine eight one percent) of the total number of shares with voting rights issued by the Company as of the day of the Meeting, which amounted to 13,573,951,000 (thirteen billion five hundred seventy three million nine hundred fifty one thousand) consisting of 1 ((one) Series A Dwiwarna share and 13,573,950,999 (thirteen billion five hundred seventy three million nine hundred fifty thousand nine hundred ninety nine) Series B shares; taking into account the Register of Shareholders as of May 13, 2020 until 16.00 WIB.

Therefore, the quorum required in Article 25 paragraph 1 letter a, paragraph 2 letter a, paragraph 4 letter a, and paragraph 5 letter a of the Company's Articles of Association and Article 41 paragraph 1 letters a and c, Article 42 letters a and b, and Article 43 letters a and b of the OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of the General Meeting of Shareholders



Rapat ini adalah sah dan berhak untuk mengambil keputusan yang sah dan mengikat mengenai hal-hal yang dibicarakan sesuai dengan mata acara Rapat.

of Public Companies, has been fulfilled and this Meeting is valid and has the right to take legal and binding decisions regarding the matters discussed in accordance with the agenda of the Meeting.

Kehadiran Board of Commissioners, Board of Directors, dan Lembaga/Profesi Penunjang Pasar Modal dalam RUPS Tahunan Tahun Buku 2019

Attendance of the Board of Commissioners, the Board of Directors, and Institutions/Professions Supporting the Capital Market in the 2019 Fiscal Year Annual GMS

Kuasa Pemegang Saham / Shareholder Proxy	Liliek Mayasari (Asisten Deputi Bidang Usaha Konstruksi dan Sarana dan Prasarana Perhubungan I Kementerian Badan Usaha Milik Negara) / Liliek Mayasari (Deputy Assistant of Construction and Transportation Facilities and Infrastructure I of the Ministry of State-Owned Enterprises)
Board of Commissioners	<p>Hadir: / Present:</p> <ol style="list-style-type: none"> 1. Badrodin Haiti (<i>President Commissioner</i>) 2. Viktor S. Sirait (<i>Independent Commissioner dan Ketua Komite Audit</i>) 3. Muradi (<i>Independent Commissioner</i>) 4. Muhammad Aqil Irham (<i>Independent Commissioner</i>)* 5. Robert Leonard Marbun (<i>Commissioner</i>)* 6. Danis Hidayat Sumadilaga (<i>Commissioner</i>)* 7. R. Agus Sartono (<i>Commissioner</i>)* <p>Berhalangan Hadir dan Alasannya: / Absent and Reason of Absence: Nihil / None</p>
Board of Directors	<p>Hadir: / Present:</p> <ol style="list-style-type: none"> 1. I Gusti Ngurah Putra (<i>President Director</i>) 2. Haris Gunawan (<i>Director of Finance</i>) 3. Fery Hendriyanto (<i>Director of Business Development and Quality, Safety, Health, and Environment</i>) 4. Hadjar Seti Adji (<i>Director of Human Capital Management and System Development</i>)* 5. Didit Oemar Prihadi (<i>Director of Operation I</i>)* 6. Bambang Rianto (<i>Director of Operation II</i>)* 7. Gunadi (<i>Director of Operation III</i>)* <p>Berhalangan Hadir dan Alasannya: / Absent and Reason of Absence: Nihil / None</p>
Lembaga/Profesi Penunjang Pasar Modal / Institutions/Professions Supporting the Capital Market	<ol style="list-style-type: none"> 1. Ashoya Ratam, S.H., M.Kn. (Notaris / Notary) 2. Wardhana Kristanto Lawyers (Konsultan Hukum / Legal Consultant) 3. KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM) (Kantor Akuntan Publik / Public Accounting Firm) 4. PT Datindo Entrycom (Biro Administrasi Efek / Share Registrar)

*) Hadir melalui media video telekonferensi

*) Present through video teleconferencing media

Penunjukkan Pihak Independen dalam RUPS Tahunan Tahun Buku 2019

Perseroan telah menunjuk pihak independen, yaitu Biro Administrasi Efek PT Datindo Entrycom dan Notaris Ashoya Ratam, S.H., M.Sc., M.Kn. untuk melakukan proses penghitungan suara dan/atau melakukan validasi.

Appointment of Independent Parties in the 2019 Fiscal Year Annual GMS

The Company has appointed independent parties, namely the Share Registrar PT Datindo Entrycom and the Notary Ashoya Ratam, S.H., M.Sc., M.Kn. to carry out the vote counting process and/or voting validation.

Mekanisme Pengambilan Keputusan dalam RUPS Tahunan Tahun Buku 2019

Berdasarkan Pasal 25 ayat (15) Anggaran Dasar Perseroan, keputusan Rapat diambil secara musyawarah untuk mufakat. Namun dengan diberlakukannya Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka di mana kuasa secara elektronik telah dapat diberikan melalui eASY.KSEI, maka pengambilan keputusan dalam Rapat dilakukan dengan cara pemungutan suara (*voting*). Untuk Mata Acara Rapat Kedelapan, tidak diambil keputusan karena sifatnya merupakan laporan.

Mechanism of Decision Making in the 2019 Fiscal Year Annual GMS

In accordance with the Article 25 paragraph (15) of the Company's Articles of Association, the decisions of the Meeting are taken by deliberation to reach consensus. However, in consideration of Article 28 of the OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding of the General Meeting of Shareholders of Public Companies, Shareholders electronically appoint proxies through eASY.KSEI. Accordingly, decisions are made at the Meeting through voting. For the Eighth Meeting Agenda, no decision was made as it was only aimed to present a report.



Hasil Keputusan RUPS Tahunan Tahun Buku 2019

Resolutions of the 2019 Fiscal Year Annual GMS

MATA ACARA RAPAT PERTAMA / FIRST AGENDA	
Agenda	<p>Persetujuan Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris Tahun Buku 2019 dan Pengesahan Laporan Keuangan Tahun Buku 2019 serta Pengesahan Laporan Tahunan termasuk Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2019. / Approval of the Company's Annual Report including the Board of Commissioners Supervisory Report for the 2019 Fiscal Year and the Ratification of the Financial Statements for the 2019 Fiscal Year and the Ratification of the Annual Report including the Financial Statements for the Partnership & Community Development Program for the 2019 Fiscal Year.</p>
Hasil Pemungutan Suara / Voting Result	<p>Suara Setuju / Agree : 10.524.839.446 saham (98,81%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,524,839,446 shares (98.81%), including 1 (one) Series A Dwiwarna share</p>
	<p>Suara Tidak Setuju / Disagree : 126.974.840 saham (1,19%) / 126,974,840 shares (1.19%)</p>
	<p>Suara Abstain / Abstain : 9.169.300 saham (0,09%) / 9,169,300 shares (0.09%)</p>
	<p>Total Suara Setuju / Total Agree : 10.651.814.286 saham (99,99%) / 10,651,814,286 shares (99.99%)</p>
Tanggapan/Pertanyaan / Opinions/Questions	<p>Jumlah Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan sebanyak 2 (dua) orang. / There were 2 (two) shareholders who gave opinion/submitted question.</p>
Hasil Keputusan / Resolutions	<ol style="list-style-type: none"> Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan yang telah dilaksanakan oleh <i>Board of Commissioners</i> untuk tahun buku 2019, dan mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2019 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Yusuf Aryanto, Mawar & Rekan – Firma anggota jaringan global RSM sesuai Laporan 00427/2.1030/AU.1/03/O572-2/II/2020 tanggal 21 April 2020 dengan pendapat wajar dalam semua hal yang material. / Approved the Company's Annual Report including the Board of Commissioners Supervisory Report for the 2019 Fiscal Year, and ratified the Company's Consolidated Financial Statements for the 2019 Fiscal Year which have been audited by Public Accounting Firm (KAP) of Amir Abadi Yusuf Aryanto, Mawar & Rekan – a Member of RSM global network according to Report 00427/2.1030/AU.1/03/O572-2/II/2020 dated April 21, 2020 with fair opinions on the materials. Mengesahkan laporan Tahunan Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk tahun 2019, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Yusuf Aryanto, Mawar & Rekan – Firma anggota jaringan global RSM sesuai Laporan No. 00198/2.1030/AU.2/12/10572-2/II/2020 tanggal 24 Maret 2020 dengan pendapat wajar dalam semua hal yang material. / Ratified the 2019 Annual Report of Partnership and Community Development Program, which has been audited by Public Accounting Firm (KAP) of Amir Abadi Yusuf Aryanto, Mawar & Rekan – a Member of RSM global network in accordance with Report No. 00198/2.1030/AU.2/12/10572-2/II/2020 dated March 24, 2020 with fair opinions on the materials. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada segenap anggota <i>Board of Directors</i> dan anggota <i>Board of Commissioners</i> atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku 2019, sejauh tindakan tersebut bukan merupakan tindak pidana dan tindakan tersebut tercermin dalam Laporan Tahunan, Laporan Keuangan Konsolidasian Perseroan serta Laporan Tahunan Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk tahun buku 2019. / Providing full release and discharge of responsibility (<i>volledig acquit et de charge</i>) to all members of Board of Directors and members of Board of Commissioners for management and supervisory actions that have been carried out during the 2019 Fiscal Year, provided that these actions are not criminal acts and listed in the Company's Annual Report and Consolidated Financial Statements as well as the Annual Report of Partnership and Community Development Program for the 2019 Fiscal Year.
Tindak Lanjut / Realization	<p>Keputusan langsung berlaku dan sudah terealisasi. / The resolutions took effect immediately and has been realized.</p>
MATA ACARA RAPAT KEDUA / SECOND AGENDA	
Agenda	<p>Penetapan Penggunaan Laba Bersih Tahun Buku 2019. / Determination of the Appropriation of Net Profit for the 2019 Fiscal Year.</p>
Hasil Pemungutan Suara / Voting Result	<p>Suara Setuju / Agree : 10.323.641.753 saham (96,62%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,323,641,753 shares (96.62%), including 1 (one) Series A Dwiwarna share</p>
	<p>Suara Tidak Setuju / Disagree : 85.600 saham (0,0008%) / 85,600 shares (0.0008%)</p>
	<p>Suara Abstain / Abstain : 328.172.533 saham (3,08%) / 328,172,533 shares (3.08%)</p>
	<p>Total Suara Setuju / Total Agree : 10.651.814.286 saham (99,99%) / 10,651,814,286 shares (99.99%)</p>
Tanggapan/Pertanyaan / Opinions/Questions	<p>Jumlah Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan sebanyak 1 (satu) orang. / There was 1 (one) shareholder who gave opinion/submitted question.</p>
Hasil Keputusan / Resolutions	<ol style="list-style-type: none"> Sebesar 5% atau senilai Rp46.907.502.471 ditetapkan sebagai dividen tunai dibagikan kepada pemegang saham yang akan dibayarkan dengan ketentuan sebagai berikut: / Determined that a sum of 5% or Rp46,907,502,471 to be allocated as cash dividends paid to the shareholders under the following payment conditions: <ol style="list-style-type: none"> Dividen bagian Negara Republik Indonesia atas kepemilikan 66,04% saham atau senilai Rp30.975.850.788 akan disetorkan ke Kas Umum Negara. / Dividends for the Republic of Indonesia for the ownership of 66.04% of shares or amounting to Rp30,975,850,788 will be deposited to the State General Treasury. Atas kepemilikan 33,96% saham publik atau senilai Rp15.931.651.683 akan diberikan kepada pemegang saham sesuai dengan kepemilikannya masing-masing. / Ownership of 33.96% public shares or amounting to Rp15,931,651,683 will be given to shareholders according to the respective ownerships. Sebesar 95% atau Rp891.234.862.416 sebagai Saldo Laba yang belum ditentukan penggunaannya. / A sum of 95% or Rp891,234,862,416 as Unappropriated Retained Earnings. Memberikan wewenang dan kuasa kepada <i>Board of Directors</i> Perseroan dengan hak substitusi untuk mengatur lebih lanjut mengenai tata cara dan pelaksanaan pembagian dividen tunai tersebut sesuai dengan ketentuan yang berlaku, termasuk melakukan pembulatan ke atas untuk pembayaran dividen per saham. / Delegated authority and power to the Company's Board of Directors with substitutional right to further regulate the procedure and implementation of cash dividend payment in accordance with the applicable regulations, including making rounds up for the payment of dividends per share.
Tindak Lanjut / Realization	<p>Perseroan telah mengumumkan tata cara dan pelaksanaan pembagian dividen pada tanggal 9 Juni 2020. Pembayaran dividen telah dilaksanakan pada tanggal 9 Juli 2020. / The Company has announced the procedure and implementation of dividend payment on June 9, 2020. The dividend payment has been made on July 9, 2020.</p>



MATA ACARA RAPAT KETIGA / THIRD AGENDA	
Agenda	Penetapan Kantor Akuntan Publik untuk melakukan Audit Laporan Keuangan Perseroan dan Laporan Tahunan Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2020. / Appointment of the Public Accounting Firm to audit the Company's Financial Statements and the Annual Report of Partnership & Community Development Program for the Fiscal Year ending on December 31, 2020.
Hasil Pemungutan Suara / Voting Result	Suara Setuju / Agree : 10.1156.240.658 saham (98,26%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,1156,240,658 shares (98.26%), including 1 (one) Series A Dwiwarna share
	Suara Tidak Setuju / Disagree : 84.041.195 saham (0,79%) / 84,041,195 shares (0.79%)
	Suara Abstain / Abstain : 101.618.033 saham (0,95%) / 101,618,033 shares (0.95%)
	Total Suara Setuju / Total Agree : 10.567.858.691 saham (99,21%) / 10,567,858,691 shares (99.21%)
Tanggapan/Pertanyaan / Opinions/Questions	Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.
Hasil Keputusan / Resolutions	<ol style="list-style-type: none"> Menetapkan kembali Kantor Akuntan Publik (KAP) Amir Abadi Jusuf Aryanto, Mawar & Rekan untuk melakukan jasa audit atas Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan (PKBL) Perseroan Tahun Buku yang berakhir pada tanggal 31 Desember 2020. / Re-appointed the Public Accounting Firm (KAP) of Amir Abadi Jusuf Aryanto, Mawar & Rekan to audit the Company's Consolidated Financial Statements and Financial Report of Partnership and Community Development Program (PKBL) for the Fiscal Year ending on December 31, 2020. Memberikan pelimpahan kewenangan kepada <i>Board of Commissioners</i> Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi kantor akuntan publik tersebut. / Delegated the authority to the Company's Board of Commissioners to determine the amount of audit fee, additional work scope required and other reasonable requirements for the Public Accounting Firm. Memberikan wewenang dan kuasa kepada <i>Board of Commissioners</i> dengan terlebih dahulu mendapatkan persetujuan tertulis Pemegang Saham Seri A Dwiwarna untuk menetapkan Kantor Akuntan Publik pengganti dalam hal Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan (PKBL) Perseroan Tahun Buku 2020, termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi Kantor Akuntan Publik pengganti tersebut. / Delegated the authority and power to Board of Commissioners with prior written approval from the Dwiwarna Series A Shareholder to assign a substitute Public Accounting Firm in the event that Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan for whatever reason cannot complete the audit of the Company's Financial Statements and Financial Statements of Partnership and Community Development Program (PKBL) for the 2020 Fiscal Year, including determining fee for audit services and other requirements for the substitute Public Accounting Firm. Memberikan wewenang dan kuasa kepada <i>Board of Commissioners</i> Perseroan menunjuk Kantor Akuntan Publik dengan terlebih dahulu mendapatkan persetujuan tertulis Pemegang Saham Seri A Dwiwarna untuk melakukan audit atas Laporan Keuangan Konsolidasian. / Delegated the authority and power to the Company's Board of Commissioners to appoint a Public Accounting Firm with prior written approval from the Dwiwarna Series A Shareholder to audit the Consolidated Financial Statements.
Tindak Lanjut / Realization	Perseroan telah melaksanakan perjanjian pekerjaan audit umum atas laporan keuangan untuk tahun buku 2020 melalui Surat Perjanjian Kerja No. L.29.2/P/WK/2020. / The Company has made an agreement for the general audit of financial statements for the 2020 Fiscal Year through the Work Agreement letter No. L.29.2/P/WK/2020
MATA ACARA RAPAT KEEMPAT / FOURTH AGENDA	
Agenda	Penetapan besarnya Gaji Direksi, Honorarium Dewan Komisaris, dan Tantiem bagi Anggota Direksi dan Anggota Dewan Komisaris Perseroan. / Determination of the amount of salary for the Board of Directors, honorarium for the Board of Commissioners and tantiem for Members of the Board of Directors and Members of the Board of Commissioners.
Hasil Pemungutan Suara / Voting Result	Suara Setuju / Agree : 10.550.171.153 saham (99,04%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,550,171,153 shares (99.04%), including 1 (one) Series A Dwiwarna share
	Suara Tidak Setuju / Disagree : 108.700 saham (0,001%) / 108,700 shares (0.001%)
	Suara Abstain / Abstain : 101.620.033 saham (0,95%) / 101,620,033 shares (0.95%)
	Total Suara Setuju / Total Agree : 10.651.791.186 saham (99,99%) / 10,651,791,186 shares (99.99%)
Tanggapan/Pertanyaan / Opinions/Questions	Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.
Hasil Keputusan / Resolutions	<ol style="list-style-type: none"> Memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2019, serta menetapkan honorarium, tunjangan, fasilitas dan insentif lainnya bagi anggota <i>Board of Commissioners</i> untuk Tahun 2020. / Delegated the authority and power to the Dwiwarna Series A Shareholder to determine the amount of tantiem for the 2019 Fiscal Year, as well as to determine the honorarium, allowances, facilities and other incentives for members of Board of Commissioners for 2020. Memberikan wewenang dan kuasa kepada <i>Board of Commissioners</i> dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2019, serta menetapkan gaji, tunjangan, fasilitas dan insentif lainnya bagi <i>Board of Directors</i> untuk Tahun 2020. / Delegated authority and power to the Board of Commissioners with prior written approval from the Dwiwarna Series A Shareholder to determine the amount of tantiem for the 2019 Fiscal Year, as well as to determine the salary, allowances, facilities and other incentives of the Board of Directors for 2020.
Tindak Lanjut / Realization	Pemegang saham Seri A Dwiwarna melalui Surat No. SR-27/Wk2.MBU.B/08/2020 tanggal 4 Agustus 2020 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Waskita Karya (Persero) Tbk Tahun 2020, telah menetapkan besaran tantiem tahun buku 2019, gaji atau honorarium serta tunjangan dan atau fasilitas lainnya untuk anggota <i>Board of Directors</i> dan <i>Board of Commissioners</i> tahun 2020. / The Dwiwarna Series A shareholder through the letter SR-27/Wk2.MBU.B/08/2020 dated August 4, 2020 regarding the Determination of Salary of the Board of Directors and the Board of Commissioners of PT Waskita Karya (Persero) Tbk in 2020, has determined the amount of tantiem for the 2019 Fiscal Year, salary or honorarium and allowances and or other facilities for members of the Board of Directors and the Board of Commissioner in 2020.



MATA ACARA RAPAT KELIMA / FIFTH AGENDA	
Agenda	<p>Persetujuan Penjaminan utang kekayaan Perseroan yang merupakan lebih dari 50% (lima puluh persen) dari jumlah kekayaan bersih Perseroan, dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak, saat ini dan yang akan datang dalam rangka mendapatkan fasilitas yang akan diterima oleh Perseroan dari Lembaga Keuangan Bank, Lembaga Keuangan Bukan Bank dan Masyarakat (melalui Efek selain Efek bersifat Ekuitas melalui Penawaran Umum). / Approval for the Company's Asset Debt Guarantee of more than 50% (fifty percent) of the total net assets of the Company, in 1 (one) transaction or more, whether related to one another or not, at the present and in the future, in order to obtain facilities which will be received by the Company from Bank Financial Institutions, Non-Bank Financial Institutions and the Public (through Securities other than Equity Securities through Public Offerings).</p>
Hasil Pemungutan Suara / Voting Result	<p>Suara Setuju / Agree : 10.041.817.466 saham (94,27%), termasuk 1 (satu) saham Seri A Dwiwarna / 10.041.817.466 shares (94.27%), including 1 (one) Series A Dwiwarna share</p>
	<p>Suara Tidak Setuju / Disagree : 508.462.487 saham (4,77%) / 508,462,487 shares (4.77%)</p>
	<p>Suara Abstain / Abstain : 101.619.933 saham (0,95%) / 101,619,933 saham (0.95%)</p>
	<p>Total Suara Setuju / Total Agree : 10.143.437.399 saham (95,23%) / 10,143,437,399 shares (95.23%)</p>
Tanggapan/Pertanyaan / Opinions/Questions	<p>Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.</p>
Hasil Keputusan / Resolutions	<p>Menyetujui penjaminan utang kekayaan Perseroan yang merupakan lebih dari 50% dari jumlah Kekayaan Bersih Perseroan, dalam 1 transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak, saat ini dan yang akan datang dalam rangka mendapatkan fasilitas yang akan diterima oleh Perseroan dari Lembaga Keuangan Bank, Lembaga Keuangan Bukan Bank dan Masyarakat dan memberikan kuasa kepada Board of Directors untuk melakukan segala hal sehubungan dengan pelaksanaan penjaminan tersebut, sampai Rapat Umum Pemegang Saham menentukan lain dan dengan memperhatikan peraturan perundang-undangan yang berlaku. / Approved the Company's asset debt guarantee of more than 50% of the Company's total net assets, in 1 or more transactions, whether related to one another or not, at the present and in the future, in order to obtain facilities which will be received by the Company from Bank Financial Institutions, Non-Bank Financial Institutions and the Public, and authorized the Board of Directors to take all necessary action related to the implementation of the guarantee, until the General Meeting of Shareholders determines otherwise and with due observance of the prevailing laws and regulations.</p>
Tindak Lanjut / Realization	<p>Keputusan langsung berlaku setelah RUPS ditutup. / The resolution took effect immediately after the GMS is closed.</p>
MATA ACARA RAPAT KEENAM / SIXTH AGENDA	
Agenda	<p>Pengukuhan pemberlakuan Peraturan Menteri BUMN RI Nomor PER-08/MBU/12/2019 tanggal 12 Desember 2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara. / Affirmation of the enactment of Minister of State-Owned Enterprises Regulation PER- 08/MBU/12/2019 dated December 12, 2019 concerning the General Guidelines for Procurement of Goods and Services for State-Owned Enterprises.</p>
Hasil Pemungutan Suara / Voting Result	<p>Suara Setuju / Agree : 10.550.173.653 saham (99,04%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,550,173,653 shares (99.04%), including 1 (one) Series A Dwiwarna share</p>
	<p>Suara Tidak Setuju / Disagree : 108.100 saham (0,001%) / 108,100 shares (0.001%)</p>
	<p>Suara Abstain / Abstain : 101.618.133 saham (0,95%) / 101,618,133 shares (0.95%)</p>
	<p>Total Suara Setuju / Total Agree : 10.651.791.786 saham (99,99%) / 10,651,791,786 saham (99.99%)</p>
Tanggapan/Pertanyaan / Opinions/Questions	<p>Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.</p>
Hasil Keputusan / Resolutions	<p>Mengukuhkan pemberlakuan Peraturan Menteri Badan Usaha Milik Negara No. PER08/MBU/12/2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara, beserta perubahannya di kemudian hari. / Affirmed the enactment of Minister of State-Owned Enterprises Regulation PER- 08/MBU/12/2019 dated December 12, 2019 concerning the General Guidelines for Procurement of Goods and Services for State-Owned Enterprises, along with its future amendments.</p>
Tindak Lanjut / Realization	<p>Keputusan langsung berlaku setelah RUPS ditutup. / The resolution took effect immediately after the GMS is closed.</p>
MATA ACARA RAPAT KETUJUH / SEVENTH AGENDA	
Agenda	<p>Perubahan Anggaran Dasar Perseroan. / Amendments to the Company's Articles of Association</p>
Hasil Pemungutan Suara / Voting Result	<p>Suara Setuju / Agree : 10.118.849.386 saham (94,99%), termasuk 1 (satu) saham Seri A Dwiwarna / 10,118,849,386 shares (94.99%), including 1 (one) Series A Dwiwarna share</p>
	<p>Suara Tidak Setuju / Disagree : 431.429.167 saham (4,05%) / 431,429,167 shares (4.05%)</p>
	<p>Suara Abstain / Abstain : 101.621.333 saham (0,95%) / 101,621,333 shares (0.95%)</p>
	<p>Total Suara Setuju / Total Agree : 10.220.470.719 saham (95,95%) / 10,220,470,719 shares (95.95%)</p>
Tanggapan/Pertanyaan / Opinions/Questions	<p>Tidak terdapat Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan. / There were no shareholders who gave opinions and/or submitted questions.</p>
Hasil Keputusan / Resolutions	<p>1. Menyetujui perubahan Pasal 3 Anggaran Dasar Perseroan. / Approved amendments to Article 3 of the Company's Articles of Association. 2. Menyetujui untuk menyusun kembali Anggaran Dasar sehubungan dengan perubahan tersebut. / Approval to redraw-up the Articles of Association in connection to such amendments. 3. Memberikan kuasa dan wewenang kepada Board of Directors Perseroan dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan mata acara Rapat, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam suatu Akta Notaris dan menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan dan/atau penerimaan pemberitahuan perubahan Anggaran Dasar Perseroan, melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut dengan tidak ada satu pun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan Anggaran Dasar Perseroan tersebut jika hal tersebut dipersyaratkan oleh instansi yang berwenang. / Delegated power and authority to the Company's Board of Directors with substitutional rights to take all necessary actions related to the resolutions of the Meeting agenda, including redrawing-up and restating the Articles of Association in a Notary Deed and submitting it to the relevant authority for approval, and/or receiving notification of amendments to the Company's Articles of Association, conducting everything that is deemed necessary and useful for such objectives without any exclusions, including making additions and/or changes to the amendments to the Company's Articles of Association if it is required by the authorities.</p>
Tindak Lanjut / Realization	<p>Perubahan Anggaran Dasar Perseroan diakomodir dalam Akta No. 09 tanggal 8 Juni 2020 yang dibuat di hadapan Ashoya Ratam S.H., M.Kn, Notaris di Jakarta Selatan dan telah mendapatkan Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-0041958.AH.01.02. Tahun 2020 tanggal 19 Juni 2020. / The amendments to the Company's Articles of Association is accommodated in Deed No. 09 dated June 8, 2020 drawn up before the Notary, Ashoya Ratam S.H., M.Kn, in South Jakarta and has received Approval of Amendments to the Articles of Association of Limited Liability Companies from the Minister of Law and Human Rights of the Republic of Indonesia No.AHU-0041958.AH.01.02. of 2020 dated June 19, 2020.</p>



MATA ACARA RAPAT KEDELAPAN / EIGHTH AGENDA

Agenda	Laporan Penggunaan Dana Hasil Obligasi. / Report on the Appropriation of Proceeds from Bonds
Hasil Pemungutan Suara / Voting Result	Tidak mengambil keputusan karena Mata Acara Rapat Kedelapan hanya bersifat laporan saja. / There were no decisions made as the Eighth Meeting Agenda was only aimed to present a report
Tanggapan/Pertanyaan / Opinions/Questions	Tidak terdapat tanggapan dan/atau pertanyaan dari Pemegang Saham karena sifatnya merupakan laporan. / There were no opinions given and/o questions submitted by the shareholders as the Eighth Meeting Agenda was only aimed to present a report
Hasil Keputusan / Resolutions	<p><i>Board of Directors</i> Perseroan telah menyampaikan laporan realisasi penggunaan dana Obligasi Penawaran Umum Berkelanjutan sebagaimana dipersyaratkan Pasal 6 ayat (1) dan ayat (2) Peraturan Otoritas Jasa Keuangan No. 30/POJK.04/2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, untuk penawaran umum berikut ini: / The Company's Board of Directors has submitted a report on the realization of the appropriation of Proceeds from Sustainable Bonds as required in Article 6 paragraph (1) and paragraph (2) of the Financial Services Authority Regulation No. 30/POJK.04/2015 concerning Report on Realization of Appropriation of Proceeds from Public Offering, for the followings:</p> <ol style="list-style-type: none"> Obligasi Penawaran Umum Berkelanjutan III Tahap III Tahun 2018; dan / Sustainable Bonds III Phase III Year 2018; and Obligasi Penawaran Umum Berkelanjutan III Tahap IV Tahun 2019. / Sustainable Bonds III Phase IV Year 2019.

MATA ACARA RAPAT KESEMBILAN / NINTH AGENDA

Agenda	Persetujuan Perubahan Susunan Pengurus. / Approval of the Changes in the Management Composition												
Hasil Pemungutan Suara / Voting Result	<table border="0"> <tr> <td>Suara Setuju / Agree</td> <td>:</td> <td>9.977.140.466 saham (93,66%), termasuk 1 (satu) saham Seri A Dwiwarna / 9,977,140,466 shares (93.66%), including 1 (one) Series A Dwiwarna share</td> </tr> <tr> <td>Suara Tidak Setuju / Disagree</td> <td>:</td> <td>573.136.987 saham (5,38%) / 573,136,987 shares (5.38%)</td> </tr> <tr> <td>Suara Abstain / Abstain</td> <td>:</td> <td>101.622.433 saham (0,95%) / 101,622,433 shares (0.95%)</td> </tr> <tr> <td>Total Suara Setuju / Total Agree</td> <td>:</td> <td>10.078.762.899 saham (94,62%) / 10,078,762,899 shares (94.62%)</td> </tr> </table>	Suara Setuju / Agree	:	9.977.140.466 saham (93,66%), termasuk 1 (satu) saham Seri A Dwiwarna / 9,977,140,466 shares (93.66%), including 1 (one) Series A Dwiwarna share	Suara Tidak Setuju / Disagree	:	573.136.987 saham (5,38%) / 573,136,987 shares (5.38%)	Suara Abstain / Abstain	:	101.622.433 saham (0,95%) / 101,622,433 shares (0.95%)	Total Suara Setuju / Total Agree	:	10.078.762.899 saham (94,62%) / 10,078,762,899 shares (94.62%)
Suara Setuju / Agree	:	9.977.140.466 saham (93,66%), termasuk 1 (satu) saham Seri A Dwiwarna / 9,977,140,466 shares (93.66%), including 1 (one) Series A Dwiwarna share											
Suara Tidak Setuju / Disagree	:	573.136.987 saham (5,38%) / 573,136,987 shares (5.38%)											
Suara Abstain / Abstain	:	101.622.433 saham (0,95%) / 101,622,433 shares (0.95%)											
Total Suara Setuju / Total Agree	:	10.078.762.899 saham (94,62%) / 10,078,762,899 shares (94.62%)											
Tanggapan/Pertanyaan / Opinions/Questions	Jumlah Pemegang Saham yang memberikan tanggapan dan/atau mengajukan pertanyaan sebanyak 1 (satu) orang. / There was 1 (one) shareholder who gave opinion/submitted question.												
Hasil Keputusan / Resolutions	<ol style="list-style-type: none"> Memberhentikan dengan hormat nama-nama tersebut di bawah ini sebagai anggota <i>Board of Directors</i> Perseroan: / Honorably dismissed the following names as members of Board of Directors of the Company: <ol style="list-style-type: none"> Sdr. I Gusti Ngurah Putra sebagai <i>President Director</i>; / Mr. I Gusti Ngurah Putra as <i>President Director</i>; Sdr. Haris Gunawan sebagai <i>Director of Finance</i>; / Mr. Haris Gunawan as <i>Director of Finance</i>; <p>yang diangkat masing-masing berdasarkan Keputusan RUPS Luar Biasa Tahun 2017 tanggal 6 April 2018 terhitung sejak ditutupan RUPS ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai anggota-anggota <i>Board of Directors</i> Perseroan. / who were appointed respectively based on the resolutions of the 2017 Annual GMS on April 6, 2018 as of the closing of this GMS, with gratitude for the contribution of efforts and thoughts given while serving as a member of Board of Directors.</p> Mengangkat nama-nama tersebut di bawah ini sebagai anggota <i>Board of Directors</i> Perseroan: / Appointed the following names as members of Board of Directors of the Company: <ol style="list-style-type: none"> Sdr. Destiawan Soewardjono sebagai <i>President Director</i>; / Mr. Destiawan Soewardjono as <i>President Director</i>; Sdr. Taufik Hendra Kusuma sebagai <i>Director of Finance</i>. / Mr. Taufik Hendra Kusuma as <i>Director of Finance</i>. Memberhentikan dengan hormat nama-nama tersebut di bawah ini sebagai anggota <i>Board of Commissioners</i> Perseroan: / Honorably dismissed the following names as members of Board of Commissioners of the Company: <ol style="list-style-type: none"> Sdr. Danis Hidayat Sumadilaga sebagai <i>Commissioner</i>; / Mr. Danis Hidayat Sumadilaga as <i>Commissioner</i>; Sdr. R. Agus Sartono sebagai <i>Commissioner</i>; / Mr. R. Agus Sartono as <i>Commissioner</i>; Sdr. M. Aqil Irham sebagai <i>Independent Commissioner</i>; / Mr. M. Aqil Irham as <i>Independent Commissioner</i>; Sdr. Viktor S. Sirait sebagai <i>Independent Commissioner</i>; / Mr. Viktor S. Sirait as <i>Independent Commissioner</i>. <p>yang diangkat masing-masing berdasarkan Keputusan RUPS Tahunan Tahun 2014 tanggal 24 April 2015, terhitung sejak ditutupan RUPS ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai anggota-anggota <i>Board of Commissioners</i> Perseroan. / who were appointed respectively based on the resolutions of the 2014 Annual General Meeting of Shareholders dated April 24, 2015 as of the closing of this GMS, with gratitude for the contribution of efforts and thoughts given during their tenure as members of Board of Commissioners.</p> Mengalihkan penugasan Sdr. Badrodin Haiti yang diangkat berdasarkan Keputusan RUPS Luar Biasa Tahun 2016 tanggal 25 November 2016 dari semula <i>President Commissioner</i> menjadi <i>President Commissioner</i> merangkap <i>Independent Commissioner</i>, dengan masa jabatan meneruskan sisa masa jabatan sebagaimana Keputusan RUPS dimaksud. / Transferred Badrodin Haiti, who was appointed by virtue of the 2016 Extraordinary GMS Resolution dated November 25, 2016 from being <i>President Commissioner</i> to <i>President Commissioner</i> concurrently as <i>Independent Commissioner</i>, with a tenure continuing the remaining tenure as referred to in the Annual GMS Resolution. Mengangkat nama-nama tersebut di bawah ini sebagai anggota <i>Board of Commissioners</i> Perseroan: / Appointed the following names as members of Board of Commissioners of the Company: <ol style="list-style-type: none"> Sdr. Danis Hidayat Sumadilaga sebagai <i>Commissioners</i>; / Mr. Danis Hidayat Sumadilaga as <i>Commissioner</i>; Sdr. M. Fadjoel Rachman sebagai <i>Commissioners</i>; / Mr. M. Fadjoel Rachman as <i>Commissioners</i>; Sdr. Bambang Setyo Wahyudi sebagai <i>Independent Commissioner</i>; / Mr. Bambang Setyo Wahyudi as <i>Independent Commissioner</i>; Sdr. Viktor S. Sirait sebagai <i>Independent Commissioner</i>. / Mr. Viktor S. Sirait as <i>Independent Commissioner</i>. Masa jabatan anggota <i>Board of Commissioners</i> dan <i>Board of Directors</i> yang diangkat sebagaimana dimaksud pada angka 2 dan angka 5, sesuai dengan ketentuan Anggaran Dasar Perseroan, dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. / The tenure of the appointed members of the Board of Directors and the Board of Commissioners as referred to in number 2 and number 5, is in accordance with the provisions of the Company's Articles of Association, with due observance of the laws and regulations in Capital Market sector and without reducing the GMS' right to dismiss at any time. 												

	<p>7. Dengan adanya pemberhentian dan pengangkatan anggota-anggota <i>Board of Directors</i> sebagaimana dimaksud pada angka 1 dan 2, serta pemberhentian, pengalihan tugas, dan pengangkatan anggota-anggota <i>Board of Commissioners</i> sebagaimana dimaksud pada angka 3, angka 4, dan angka 5, maka susunan Pengurus Perseroan menjadi sebagai berikut: / With the dismissals and appointments of members of the Board of Directors as referred to in number 1 and 2, as well as the dismissals, transfer of duties, and appointments of members of the Board of Commissioners as referred to in number 3, number 4, and number 5, the composition of the Company's Management is as follows:</p> <p>Board of Commissioners</p> <ul style="list-style-type: none"> - <i>President Commissioner/Independent</i> : Badroin Haiti - <i>Commissioner</i> : Danis Hidayat Sumadilaga - <i>Commissioner</i> : M. Fadjoel Rachman - <i>Commissioner</i> : Robert Leonard Marbun - <i>Independent Commissioner</i> : Bambang Setyo Wahyudi - <i>Independent Commissioner</i> : Muradi - <i>Independent Commissioner</i> : Viktor S. Sirait <p>Board of Directors</p> <ul style="list-style-type: none"> - <i>President Director</i> : Destiawan Soewardjono - <i>Director of Finance</i> : Taufik Hendra Kusuma - <i>Director of Human Capital Management & System Development</i> : Hadjar Seti Adji - <i>Director of Business Development & Quality, Safety, Health & Environment</i> : Fery Hendriyanto - <i>Director of Operation I</i> : Didit Oemar Prihadi - <i>Director of Operation II</i> : Bambang Rlanto - <i>Director of Operation III</i> : Gunadi <p>8. Anggota-anggota <i>Board of Directors</i> dan <i>Board of Commissioners</i> yang diangkat sebagaimana dimaksud pada angka 3 dan angka 7 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan anggota Direksi atau Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut. / Members of the Board of Directors and Board of Commissioners who were appointed as referred to No. 3 and 7 who are still serving in other positions prohibited by laws and regulations to hold concurrent positions as members of the Board of Directors or Board of Commissioners of State-Owned Enterprises, then the concerned members must resign or be dismissed from their positions.</p> <p>9. Memberikan kuasa dan wewenang kepada <i>Board of Directors</i> Perseroan untuk menyatakan yang diputuskan RUPS ini dalam bentuk Akta Notaris serta menghadap Notaris atau pejabat berwenang, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi keputusan rapat. / Delegated power and authority to the Company's Board of Directors to state the resolutions of this GMS in the form of a Notary Deed and to appear before a Notary or authority, and to make necessary adjustments or improvements if required by the authority for the purposes of realizing the meeting resolutions.</p>
<p>Tindak Lanjut / Realization</p>	<p>Perubahan Susunan Pengurus Perseroan diakomodir dalam Akta No. 08 Tanggal 8 Juni 2020 yang dibuat di hadapan Ashoya Ratam S.H., M.Kn, Notaris di Jakarta Selatan dan telah mendapatkan Penerimaan Pemberitahuan Perubahan Data Perseroan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-AH.01.03-0241372 tanggal 9 Juni 2020. / Changes in the Composition of the Company's Management are stipulated in the Deed No. 08 June 8, 2020 which was drawn up before the Notary, Ashoya Ratam S.H., M.Kn, in South Jakarta and has received Notification of Changes to Company Data from the Minister of Law and Human Rights of the Republic of Indonesia No.AHU-AH.01.03-0241372 dated June 9, 2020.</p>

BOARD OF COMMISSIONERS

Board of Commissioners merupakan Organ Perseroan yang memiliki tugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar, memberikan nasihat kepada *Board of Directors*, serta memastikan bahwa Perseroan melaksanakan prinsip-prinsip GCG. *Board of Commissioners* bertanggung jawab kepada Pemegang Saham dalam hal mengawasi kebijakan *Board of Directors* terhadap operasional Perseroan secara umum yang mengacu kepada rencana bisnis yang telah disetujui *Board of Commissioners* dan Pemegang Saham, serta memastikan kepatuhan terhadap seluruh peraturan dan perundang-undangan yang berlaku.

Dalam menjalankan fungsi pengawasan dan pemberian saran kepada *Board of Directors*, *Board of Commissioners* mengacu kepada *Board Manual* Perseroan. Pedoman tersebut senantiasa dievaluasi dan dimutakhirkan secara berkala agar sejalan dengan perubahan peraturan perundang-undangan yang berlaku dan disesuaikan dengan kebutuhan Perseroan.

Terdapat 2 (dua) tingkatan fungsi pengawasan *Board of Commissioners*, yakni:

1. Performance Level

Board of Commissioners menjalankan fungsi pengawasan dengan memberikan pengarahan dan petunjuk kepada *Board of Directors* serta memberikan masukan kepada RUPS.

BOARD OF COMMISSIONERS

The Board of Commissioners is a Corporate Organ who is in charge of conducting general and/or specific supervision in accordance with the Articles of Association, providing advice to the Board of Directors, and ensuring that the GCG principles is implemented by the Company. The Board of Commissioners is responsible to the Shareholders in terms of supervising Board of Director's policies on the Company's operations in general which refers to the business plan that has been approved by Board of Commissioners and Shareholders, as well as ensuring compliance with all applicable laws and regulations.

In carrying out the supervisory and advisory function, The Board of Commissioners refers to the Board Manual of the Company. These guidelines are constantly evaluated and updated periodically, in order to be in line with changes in prevailing laws and regulations and adjusted to the needs of the Company.

There are 2 (two) levels of supervisory function of the Board of Commissioners, namely:

1. Performance Level

The Board of Commissioners conducts its supervisory function by giving directions and guidance to Board of Directors as well as giving input to the GMS.



2. Conformance Level

Board of Commissioners melaksanakan kegiatan pengawasan pada tahap selanjutnya untuk memastikan nasihat telah dijalankan serta dipenuhinya ketentuan dalam peraturan perundang-undangan dan Anggaran Dasar yang berlaku.

2. Conformance Level

The Board of Commissioners carries out the next level of supervisory activity to ensure that the advice given has been followed and the provisions in prevailing laws and regulations and Articles of Association have been fulfilled.

Tingkatan Fungsi Pengawasan Board of Commissioners

Level Performance / Performance Level	Level Conformance / Conformance Level
Fungsi Dewan Pengawasan dengan memberikan pengarahan dan petunjuk kepada Direksi serta memberikan masukan kepada RUPS. / The supervision is done by giving directions and guidance to the Board of Directors as well as giving input to the GMS.	Pelaksanaan kegiatan pengawasan pada tahap selanjutnya untuk memastikan nasihat telah dijalankan serta dipenuhinya ketentuan dalam peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perseroan. / The next step of supervisory activity to ensure that the advice given has been followed and the provisions in the prevailing laws and regulations and the Articles of Association have been fulfilled.

Levels of the Board of Commissioners Supervisory Function

Dasar Hukum Pengangkatan Board of Commissioners

Pengangkatan *Board of Commissioners* Perseroan dilakukan dengan mengacu pada:

1. Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara;
2. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Menteri Negara BUMN No. PER-10/MBU/10/2020 tanggal 9 Oktober 2020 tentang Perubahan Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-02/MBU/02/2015 Tentang Persyaratan Dan Tata Cara Pengangkatan Dan Pemberhentian Anggota Dewan Komisaris Dan Dewan Pengawas Badan Usaha Milik Negara;
4. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik;
5. Anggaran Dasar Perseroan sebagaimana tercantum dalam Akta No. 9 Tanggal 6 Juni 2020.

Legal Basis of Appointment of the Board of Commissioners

The appointment of the Company's Board of Commissioners is in accordance with:

1. Law No. 19 of 2003 concerning State-Owned Enterprises;
2. Law No. 40 of 2007 concerning Limited Liability Companies
3. Regulation of the State Minister of SOE No. PER-10/MBU/10/2020 dated October 9, 2020 concerning Amendments to the Regulation of the State Minister of State-Owned Enterprises No. PER-02/MBU/02/2015 concerning the Requirements and Procedures for the Appointment and Dismissal of Members of the Board of Commissioners and the Supervisory Board of State-Owned Enterprises;
4. Financial Services Authority Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies
5. The Company's Articles of Association as stated in the Deed No. 9 dated June 6, 2020

Kriteria Anggota Board of Commissioners

Berdasarkan Anggaran Dasar Perseroan, RUPS memiliki kewenangan penuh dalam mengatur komposisi dan jumlah anggota *Board of Commissioners*. *Board of Commissioners* diangkat untuk masa jabatan tertentu dan dapat diangkat kembali. Dalam satu periode masa jabatan *Board of Commissioners*, paling lama 5 (lima) tahun atau sampai dengan penutupan RUPS Tahunan pada akhir satu periode masa jabatan, tanpa mengurangi hak Pemegang Saham untuk sewaktu-waktu memberhentikan anggota *Board of Commissioners* yang sedang menjabat.

Board of Commissioners Membership Criteria

In accordance with the Articles of Association of the Company, the GMS has full authority in regulating the composition and number of members of Board of Commissioners. Board of Commissioners are appointed for a certain term and can be reappointed. One tenure is a maximum of five years or until the closing of the Annual General Meeting of Shareholders at the end of one tenure, without prejudice to the Shareholders' right to dismiss the current member of Board of Commissioners at any time.

Pengangkatan dan pemberhentian anggota *Board of Commissioners* ditetapkan oleh RUPS dengan memperhatikan visi, misi, dan rencana strategis Perseroan untuk memungkinkan pengambilan keputusan yang efektif, cepat, tepat, dan independen. Pengangkatan *Board of Commissioners* wajib memperhatikan kriteria-kriteria yang diatur dalam Pedoman Kerja, Anggaran Dasar, maupun peraturan dan regulasi yang berlaku.

Kriteria *Board of Commissioners* Perseroan meliputi:

1. Memenuhi persyaratan formal sebagai anggota *Board of Commissioners*, yaitu:
 - a. Orang perseorangan;
 - b. Cakap melakukan perbuatan hukum;
 - c. Tidak pernah dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pencalonan;
 - d. Tidak pernah menjadi anggota *Board of Directors* atau anggota *Board of Commissioners* yang dinyatakan bersalah menyebabkan suatu Perseroan dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pencalonan; dan
 - e. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan dalam waktu 5 (lima) tahun sebelum pencalonan.
2. Memenuhi persyaratan materiil sebagai anggota *Board of Commissioners*, yaitu:
 - a. Memiliki integritas dan dedikasi yang dibutuhkan dalam menjalankan fungsi pengawasan;
 - b. Memahami masalah-masalah manajemen Perseroan yang berkaitan dengan salah satu fungsi manajemen;
 - c. Memiliki pengetahuan yang memadai di bidang usaha Perseroan;
 - d. Menyediakan waktu yang cukup untuk melaksanakan tugasnya.
3. Bukan merupakan pengurus Partai Politik dan/atau calon anggota legislatif dan/atau anggota legislatif;
4. Bukan calon Kepala/Wakil Kepala Daerah dan/atau Kepala/Wakil Kepala Daerah;
5. Tidak menjabat sebagai anggota *Board of Commissioners* Perseroan selama 2 (dua) periode berturut-turut;
6. Sehat jasmani dan rohani (tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota *Board of Commissioners*), yang dibuktikan dengan surat keterangan sehat dari Dokter;
7. Tidak memiliki hubungan keluarga dengan anggota *Board of Commissioners* lainnya dan anggota *Board of Directors* Perseroan sampai dengan derajat ke tiga, baik hubungan secara vertikal maupun horizontal;

The appointment and dismissal of members of Board of Commissioners are determined by the GMS with due regard to the vision, mission and strategic plan of the Company to enable effective, prompt, precise, and independent decision making. The appointment of Board of Commissioners shall pay attention to the criteria set out in the Board Manual, the Articles of Association, as well as the applicable laws and regulations.

To meet the criteria in becoming a member of the Company's Board of Commissioners, one should:

1. Meet the formal requirements as a member of Board of Commissioners, namely:
 - a. An individual;
 - b. Has the proficiency in performing legal actions;
 - c. Has never been declared bankrupt within 5 (five) years prior to the nomination;
 - d. Has never been a member of the Board of Directors or the Board of Commissioners who was found guilty of causing a company to be declared bankrupt within 5 (five) years prior to the nomination; and
 - e. Has never been convicted of a criminal offense that is detrimental to the country's finances and/or related to the financial sector within 5 (five) years prior to the nomination.
2. Meet the material requirements as a member of Board of Commissioners, namely:
 - a. Has the integrity and dedication required in carrying out the supervisory function;
 - b. Has an understanding of the Company's management issues related to one of the management functions;
 - c. Has adequate knowledge in the Company's line of business;
 - d. Has the ability to provide sufficient time to carry out his/her duties.
3. Not hold the position as an official of a Political Party and/or a candidate for a member of the legislature and/or a member of the legislature;
4. Not hold the position of a Regional Head/Deputy Head candidate and/or Regional Head/Deputy Head;
5. Not serve as a member of Board of Commissioners of the Company for 2 (two) consecutive periods;
6. Be physically and mentally healthy (not suffering from an illness that can hamper his/her duties as a member of Board of Commissioners), which is proven through Doctor's Note;
7. Have no family relation with other members of Board of Commissioners and members of Board of Directors of the Company up to the third degree, both vertically and horizontally.

8. Bagi bakal calon dari Kementerian Teknis atau Instansi Pemerintah lain, harus berdasarkan surat usulan dari instansi yang bersangkutan; dan
9. Bagi bakal calon anggota Dewan Komisaris/Dewan Pengawas yang berasal dari penyelenggara negara harus melaporkan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) selama 2 (dua) tahun terakhir yang dibuktikan dengan Bukti Laporan LHKPN kepada institusi yang berwenang.

Prosedur Pengangkatan, Pemilihan Ulang, dan Pemberhentian Board of Commissioners

Mekanisme pengangkatan, pemilihan ulang, dan pemberhentian *Board of Commissioners* Perseroan tunduk pada peraturan dan ketentuan yang berlaku sebagaimana tercantum dalam Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, Peraturan Pemerintah No. 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran Badan Usaha Milik Negara, Peraturan Otoritas Jasa Keuangan (POJK) No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, dan Peraturan Menteri Badan Usaha Milik Negara No. PER-10/MBU/10/2020 tanggal 9 Oktober 2020 tentang Perubahan Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-02/MBU/02/2015 Tentang Persyaratan Dan Tata Cara Pengangkatan Dan Pemberhentian Anggota Dewan Komisaris Dan Dewan Pengawas Badan Usaha Milik Negara. Seluruh ketentuan yang diatur dalam regulasi tersebut telah dimuat dalam Anggaran Dasar Perseroan.

Pengangkatan *Board of Commissioners* harus memenuhi persyaratan umum dan khusus yang ditetapkan dalam *Board Manual*. Pengangkatan anggota baru juga mempertimbangkan kebutuhan Perseroan serta kriteria pokok meliputi kemampuan, kemauan, serta sikap. Adapun pemberhentian *Board of Commissioners* dapat dilakukan sewaktu-waktu melalui RUPS jika melakukan tindakan penyimpangan atau bertentangan dengan Anggaran Dasar, terdapat indikasi melakukan kecurangan yang dapat merugikan Perseroan, melalaikan kewajibannya, serta alasan lainnya yang mendadak bagi Perseroan untuk memberhentikan anggota tersebut. Baik pengangkatan maupun pemberhentian anggota *Board of Commissioners* dilaksanakan melalui mekanisme RUPS.

Kebijakan Suksesi Board of Commissioners

Kebijakan suksesi *Board of Commissioners* Perseroan mengacu kepada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-10/MBU/10/2020 tanggal 9 Oktober 2020 tentang Perubahan Atas Peraturan Menteri Badan Usaha Milik

8. For prospective candidates from Technical Ministries or other Government Agencies, be nominated based on a letter of recommendation from the relevant agency; and
9. For prospective member candidate of the Board of Commissioners/Supervisory Board who served in State Administrators, submit a report to the State Administrators Assets Report (LHKPN) for the last 2 (two) years as evidenced by the LHKPN Reporting Evidence to the authorities.

Procedures of Appointment, Reappointment, and Dismissal of the Board of Commissioners

The mechanisms to appoint, reappoint, and dismiss the Company's Board of Commissioners is subject to the applicable laws and regulations as stated in Law No. 40 of 2007 concerning Limited Liability Companies, Government Regulation No. 45 of 2005 concerning the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises, Regulation of the Financial Services Authority (POJK) No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies, and Minister of State Owned Enterprises Regulation No. PER-02/MBU/02/2015 concerning Requirements and Procedures for the Appointment and Dismissal of Members of Board of Commissioners and Supervisory Board of State-Owned Enterprises. All provisions stipulated in these regulations have been included in the Company's Articles of Association.

The appointment of the Board of Commissioners shall meet the general and specific requirements set out in the Board Manual. The appointment of new member also takes into consideration the needs of the Company as well as the key criteria including ability, willingness, and attitude. The dismissal of the Board of Commissioners can be done at any time through the General Meeting of Shareholders if the member commits a deviation or a contrasting activity to the Articles of Association, shows indications of committing fraud that could harm the Company, neglects his/her obligations, as well as other activities which could be the abrupt reasons for the Company to dismiss the member. Both the appointment and dismissal of members of Board of Commissioners are carried out through the GMS mechanism.

Succession Policy of the Board of Commissioners

The succession policy of the Company's Board of Commissioners refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-10/MBU/10/2020 dated October 9, 2020 concerning Amendments to the Regulation of the



Negara Nomor PER-02/MBU/02/2015 Tentang Persyaratan Dan Tata Cara Pengangkatan Dan Pemberhentian Anggota Dewan Komisaris Dan Dewan Pengawas Badan Usaha Milik Negara.

Berdasarkan Peraturan Menteri BUMN di atas, maka sumber bakal calon *Board of Commissioners* berasal dari:

1. Mantan Direksi BUMN;
2. Dewan Komisaris/Dewan Pengawas BUMN;
3. Pejabat Struktural dan Pejabat Fungsional Pemerintah; dan/atau
4. Sumber Lain.

Perseroan senantiasa memperhatikan pemenuhan persyaratan kualifikasi calon anggota *Board of Commissioners*, pelaksanaan Uji Kelayakan dan Kepatutan (*Fit & Proper Test*), program pengenalan dan orientasi bagi anggota *Board of Commissioners* baru, serta mekanisme evaluasi atas kinerja masing-masing anggota *Board of Commissioners*.

Masa Jabatan *Board of Commissioners*

Masa jabatan *Board of Commissioners* terhitung sejak tanggal RUPS penetapannya sampai dengan RUPS Tahunan ke-5 (kelima) setelah tanggal pengangkatannya. Namun demikian, tidak mengurangi hak RUPS untuk memberhentikan anggota *Board of Commissioners* sewaktu-waktu sebelum masa jabatannya berakhir karena alasan yang ditetapkan dalam Anggaran Dasar dan Pedoman Kerja *Board of Commissioners*.

Anggota *Board of Commissioners* yang telah berakhir masa jabatannya dapat diangkat kembali untuk 1 (satu) periode berikutnya.

Komposisi *Board of Commissioners*

Selama tahun 2021, terdapat pergantian komposisi anggota *Board of Commissioners*, dengan uraian sebagai berikut:

Periode 1 Januari – 16 April 2021

Pada tanggal 18 Februari 2021, salah satu anggota *Independent Commissioner* Perseroan, yakni Bapak Viktor S. Sirjait meninggal dunia. Dengan demikian, komposisi anggota *Board of Commissioners* pada periode 1 Januari hingga 16 April 2021 berjumlah 6 (enam) orang, terdiri dari 1 (satu) orang *President Commissioner* yang merangkap sebagai *Independent Commissioner*, 2 (dua) orang *Independent Commissioner*, dan 3 (tiga) orang *Commissioner*.

Minister of State-Owned Enterprises No. PER-02/MBU/02/2015 concerning Requirements and Procedures for the Appointment and Dismissal of Members of the Board of Commissioners and Supervisory Board of State-Owned Enterprises.

Based on the Regulations of the Minister of SOE above, the candidate nomination for the Board of Commissioners are from:

1. Former Board of Directors of State-Owned Enterprises;
2. Board of Commissioners/Supervisory Board of State-Owned Enterprises;
3. Structural and Functional Officials of the Government; and/or
4. Other sources.

The Company always pays attention to the fulfillment of the qualification requirements of prospective members of the Board of Commissioners, the implementation of the Fit & Proper Test, the introduction and orientation program for new members of the Board of Commissioners, as well as the evaluation mechanism for the performance of each member of the Board of Commissioners.

Board of Commissioners Tenure

Board of Commissioners Tenure shall start from the date of General Meeting of Shareholders that appoints the concerned member until the 5th (fifth) Annual General Meeting of Shareholders after the date of appointment. However, this does not reduce the GMS' right to dismiss members of Board of Commissioners at any time before their tenure expires due to reasons set forth in the Articles of Association and the Board Manual.

The Board of Commissioners whose tenure expires may be reappointed for the next 1 (one) period.

Board of Commissioners Composition

Throughout 2021, there were changes to the Board of Commissioners composition, which are described in the following:

Period of January 1 – April 6, 2021

On February 18, 2021, a member of the Company's *Independent Commissioner*, namely Mr. Viktor S. Sirjait, passed away. Thus, the composition of the Board of Commissioners for the period of January 1 to April 16, 2021 is 6 (six) members, consisting of 1 (one) *President Commissioner* who also served as an *Independent Commissioner*, 2 (two) *Independent Commissioners*, and 3 (three) *Commissioners*.



Seluruh anggota *Board of Commissioners* Perseroan yang menjabat selama periode 1 Januari hingga 16 April 2021 telah memenuhi kriteria dan ketentuan yang dipersyaratkan dalam uji kepatutan dan kelayakan (*fit and proper test*) berdasarkan Undang-undang Perseroan Terbatas, Anggaran Dasar Perusahaan, peraturan terkait tata kelola perusahaan yang baik, serta peraturan dan ketentuan lain yang terkait, termasuk ketentuan tentang *Independent Commissioners*.

Berikut ini merupakan komposisi anggota *Board of Commissioners* yang menjabat selama periode 1 Januari hingga 16 April 2021:

Komposisi Anggota *Board of Commissioners* Periode 1 Januari – 16 April 2021

No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara <i>Fit & Proper Test</i> / Organizer of the <i>Fit & Proper Test</i>
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
1.	Badrodin Haiti	<i>President Commissioner/ Independent Commissioner</i>	<ul style="list-style-type: none"> Akta No. 52 tanggal 25 November 2016 (Pengangkatan sebagai <i>President Commissioner</i>) / Deed No. 52 dated November 25, 2016 (Appointment as <i>President Commissioner</i>) Akta No. 08 tanggal 8 Juni 2020 (Pengangkatan sebagai <i>Independent Commissioner</i>) / Deed No. 08 dated June 8, 2020 (Appointment as <i>Independent Commissioner</i>) 	-	Sampai RUPS Tahunan tahun 2021 / Until the 2021 Annual GMS	Kementerian BUMN / Ministry of SOE
2.	Danis Hidayat Sumadilaga	<i>Commissioner</i>	Akta No. 84 tanggal 24 April 2015 / Deed No. 84 dated April 24, 2015	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
3.	Robert Leonard Marbun	<i>Commissioner</i>	Akta No. 44 tanggal 15 Mei 2019 / Deed No. 44 dated May 15, 2019	-	Sampai RUPS Tahunan tahun 2024 / Until the 2024 Annual GMS	Kementerian BUMN / Ministry of SOE
4.	Mochamad Fadjroel Rachman	<i>Commissioner</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
5.	Muradi	<i>Independent Commissioner</i>	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
6.	Bambang Setyo Wahyudi	<i>Independent Commissioner</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE

Periode 16 April – 21 September 2021

Pada tanggal 16 April 2021, Perseroan menyelenggarakan Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2020. Dalam RUPST tersebut, para Pemegang Saham menyetujui untuk memberhentikan dengan hormat Bapak Badrodin Haiti dari jabatannya sebagai *President Commissioner/Independent*

All members of the Company's Board of Commissioners who served from January 1 to April 16, 2021 have met the criteria and conditions required in the fit and proper test based on the Limited Liability Company Law, the Company's Articles of Association, regulations related to corporate governance, as well as other relevant regulations and provisions, including provisions on *Independent Commissioners*.

The composition of the members of the Board of Commissioners who served in the period of January 1 to April 16, 2021 is as follows:

Board of Commissioners Member Composition in the Period of January 1 – April 16, 2021

Period of April 16 – September 21, 2021

On April 16, 2021, the Company held the Annual General Meeting of Shareholders (AGMS) for Fiscal Year 2020. In the AGMS, the Shareholders agreed to honorably discharge Mr. Badrodin Haiti from his position as *President Commissioner/Independent Commissioner* and Mr. Danis Hidayat Sumadilaga from his position



Commissioner dan Bapak Danis Hidayat Sumadilaga dari jabatannya sebagai *Commissioner* Perseroan serta mengangkat Bapak Badrodin Haiti sebagai *President Commissioner/Independent Commissioner*, serta Bapak Ahmad Erani Yustika dan Bapak T. Iskandar sebagai *Commissioner* Perseroan.

Dengan demikian, komposisi anggota *Board of Commissioners* pada periode 16 April hingga 21 September 2021 berjumlah 7 (tujuh) orang, terdiri dari 1 (satu) orang *President Commissioner* yang merangkap sebagai *Independent Commissioner*, 2 (dua) orang *Independent Commissioner*, dan 4 (empat) orang *Commissioner*.

Seluruh anggota *Board of Commissioners* Perseroan yang menjabat selama periode 16 April hingga 21 September 2021 telah memenuhi kriteria dan ketentuan yang dipersyaratkan dalam uji kepatutan dan kelayakan (*fit and proper test*) berdasarkan Undang-undang Perseroan Terbatas, Anggaran Dasar Perusahaan, peraturan terkait tata kelola perusahaan yang baik, serta peraturan dan ketentuan lain yang terkait, termasuk ketentuan tentang *Independent Commissioners*.

Berikut ini merupakan komposisi anggota *Board of Commissioners* yang menjabat selama periode 16 April hingga 21 September 2021:

Komposisi Anggota Board of Commissioners Periode 16 April – 21 September 2021

No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara Fit & Proper Test / Organizer of the Fit & Proper Test
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
1.	Badrodin Haiti	<i>President Commissioner/Independent Commissioner</i>	<ul style="list-style-type: none"> Akta No. 52 tanggal 25 November 2016 (Pengangkatan sebagai <i>President Commissioner</i>) / Deed No. 52 dated November 25, 2016 (Appointment as <i>President Commissioner</i>) Akta No. 08 tanggal 8 Juni 2020 (Pengangkatan sebagai <i>Independent Commissioner</i>) / Deed No. 08 dated June 8, 2020 (Appointment as <i>Independent Commissioner</i>) 	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
2.	Robert Leonard Marbun	<i>Commissioner</i>	Akta No. 44 tanggal 15 Mei 2019 / Deed No. 44 dated May 15, 2019	-	Sampai RUPS Tahunan tahun 2024 / Until the 2024 Annual GMS	Kementerian BUMN / Ministry of SOE
3.	Mochamad Fadjroel Rachman	<i>Commissioner</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
4.	Ahmad Erani Yustika	<i>Commissioner</i>	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE

as Commissioner of the Company and appointed Mr. Badrodin Haiti as *President Commissioner/Independent Commissioner*, as well as Mr. Ahmad Erani Yustika and Mr. T. Iskandar as *Commissioners* of the Company.

Thus, the composition of the Board of Commissioners in the period of April 16 to September 21, 2021 was 7 (seven) members, consisting of 1 (one) *President Commissioner* who also served as an *Independent Commissioner*; 2 (two) *Independent Commissioners*, and 4 (four) *Commissioners*.

All members of the Company's Board of Commissioners who served from 16 April to 21 September 2021 have met the criteria and conditions required in the fit and proper test based on the Limited Liability Company Law, the Company's Articles of Association, regulations related to corporate governance, as well as other relevant regulations and provisions, including provisions regarding *Independent Commissioners*.

The following is the composition of the members of the Board of Commissioners who served in the period of April 16 to September 21, 2021:

Board of Commissioners Member Composition in the Period of April 16 – September 21, 2021



No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara Fit & Proper Test / Organizer of the Fit & Proper Test
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
5.	T. Iskandar	<i>Commissioner</i>	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
6.	Muradi	<i>Independent Commissioner</i>	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
7.	Bambang Setyo Wahyudi	<i>Independent Commissioner</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE

Periode 21 September – 31 Desember 2021

Pada tanggal 21 September 2021, Perseroan menyelenggarakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Tahun 2021. Dalam RUPSLB tersebut, para Pemegang Saham menyetujui untuk memberhentikan dengan hormat Bapak Robert Leonard Marbun dari jabatannya sebagai *Commissioner* dan mengangkat Bapak Dedi Syarif Usman sebagai *Commissioner* Perseroan.

Dengan demikian, komposisi anggota *Board of Commissioners* pada periode 21 September hingga 31 Desember 2021 berjumlah 7 (tujuh) orang, terdiri dari 1 (satu) orang *President Commissioner* yang merangkap sebagai *Independent Commissioner*, 2 (dua) orang *Independent Commissioner*, dan 4 (empat) orang *Commissioner*.

Seluruh anggota *Board of Commissioners* Perseroan yang menjabat selama periode 21 September hingga 31 Desember 2021 telah memenuhi kriteria dan ketentuan yang dipersyaratkan dalam uji kepatutan dan kelayakan (*fit and proper test*) berdasarkan Undang-undang Perseroan Terbatas, Anggaran Dasar Perusahaan, peraturan terkait tata kelola perusahaan yang baik, serta peraturan dan ketentuan lain yang terkait, termasuk ketentuan tentang *Independent Commissioners*.

Berikut ini merupakan komposisi anggota *Board of Commissioners* yang menjabat selama periode 21 September hingga 31 Desember 2021:

Period of September 21 – December 31, 2021

On September 21, 2021, the Company held the 2021 Extraordinary General Meeting of Shareholders (EGMS). In the EGMS, the Shareholders agreed to honorably discharge Mr. Robert Leonard Marbun from his position as *Commissioner* and appoint Mr. Dedi Syarif Usman as *Commissioner* of the Company.

Thus, the composition of the *Board of Commissioners* in the period of September 21 to December 31, 2021 was 7 (seven) people, consisting of 1 (one) *President Commissioner* who also served as an *Independent Commissioner*, 2 (two) *Independent Commissioners*, and 4 (four) *Commissioners*.

All members of the Company's *Board of Commissioners* who served during the period of September 21 to December 31, 2021 have met the criteria and conditions required in the fit and proper test based on the Limited Liability Company Law, the Company's Articles of Association, regulations related to corporate governance, as well as other relevant regulations and provisions, including provisions regarding *Independent Commissioners*.

The composition of the members of the *Board of Commissioners* who served in the period of September 21 to December 31, 2021 is as follows:

Komposisi Anggota Board of Commissioners Periode 21 September – 31 Desember 2021
Board of Commissioners Member Composition in the Period of September 21 – December 31, 2021

No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara Fit & Proper Test / Organizer of the Fit & Proper Test
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
1.	Badrodin Haiti	President Commissioner/ Independent Commissioner	<ul style="list-style-type: none"> Akta No. 52 tanggal 25 November 2016 (Pengangkatan sebagai President Commissioner) / Deed No. 52 dated November 25, 2016 (Appointment as President Commissioner) Akta No. 08 tanggal 8 Juni 2020 (Pengangkatan sebagai Independent Commissioner) / Deed No. 08 dated June 8, 2020 (Appointment as Independent Commissioner) 	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
2.	Mochamad Fadjoel Rachman	Commissioner	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
3.	Ahmad Erani Yustika	Commissioner	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
4.	T. Iskandar	Commissioner	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
5.	Dedi Syarif Usman	Commissioner	Akta No. 12 tanggal 7 Oktober 2021 / Deed No. 12 dated October 7, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
6.	Muradi	Independent Commissioner	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
7.	Bambang Setyo Wahyudi	Independent Commissioner	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE

Tugas, Tanggung Jawab, dan Wewenang Board of Commissioners

Board of Commissioners sebagai organ Perseroan bertugas dan bertanggung jawab secara kolektif untuk melakukan pengawasan dan memberikan saran serta rekomendasi kepada *Board of Directors* atas pengelolaan Perusahaan serta memastikan bahwa Perseroan melaksanakan prinsip-prinsip GCG dengan baik. *Board of Commissioners* tidak boleh turut serta dalam pengambilan keputusan operasional. Mengacu pada Pedoman Kerja *Board of Commissioners* yang tertuang dalam Prosedur Waskita Bidang Hubungan Kerja *Board of Commissioners* dan *Board of Directors* (PW-HKD), tugas, tanggung jawab, dan wewenang *Board of Commissioners* adalah sebagai berikut.

Duties, Responsibilities, and Authorities of the Board of Commissioners

The Board of Commissioners as the Company's organ has the collective duties and responsibilities to supervise and provide advice and recommendations to the Board of Directors on the management of the Company and to ensure that the Company implements the GCG principles properly. The Board of Commissioners may not participate in making operational decisions as referred in the Board Manual of the Board of Commissioners stipulated in the Waskita Procedure for the Work Relations of the Board of Commissioners and the Board of Directors (PW-HKD). The duties, responsibilities, and authorities of the Board of Commissioners are as follows.

Tugas Board of Commissioners

1. *Board of Commissioners* bertugas melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh *Board of Directors*, serta memberikan nasihat kepada *Board of Directors* termasuk pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan, serta ketentuan Anggaran Dasar dan Keputusan RUPS, serta peraturan perundang-undangan yang berlaku, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.
2. Dalam melaksanakan tugasnya tersebut, setiap anggota *Board of Commissioners*:
 - a. Mematuhi Anggaran Dasar dan peraturan perundang-undangan serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran.
 - b. Beritikad baik, penuh kehati-hatian, dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada *Board of Directors* untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.

Tanggung Jawab Board of Commissioners

Dalam menjalankan tugasnya, *Board of Commissioners* berkewajiban untuk:

1. Memberikan saran kepada *Board of Directors* dalam melaksanakan pengurusan Perseroan;
2. Meneliti, menelaah, dan menandatangani serta memberikan persetujuan atau pengesahan terhadap Rencana Kerja dan Anggaran Perseroan yang disiapkan *Board of Directors*, selambat-lambatnya 60 hari kalender sebelum dimulainya tahun anggaran;
3. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada *Board of Directors* mengenai setiap masalah yang dianggap penting dalam kepengurusan Perseroan;
4. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perseroan yang menimbulkan dampak material sesuai dengan ketentuan peraturan perundang-undangan yang berlaku;
5. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan *Board of Directors* serta menandatangani laporan tahunan;
6. Melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perseroan tersebut dan Perseroan lain;
7. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku sebelumnya kepada RUPS;

Duties of the Board of Commissioners

1. The *Board of Commissioners* has a duty to perform supervision on management policies, the course of management in general both on the Company or business of the Company undertaken by the *Board of Directors*, and to provide advice to the *Board of Directors* including supervision on the implementation of the Company's Long-Term Plan, Work Plan and Budget, provisions of Articles of Association, GMS Resolutions, and prevailing laws and regulations for the Company's interests and in accordance with the Company's objectives and purposes.
2. In performing such duties, every member of the *Board of Commissioners* must:
 - a. Comply with the Articles of Association, laws and regulations, as well as the principles of professionalism, efficiency, transparency, independency, accountability, responsibility, and fairness.
 - b. Have good intentions and be prudent and responsible in carrying out supervisory and advisory duties to *Board of Directors* for the Company's interests and in accordance with the Company's objectives and purposes.

Responsibilities of the Board of Commissioners

In implementing its duties, the *Board of Commissioners* is responsible for:

1. Providing advice to *Board of Directors* in the management of the Company;
2. Examining, reviewing, and signing as well as providing approval and ratification on the Work Plan and Budget of the Company prepared by *Board of Directors*, at least 60 days before the commencement of a fiscal year;
3. Following the development of the Company's activities, providing opinions and suggestions on every crucial issue regarding the Company's management;
4. Reporting immediately to the GMS if there is any indication of decline in the Company's performance that may lead to material impact in accordance with the prevailing laws and regulations;
5. Examining and reviewing periodic and annual reports prepared by *Board of Directors* subsequent to the signing of annual report;
6. Reporting to the Company about their share ownership and/ or family's share ownership on the Company and other Companies;
7. Submitting report on supervisory duties performed throughout the previous fiscal year to the GMS;

8. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.

Wewenang Board of Commissioners

1. Melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan surat berharga lainnya, dan memeriksa kekayaan Perseroan;
2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perseroan;
3. Meminta penjelasan dari *Board of Directors* dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan;
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh *Board of Directors*;
5. Meminta *Board of Directors* dan/atau pejabat lainnya di bawah *Board of Directors* dengan sepengetahuan *Board of Directors* untuk menghadiri rapat *Board of Commissioners*;
6. Mengangkat Sekretaris Dewan Komisaris, jika dianggap perlu;
7. Memberhentikan sementara anggota *Board of Directors* sesuai dengan ketentuan Anggaran Dasar;
8. Membentuk *Committees* lain selain *Audit Committee*, jika dianggap perlu dengan memperhatikan kemampuan Perseroan;
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perseroan, jika dianggap perlu;
10. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar;
11. Menghadiri rapat *Board of Directors* dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan;
12. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.

Kewajiban Board of Commissioners

Dalam menjalankan serta mengefektifkan pelaksanaan tugas-tugasnya, *Board of Commissioners* memiliki kewajiban antara lain:

1. Memberikan saran kepada *Board of Directors* dalam melaksanakan pengelolaan Perseroan;
2. Menelaah, memberikan pendapat dan persetujuan RJPP serta RKAP;
3. Mengikuti dan mengawasi perkembangan kegiatan Perseroan;
4. Melaporkan dan mengusulkan pendapat kepada RUPS apabila terjadi penurunan kinerja Perseroan; serta
5. Memberikan penjelasan, pendapat, serta saran kepada RUPS mengenai Laporan Tahunan apabila diminta.

8. Carrying out other obligations in the scope of supervisory and advisory duties, provided that such actions are not in conflict with laws and regulations,

Authorities of the Board of Commissioners

1. Examining books, letters, as well as other documents, examining cash and other securities for verification purposes and examining the Company's assets;
2. Entering grounds, buildings, and offices used by the Company;
3. Requesting explanation from the Board of Directors and/or other officials regarding issues on the Company's management;
4. Acknowledging all past as well as future policies and actions taken by the Board of Directors;
5. Requesting the Board of Directors and/or other officials under the Board of Directors with permission from Board of Directors to attend the Board of Commissioners meetings;
6. Appointing Secretary of Board of Commissioners, if deemed necessary;
7. Temporarily dismissing members of Board of Directors in accordance with the provisions in the Articles of Association;
8. Establishing Committees other than the Audit Committee, if deemed necessary by taking into account the Company's capability;
9. Employing experts for certain matters and within specified period on the Company's expenses, if deemed necessary;
10. Carrying out management actions on the Company in certain conditions for a specified period in accordance with provisions in Articles of Association;
11. Attending the Board of Directors meeting and providing opinions on the discussions;
12. Exercising other supervisory authorities provided that such authorities are not contradictory with the laws and regulations,

Obligations of the Board of Commissioners

In order to carry out its duties effectively, Board of Commissioners has the following obligations:

1. Providing advice to the Board of Directors on the management of the Company;
2. Reviewing, providing opinions, and approving the RJPP and RKAP;
3. Following and observing the development of the Company's activities;
4. Reporting and providing opinions to the GMS when there is a decline in the Company's performance; and
5. Providing explanations, opinions, and suggestions to the GMS about Annual Report when requested.



Pembidangan Tugas dan Tanggung Jawab Board of Commissioners

Pembidangan tugas yang dituangkan dalam suatu Surat Keputusan Board of Commissioners, dilakukan untuk mengaktifkan peran Board of Commissioners. Di mana pembagian tugas di antara para anggota Board of Commissioners dilakukan dengan mempertimbangkan pembagian tugas Board of Directors. Pembidangan tugas di antara anggota Board of Commissioners ditujukan agar pelaksanaan tugas masing-masing anggota Board of Commissioners secara teknis pada aspek yang dibidangi dapat berjalan lancar, efektif, dan efisien, sesuai tanggung jawab dan wewenang masing-masing sehingga terdapat kejelasan tentang peran anggota Board of Commissioners baik secara kolektif maupun secara perorangan.

Board of Commissioners menetapkan kebijakan yang mengatur tentang kewajiban setiap anggota Board of Commissioners untuk melakukan pembagian tugas. Pembagian kerja di antara para anggota Board of Commissioners diatur oleh melalui Surat Keputusan Board of Commissioners PT Waskita Karya (Persero) Tbk No. 03.2/SK/WK/DK/2021 tanggal 20 April 2021 tentang Pembagian Kerja Anggota-Anggota Board of Commissioners PT Waskita Karya (Persero) Tbk.

Division of Duties and Responsibilities of the Board of Commissioners

The division of duties as outlined in a Board of Commissioners Decree, is implemented to increase the effectiveness of the Board of Commissioners' role. Such division of duties among members of Board of Commissioners is taking into account the division of duties of the Board of Directors. The division of duties among members of Board of Commissioners is intended so that the implementation of duties of each member of the Board of Commissioners can technically run smoothly, effectively and efficiently, according to their respective responsibilities, and authorities for there is a clarity on the role of the Board of Commissioners members, both collectively and individually.

The Board of Commissioners sets a policy that governs the obligations of each member of Board of Commissioners to have a division of duties. The division of duties among members of Board of Commissioners is governed by PT Waskita Karya (Persero) Tbk's Board of Commissioners Decree No. 03.2/SK/WK/DK/2021 dated April 20, 2021 concerning the Division of Duties of Members of the Board of Commissioners of PT Waskita Karya (Persero) Tbk.

Pembidangan Tugas Board of Commissioners Tahun 2021

No.	Nama / Name	Jabatan / Position	Uraian Pembidangan Tugas / Division of Duties Description
1.	Badrodin Haiti	President Commissioner/Independent Commissioner	Mengkoordinir tugas-tugas anggota Dewan Komisaris. / Coordinating the duties of the members of the Board of Commissioners.
2.	Mochamad Fadjoel Rachman	Commissioner	Membidangi kinerja keuangan dan Asset Management. / In charge of financial performance and Asset Management
3.	Ahmad Erani Yustika	Commissioner	Membidangi Analisa dan evaluasi terhadap rencana investasi dan pengembangan perusahaan, manajemen risiko dan assurance. / In charge of the analysis and evaluation on the Company's investment and development plans, risk management, and assurance
4.	T. Iskandar	Commissioner	Membidangi perencanaan teknologi dan infrastruktur untuk mendukung peningkatan kinerja dan pengembangan perusahaan di bidang jalan tol dan konstruksi serta unit pendukung lainnya. / In charge of technology and infrastructure planning to support the improvement of performance and development on toll roads and construction as well as other supporting units.
5.	Dedi Syarif Usman	Commissioner	Membidangi pemasaran, promosi dan penjualan serta pengawasan program PMN. / In charge of marketing, promotion, and sales, as well as supervision of the PMN program
6.	Muradi	Independent Commissioner	Membidangi Human Capital Management dan Organisasi. / In charge of Human Capital Management and Organization
7.	Bambang Setyo Wahyudi	Independent Commissioner	Membidangi Hukum dan GCG (Good Corporate Governance). / In charge of Law and GCG (Good Corporate Governance).

Board of Commissioners Division of Duties in 2021

Pedoman Kerja Board of Commissioners

Board of Commissioners memiliki peran yang sangat strategis sebagai pengawas jalannya usaha Perseroan. Oleh sebab itu, diperlukan suatu pedoman kerja sebagai pedoman bagi Board of Commissioners dalam melaksanakan tugas, tanggung jawab dan wewenangnya untuk memenuhi kepentingan Pemegang Saham dan Pemangku Kepentingan lainnya.

Board of Commissioners Manual

The Board of Commissioners carries out a very strategic role in overseeing the course of the Company's business, hence a work manual is needed to act as guidelines for Board of Commissioners in performing their duties, responsibilities and authorities to fulfill the interests of Shareholders (other Stakeholders).

Board of Commissioners telah memiliki Pedoman Kerja sebagaimana diatur dalam Pedoman Hubungan Kerja *Board of Commissioners* dan *Board of Directors* (PW-HKD) yang ditandatangani dan ditetapkan bersama melalui Surat Keputusan Bersama No. 24/SK/WK/2019 tanggal 29 November 2019 dan telah dipublikasikan di website resmi Perseroan. PW-HKD merupakan hasil kodifikasi dari berbagai peraturan yang berlaku bagi Perseroan dan praktik-praktik terbaik (*best practices*) prinsip-prinsip GCG, prinsip-prinsip hukum korporasi, peraturan perundang-undangan yang berlaku, arahan dari Pemegang Saham, serta ketentuan Anggaran Dasar Perseroan yang mengatur tata kerja *Board of Commissioners*.

PW-HKD secara berkala direviu dan dievaluasi agar senantiasa selaras dengan perubahan peraturan perundang-undangan yang berlaku dan disesuaikan dengan kebutuhan Perseroan. Dengan mengacu kepada Pedoman Kerja ini, diharapkan akan memberikan standar kerja yang tinggi dan selaras dengan prinsip-prinsip GCG.

Adapun perihal yang disusun dalam PW-HKD meliputi penjelasan fungsi, tugas, kewajiban, dan tanggung jawab serta hak dan wewenang *Board of Commissioners*, keanggotaan *Board of Commissioners*, komposisi *Board of Commissioners*, dan masa jabatannya, standar penilaian kinerja *Board of Commissioners*, kebijakan independensi dan bantuan kepentingan bagi *Independent Commissioner*, mekanisme rapat *Board of Commissioners*, penjelasan mengenai *Committees* di bawah *Board of Commissioners*, serta hubungan kerja *Board of Commissioners* dan *Board of Directors*.

Independent Commissioners

Berdasarkan Peraturan OJK No. 33/POJK.04/2014, *Independent Commissioners* bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Emiten atau Perusahaan Publik tersebut dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai *Independent Commissioners* Emiten atau Perusahaan, tidak mempunyai saham baik langsung maupun tidak langsung pada Emiten atau Perusahaan Publik tersebut, tidak mempunyai hubungan Afiliasi dengan Emiten atau Perusahaan Publik, anggota *Board of Commissioners*, anggota *Board of Directors*, atau pemegang saham utama Emiten atau Perusahaan Publik tersebut; dan tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Emiten atau Perusahaan Publik tersebut.

The Board of Commissioners has a Manual as stipulated in Guidelines for Work Relationships of the Board of Commissioners and the Board of Directors (PW-HKD) which were signed and assigned jointly through a Joint Decree No. 24/SK/WK/2019 dated November 29, 2019 and has been published on the official website of the Company. PW-HKD is the result of codification of various regulations that apply to the Company and best practices of the GCG principles, legal principles of corporation, prevailing laws and regulations, Shareholders' directions, and the Company's Articles of Association which govern the work procedures of the Board of Commissioners.

PW-HKD is periodically reviewed and evaluated so that it is always in line with changes in applicable laws and regulations and adjusted to the needs of the Company. This Board Manual is expected to provide high work standards in line with GCG principles.

The matters regulated in PW-HKD include the description of the functions, duties, obligations and responsibilities as well as the rights and authorities of the Board of Commissioners, membership of the Board of Commissioners, composition of the Board of Commissioners and the tenure of its members, the standards of performance appraisal of the Board of Commissioners, the policy of independence and interest for Independent Commissioners, the mechanism of the Board of Commissioners meeting, explanation of committees under the Board of Commissioners, and working relationship of the Board of Commissioners and the Board of Directors.

Independent Commissioners

Referring to the OJK Regulation No. 33/POJK.04/2014, an Independent Commissioner is not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of an Issuer or Public Company within the last 6 (six) months, except for re-appointment as Independent Commissioners of the Issuer or Public Company, does not own shares, either directly or indirectly, in the Issuer or Public Company, has no affiliation with the Issuer or Public Company, members of Board of Commissioners, members of Board of Directors, or majority shareholders of the Issuer or Public Company; and does not have business relationship, either directly or indirectly, to the business activities of the Issuer or Public Company.

Keberadaan *Independent Commissioners* dimaksudkan untuk menciptakan iklim yang lebih objektif dan independen, dan juga untuk menjaga “fairness” serta mampu memberikan keseimbangan antara kepentingan pemegang saham mayoritas dan perlindungan terhadap kepentingan pemegang saham minoritas termasuk pemegang saham publik dan pemangku kepentingan lainnya.

Komposisi Anggota *Independent Commissioner*

Per 31 Desember 2021, Waskita memiliki 3 (tiga) *Independent Commissioner*, yaitu Bapak Badrodin Haiti yang merangkap sebagai *President Commissioner*, Bapak Muradi, dan Bapak Bambang Setyo Wahyudi.

Jika dibandingkan dengan seluruh anggota *Board of Commissioners* Perseroan yang berjumlah 7 (tujuh) orang, komposisi anggota *Independent Commissioners* Perseroan tercatat sebesar 42,86% atau telah memenuhi ketentuan Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN yang mengharuskan untuk memiliki *Independent Commissioners* sebanyak 20% dari total komposisi anggota *Board of Commissioners* serta Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik yang mewajibkan untuk memiliki *Independent Commissioners* sebanyak 30% dari total komposisi anggota *Board of Commissioners*.

Kriteria *Independent Commissioner*

Perseroan menerapkan kriteria pemilihan *Independent Commissioner* sesuai dengan Keputusan Menteri Badan Usaha Milik Negara No. KEP-117/M-MBU/2002 tentang Penerapan Praktik *Good Corporate Governance* pada Badan Usaha Milik Negara (BUMN) yang meliputi:

Pemenuhan Persyaratan Masing-masing Komisaris Independen Tahun 2021

Kriteria <i>Independent Commissioner</i> / Independent Commissioner Criteria	<i>Independent Commissioner Waskita Tahun 2021</i> / Waskita's Independent Commissioners in 2021		
	Badrodin Haiti	Muradi	Bambang Setyo Wahudi
Tidak menjabat sebagai <i>Board of Directors</i> di perusahaan terafiliasi. / Not serving as Board of Directors in affiliated companies	✓	✓	✓
Tidak bekerja pada Pemerintah termasuk di departemen, lembaga, dan kemiliteran dalam kurun waktu tiga tahun terakhir. / Not working in the Government Institutions, including in the departments, institutions, and military agencies within the past three years;	✓	✓	✓
Tidak bekerja di BUMN yang bersangkutan atau afiliasinya dalam kurun waktu tiga tahun terakhir. / Not working at related SOEs or its affiliation within the past three years	✓	✓	✓
Tidak memiliki keterkaitan finansial, baik langsung maupun tidak langsung dengan BUMN yang bersangkutan atau perusahaan yang menyediakan jasa dan produk kepada BUMN yang bersangkutan dan afiliasinya. / Not having financial ties, directly and indirectly with the related SOE or companies providing services and products to the related SOE and its affiliation.	✓	✓	✓

The existence of *Independent Commissioners* is intended to create a more objective and independent business environment, as well as to maintain “fairness”, as well as to balance the interests of the majority shareholders and protect the interests of minority shareholders, including public shareholders and other stakeholders.

Member Composition of the Independent Commissioners

As of December 31, 2021, there are 3 (three) *Independent Commissioners* of Waskita, namely Mr. Badrodin Haiti who also serves as *President Commissioner*, Mr. Muradi, and Mr. Bambang Setyo Wahyudi.

Considering the total number of 7 (seven) members of the Company's *Board of Commissioners*, the composition of the Company's *Independent Commissioners* is recorded at 42.86% which has complied with the Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOEs which requires that 20% of the total composition of the members of the *Board of Commissioners* to act as *Independent Commissioners* and Financial Services Authority Regulation No. 33/POJK.04/2014 concerning the *Board of Directors* and *Board of Commissioners* of Issuers or Public Companies that require 30% of the total composition of members of the *Board of Commissioners* to act as *Independent Commissioners*.

Criteria of the Independent Commissioners

The Company applies the criteria for selecting *Independent Commissioner* in accordance with the Minister of SOE Decree No. KEP-117/M-MBU/2002 concerning the Implementation of *Good Corporate Governance* Practices in State-Owned Enterprises (SOE) which include:

Criteria Fulfillment of Each Independent Commissioner in 2021



Pernyataan Independensi Independent Commissioner

Anggota *Independent Commissioner* Perseroan dipastikan tidak memiliki hubungan darah ataupun ikatan perkawinan dengan satu sama lain hingga derajat ketiga baik secara vertikal maupun horizontal. *Independent Commissioner* tidak memiliki benturan kepentingan secara pribadi terhadap hal-hal yang tercantum dalam RKAP 2021, dan *Independent Commissioner* berkomitmen tidak akan memanfaatkan Perseroan baik secara langsung maupun tidak langsung untuk kepentingan pribadi. *Independent Commissioner* Perseroan menandatangani pernyataan independensi yang dibuat dan diperbarui secara berkala. Pernyataan tersebut memuat antara lain:

1. Tidak mempunyai hubungan keluarga baik horizontal, vertikal maupun hubungan semenda (ipar) dengan anggota *Board of Commissioners* lainnya dan *Board of Directors*;
2. Tidak mempunyai benturan kepentingan dengan jabatan sehubungan dengan penugasan/jabatan di Perseroan.

Pada tahun 2021, seluruh anggota *Independent Commissioner* Perseroan telah menandatangani Surat Pernyataan Independensi, dengan rincian sebagai berikut:

Penandatanganan Surat Pernyataan Independensi oleh Independent Commissioner


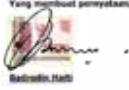




Independency Statement of the Independent Commissioners

Independent Commissioner members of the Company are confirmed to not having blood or marital relationship on one another to the third degree, both vertically and horizontally. *Independent Commissioners* do not have personal conflict of interest towards matters contained in 2021 RKAP, and *Independent Commissioners* are committed to not exploit the Company both directly and indirectly for personal gain. *Independent Commissioners* of the Company sign their independency statement that is made and updated regularly. The statement contains the following matters:

1. Have no family relationship either horizontally, vertically or in-law relationship with members of the Board of Commissioners and the Board of Directors.
2. Have no kinds of conflict of interest with his/her position in respect of the assignment/position of the Company.

In 2021, all members of the Company's *Independent Commissioners* have signed their independency statement in which the details can be seen as follows.

Signing of the Independency Statement of the Independent Commissioners

 <p>SURAT PERNYATAAN Nomor : 20.LSP/WK/01/2021</p> <p>Dalam rangka pelaksanaan Good Corporate Governance, berdasarkan Keputusan Board of Director PT Waskita Karya (Persero) Tbk Nomor 20/SC/WK/2020 tanggal 29 Mei 2020 tentang Pedoman Tata Kelola Perusahaan dan Nomor 26.LSP/WK/2021 tanggal 20 Agustus 2021 tentang Pedoman Hubungan Kerja Board of Commissioners & Board of Director serta Nomor 85.LSP/WK/2020 tanggal 22 September 2020 tentang Pedoman Etika dan Perilaku (Code of Conduct) Insan Waskita, maka saya yang bertanda tangan di bawah ini :</p> <p>Nama : Badrodin Haiti Jabatan : President Commissioner PT Waskita Karya (Persero) Tbk, sesuai Aka Survei Direktori dan Dewan Komisaris terakhir diuraikan dalam Akta Nomor : 12 tanggal 7 Oktober 2021 yang dibuat dihadapan Adhitya Rahayu, S.H., M.H.</p> <p>Menyatakan dengan sebenarnya :</p> <p>1. Saya tidak mempunyai hubungan keluarga baik horizontal, vertikal maupun hubungan semenda (ipar) dengan anggota Direksi PT Waskita Karya (Persero) Tbk.</p> <p>2. Saya tidak mempunyai benturan kepentingan dengan jabatan atau sehubungan dengan penugasan/jabatan saya yang sedang saya penuhi di PT Waskita Karya (Persero) Tbk saat ini.</p> <p>Demikian pernyataan ini saya buat untuk dapat dipertanggung jawabkan sepenuhnya.</p> <p>Jakarta, 11 Oktober 2021</p> <p>Yang membuat pernyataan,  Badrodin Haiti</p>	 <p>SURAT PERNYATAAN Nomor : 20.LSP/WK/01/2021</p> <p>Dalam rangka pelaksanaan Good Corporate Governance, berdasarkan Keputusan Board of Director PT Waskita Karya (Persero) Tbk Nomor 20/SC/WK/2020 tanggal 29 Mei 2020 tentang Pedoman Tata Kelola Perusahaan dan Nomor 26.LSP/WK/2021 tanggal 20 Agustus 2021 tentang Pedoman Hubungan Kerja Board of Commissioners & Board of Director serta Nomor 85.LSP/WK/2020 tanggal 22 September 2020 tentang Pedoman Etika dan Perilaku (Code of Conduct) Insan Waskita, maka saya yang bertanda tangan di bawah ini :</p> <p>Nama : Muradi Jabatan : Independent Commissioner PT Waskita Karya (Persero) Tbk, sesuai Aka Survei Direktori dan Dewan Komisaris terakhir diuraikan dalam Akta Nomor : 12 tanggal 7 Oktober 2021 yang dibuat dihadapan Adhitya Rahayu, S.H., M.H.</p> <p>Menyatakan dengan sebenarnya :</p> <p>1. Saya tidak mempunyai hubungan keluarga baik horizontal, vertikal maupun hubungan semenda (ipar) dengan anggota Direksi PT Waskita Karya (Persero) Tbk.</p> <p>2. Saya tidak mempunyai benturan kepentingan dengan jabatan atau sehubungan dengan penugasan/jabatan saya yang sedang saya penuhi di PT Waskita Karya (Persero) Tbk saat ini.</p> <p>Demikian pernyataan ini saya buat untuk dapat dipertanggung jawabkan sepenuhnya.</p> <p>Jakarta, 11 Oktober 2021</p> <p>Yang membuat pernyataan,  Muradi</p>	 <p>SURAT PERNYATAAN Nomor : 20.LSP/WK/01/2021</p> <p>Dalam rangka pelaksanaan Good Corporate Governance, berdasarkan Keputusan Board of Director PT Waskita Karya (Persero) Tbk Nomor 20/SC/WK/2020 tanggal 29 Mei 2020 tentang Pedoman Tata Kelola Perusahaan dan Nomor 26.LSP/WK/2021 tanggal 20 Agustus 2021 tentang Pedoman Hubungan Kerja Board of Commissioners & Board of Director serta Nomor 85.LSP/WK/2020 tanggal 22 September 2020 tentang Pedoman Etika dan Perilaku (Code of Conduct) Insan Waskita, maka saya yang bertanda tangan di bawah ini :</p> <p>Nama : Bambang Setyo Wahyudi Jabatan : Independent Commissioner PT Waskita Karya (Persero) Tbk, sesuai Aka Survei Direktori dan Dewan Komisaris terakhir diuraikan dalam Akta Nomor : 12 tanggal 7 Oktober 2021 yang dibuat dihadapan Adhitya Rahayu, S.H., M.H.</p> <p>Menyatakan dengan sebenarnya :</p> <p>1. Saya tidak mempunyai hubungan keluarga baik horizontal, vertikal maupun hubungan semenda (ipar) dengan anggota Direksi PT Waskita Karya (Persero) Tbk.</p> <p>2. Saya tidak mempunyai benturan kepentingan dengan jabatan atau sehubungan dengan penugasan/jabatan saya yang sedang saya penuhi di PT Waskita Karya (Persero) Tbk saat ini.</p> <p>Demikian pernyataan ini saya buat untuk dapat dipertanggung jawabkan sepenuhnya.</p> <p>Jakarta, 11 Oktober 2021</p> <p>Yang membuat pernyataan,  Bambang Setyo Wahyudi</p>
<p>Badrodin Haiti Tanggal Penandatanganan Pernyataan: / Date of Signing: 11 Oktober 2021 / October 11, 2021</p>	<p>Muradi Tanggal Penandatanganan Pernyataan: / Date of Signing: 11 Oktober 2021 / October 11, 2021</p>	<p>Bambang Setyo Wahyudi Tanggal Penandatanganan Pernyataan: / Date of Signing: 11 Oktober 2021 / October 11, 2021</p>



Hubungan Afiliasi Board of Commissioners

Kriteria hubungan afiliasi antara Board of Commissioners meliputi:

1. Hubungan afiliasi antara sesama anggota Board of Commissioners;
2. Hubungan afiliasi antara anggota Board of Commissioners dengan anggota Board of Directors;
3. Hubungan afiliasi antara anggota Board of Commissioners dengan Pemegang Saham Utama dan/atau Pengendali.

Berikut ini merupakan tabel yang menggambarkan hubungan afiliasi Board of Commissioners yang menjabat selama tahun 2021, baik hubungan kekeluargaan maupun hubungan keuangan dengan sesama anggota Board of Commissioners, anggota Board of Directors, dan/atau pemegang saham pengendali Perseroan.

Hubungan Afiliasi Board of Commissioners

Nama / Name	Jabatan / Position	Hubungan Kekeluargaan / Family Relationship			Hubungan Keuangan / Financial Relationship		
		Sesama BoC / Fellow BoC	Anggota BoD / BoD Members	Pemegang Saham / Shareholders	Sesama BoC / Fellow BoC	Anggota BoD / BoD Members	Pemegang Saham / Shareholders
Badrodin Haiti	President Commissioner/ Independent Commissioner	X	X	X	X	X	X
Mochamad Fadjoel Rachman	Commissioner	X	X	X	X	X	X
Ahmad Erani Yustika	Commissioner	X	X	X	X	X	X
T. Iskandar	Commissioner	X	X	X	X	X	X
Dedi Syarif Usman	Commissioner	X	X	X	X	X	X
Muradi	Independent Commissioner	X	X	X	X	X	X
Bambang Setyo Wahyudi	Independent Commissioner	X	X	X	X	X	X

Keterangan: √ – Memiliki | X – Tidak Memiliki

Rangkap Jabatan Board of Commissioners

Mengacu pada Peraturan Menteri BUMN No. PER-03/MBU/02/2015 tanggal 17 Februari 2015, anggota Board of Commissioners dilarang memangku jabatan rangkap sebagai:

1. Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah, dan/atau Badan Usaha Milik Swasta;
2. Pengurus partai politik dan/atau calon anggota DPR, DPD, DPRD Tingkat I, dan DPRD Tingkat II dan/atau calon kepala daerah/wakil kepala daerah;
3. Jabatan lain yang dapat menimbulkan benturan kepentingan;
4. Jabatan lainnya sebagaimana diatur dalam peraturan perundang-undangan yang berlaku.

Board of Commissioners Affiliation

Criteria on the affiliation among the Board of Commissioners include:

1. Affiliation among fellow members of the Board of Commissioners;
2. Affiliation among members of the Board of Commissioners with the members of the Board of Directors;
3. Affiliation among members of the Board of Commissioners with the Majority and/or Controlling Shareholders.

The following table describes the affiliation of the Board of Commissioners who served throughout 2021, for both family relationships and financial relationships with fellow members of the Board of Commissioners, members of the Board of Directors, and/or the controlling shareholders of the Company.

Affiliation of the Board of Commissioners

Description: √ – Has a relationship | X – Does not have a relationship

Concurrent Positions of the Board of Commissioners

Referring to the Minister of SOE Regulation No. PER-03/MBU/02/2015 dated February 17, 2015, members of the Board of Commissioners are prohibited to have concurrent positions as:

1. Members of the Board of Directors in State-Owned Enterprises, Regional-Owned Enterprises, and/or Private-Owned Enterprises;
2. Management of political parties and/or candidates for members of DPR, DPD, Level I DPRD, and Level II DPRD and/or candidates for regional head/vice regional head;
3. Other positions that may cause a conflict of interest;
4. Other positions as regulated in the applicable laws and regulations.



Informasi mengenai rangkap jabatan anggota *Board of Commissioners* disajikan pada tabel sebagai berikut:

Information on the concurrent positions of the members of the Board of Commissioners can be seen in the following table:

Rangkap Jabatan *Board of Commissioners*

Concurrent Positions of the Board of Commissioners

Nama / Name	Jabatan / Position	Rangkap Jabatan / Concurrent Position	
		Posisi / Position	Nama Perusahaan/Instansi / Company/Institution Name
Badrodin Haiti	<i>President Commissioner/ Independent Commissioner</i>	Tidak memiliki rangkap jabatan di perusahaan lain. / Has no concurrent positions in other companies.	
Mochamad Fadjroel Rachman	<i>Commissioner</i>	Staf Khusus Presiden Republik Indonesia / Special Staff to the President of the Republic of Indonesia	Sekretariat Kabinet Republik Indonesia / Secretariat of the Cabinet of the Republic of Indonesia
Ahmad Erani Yustika	<i>Commissioner</i>	Ketua <i>Focus Group</i> Infrastruktur Pengurus Pusat / Head of the Central Management Infrastructure Focus Group	Ikatan Sarjana Ekonomi Indonesia (ISEI) / Indonesian Bachelor of Economics Association (ISEI)
		Anggota Dewan Nasional / National Council Member	Forum Indonesia untuk Transparansi Anggaran (FITRA) / Indonesian Forum for Budget Transparency (FITRA)
		Ketua Departemen Fiskal dan Anggota (merangkap Sekretaris), dan Staf Ahli / Fiscal Department Head and Member (also as Secretary), and Expert Staff	Kamar Dagang dan Industri Indonesia (KADIN) Jawa Timur / Indonesian Chamber of Commerce and Industry (KADIN) in East Java
T. Iskandar	<i>Commissioner</i>	Inspektur Jenderal / Inspector General	Kementerian Pekerjaan Umum dan Perumahan Rakyat Republik Indonesia / Ministry of Public Works and Public Housing of the Republic of Indonesia
Dedi Syarif Usman	<i>Commissioner</i>	Sekretaris Direktorat Jenderal Kekayaan Negara	Kementerian Keuangan Republik Indonesia
Muradi	<i>Independent Commissioner</i>	Tidak memiliki rangkap jabatan di perusahaan lain. / Has no concurrent positions in other companies.	
Bambang Setyo Wahyudi	<i>Independent Commissioner</i>	Tidak memiliki rangkap jabatan di perusahaan lain. / Has no concurrent positions in other companies.	

Kepemilikan Saham *Board of Commissioners*

Seluruh anggota *Board of Commissioners* yang menjabat selama tahun buku 2021 tidak memiliki kepemilikan saham di Perseroan maupun di perusahaan lain.

Share Ownership of the Board of Commissioners

All members of the Board of Commissioners who serve during the 2021 fiscal year do not own any shares in the Company or in other companies.

Program Pengenalan/Orientasi dan Peningkatan Kapabilitas *Board of Commissioners*

Program Pengenalan/Orientasi *Board of Commissioners*

Agar pelaksanaan fungsi, tugas dan tanggung jawabnya berjalan dengan efektif, maka anggota *Board of Commissioners* harus mengenal dan memahami dengan baik profil Perseroan, termasuk karakteristik dan proses bisnis Perseroan. Selain itu, agar *Board of Commissioners* dapat bekerja selaras dengan organ Perseroan yang lain, maka bagi anggota *Board of Commissioners* yang baru diangkat akan diberikan Program Orientasi atau Pengenalan.

Orientation and Capability Improvement Programs of the Board of Commissioners

Board of Commissioners Orientation Program

To ensure that the implementation of its functions, duties and responsibilities run effectively, members of the Board of Commissioners must have the knowledge and understanding on the Company's profile, including the characteristics and business processes of the Company. In addition, in order for Board of Commissioners to work in harmony with other corporate organs, newly appointed Member of the Board of Commissioners will participate in an Orientation or Introduction Program.

Program pengenalan yang diberikan dapat berupa presentasi, pertemuan, kunjungan ke fasilitas Perseroan, kunjungan ke Kantor Wilayah atau program lainnya. Tanggung jawab pengadaan program pengenalan ini berada pada *President Commissioners* atau jika *President Commissioners* berhalangan, maka tanggung jawab pelaksanaan program pengenalan berada anggota *Board of Commissioners* lainnya.

The Orientation program can be in the form of presentations, meetings, visits to the Company's facilities, visits to Regional Offices or other programs. The President Commissioner is in charge for holding the orientation program, or in the event that the President Commissioner is absent, the responsibility is borne by other members of Board of Commissioners.

Program pengenalan ini kemudian disiapkan oleh *Corporate Secretary* dengan melakukan kajian dokumen yang terdiri dari dokumen Laporan Tahunan, Rencana Kerja dan Anggaran Perusahaan (RKAP), Rencana Jangka Panjang Perusahaan (RJPP), Anggaran Dasar Perusahaan, *Corporate Governance Policy* (CGP), Standar Etika Perusahaan, Pedoman Kerja *Board of Commissioners* dan *Board of Directors*, *Charter Committee* Penunjang Board of Commissioners, serta peraturan perundang-undangan yang terkait dengan proses bisnis Perseroan.

Sebagaimana ditetapkan dalam Surat Keputusan *Board of Directors* No. 24/SK/WK/2019 tanggal 29 November 2019, telah disebutkan ketentuan mengenai pentingnya Program Pengenalan *Board of Commissioners* baru, yang meliputi hal-hal sebagai berikut:

1. Anggota *Board of Commissioners* baru wajib diberikan Program Pengenalan;
2. *President Commissioners* bertanggung jawab mengadakan program pengenalan atau jika berhalangan maka tanggung jawab pelaksanaan program pengenalan berada pada anggota *Board of Commissioners* lainnya;
3. Materi program pengenalan tersebut antara lain meliputi:
 - a. Gambaran mengenai PT Waskita Karya (Persero) Tbk berkaitan dengan tujuan, sifat, lingkup kegiatan, kinerja keuangan, operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan berbagai masalah strategis lainnya;
 - b. Pelaksanaan prinsip-prinsip GCG oleh Perseroan;
 - c. Tanggung jawab hukum anggota *Board of Commissioners*;
 - d. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, serta tugas dan peranan *Audit Committee*;
4. Program pengenalan yang diberikan dapat berupa presentasi dan/atau program lainnya yang dapat disesuaikan dengan kebutuhan.

Pada tahun 2021, Perseroan menyelenggarakan Program Pengenalan Perusahaan kepada anggota *Board of Commissioners* baru, yaitu Bapak Ahmad Erani Yustika dan Bapak T. Iskandar pada tanggal 19 April 2021 Via Zoom pukul 14.00 selesai, serta Bapak Dedi Syarif Usman pada tanggal 28 September 2021 Via Zoom pukul 14.00 – selesai.

The Corporate Secretary prepares the orientation program by reviewing documents that consist of Annual Report, Work Plan and Budget (RKAP), Long-Term Corporate Plan (RJPP), the Articles of Association, Corporate Governance Policy (CGP), Corporate Code of Conduct, Manual of the Board of Commissioners and Board of Directors, and Charter of Supporting Committees of the Board of Commissioners, as well as laws and regulations related to the Company's business process.

In the Board of Directors Decree No. 24/SK/WK/2019 dated November 29, 2019, the provisions on the significance of the Orientation Program for new members of Board of Commissioners are stated as follows:

1. New member of Board of Commissioners is required to be given Orientation Program;
2. The President Commissioner is responsible to hold the orientation program or when the President Commissioner is unavailable, the orientation program shall be held by other Board of Commissioners member;
3. Materials for the orientation program include:
 - a. Description of PT Waskita Karya in relation to its objectives, nature, scope of activities, financial performances, operations, strategies, short and long-term business plans, competitive positions, risks and other various strategic issues;
 - b. Implementation of GCG principles by the Company;
 - c. Legal responsibility of Board of Commissioners members;
 - d. Information related to delegated authorities, internal and external audit, internal control system and policies as well as duties and roles of *Audit Committee*;
4. The orientation program can be in the form of presentation and/or other programs that can be adjusted according to the needs.

In 2020, the Company held a Company Orientation Program for new Board of Commissioners members, namely Mr. Ahmad Erani Yustika dan Mr. T. Iskandar on April 19, 2021 via Zoom at 14.00 – finished, and Mr. Dedi Syarif Usman on September 28, 2021 via Zoom at 14.00 – finished.

Program Peningkatan Kapabilitas Board of Commissioners

Program peningkatan kapabilitas bagi *Board of Commissioners* dinilai penting untuk dilakukan. Hal tersebut bertujuan agar *Board of Commissioners* dapat selalu memperbarui informasi tentang perkembangan terkini dari *core business*. Selain itu, program peningkatan kapabilitas ini juga dilakukan dalam rangka meningkatkan efektivitas kerja *Board of Commissioners*.

Informasi mengenai Program Peningkatan Kapabilitas yang diikuti oleh *Board of Commissioners* selama tahun 2021 dapat dilihat pada bagian 'Pendidikan dan/atau Pelatihan *Board of Commissioners*, *Board of Directors*, *Committees*, *Corporate Secretary*, dan *Internal Audit* di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Penyelenggaraan Rapat Board of Commissioners Kebijakan Penyelenggaraan Rapat Board of Commissioners

Board of Commissioners wajib mengadakan rapat paling sedikit 1 (satu) kali dalam 3 (tiga) bulan dengan dihadiri oleh mayoritas dari seluruh anggota *Board of Commissioners*. Setiap anggota *Board of Commissioners* wajib menghadiri paling sedikit 75% dari jumlah keseluruhan rapat *Board of Commissioners*. Keputusan rapat *Board of Commissioners* dilaksanakan berdasarkan musyawarah mufakat dan dalam hal musyawarah mufakat tidak tercapai maka pengambilan keputusan berdasarkan metode *voting*. Hasil rapat dituangkan ke dalam risalah rapat dan ditandatangani oleh pimpinan rapat serta didokumentasikan dengan baik, termasuk dalam hal terdapat perbedaan pendapat serta alasannya.

Realisasi Penyelenggaraan Rapat Board of Commissioners Tahun 2021

Rapat Internal Board of Commissioners

Selama tahun 2021, *Board of Commissioners* Waskita menyelenggarakan Rapat Internal yang hanya dihadiri oleh anggota *Board of Commissioners* sebanyak 21 (dua puluh satu) kali, melebihi jumlah Rapat Internal *Board of Commissioners* yang direncanakan dalam Rencana Kerja dan Anggaran (RKA) *Board of Commissioners*.

Frekuensi dan Tingkat Kehadiran Board of Commissioners dalam Rapat Internal Board of Commissioners

Berikut ini merupakan frekuensi dan tingkat kehadiran masing-masing anggota *Board of Commissioners* dalam Rapat Internal *Board of Commissioners* yang diselenggarakan selama tahun 2021:

Board of the Commissioners Capability Improvement Program

The capability improvement program for the Board of Commissioners is crucial to be carried out by the Company. This program aims for the Board of Commissioners to be able to always update information on the latest developments in the core business. In addition, this capability improvement program is also carried out in order to increase the effectiveness of the Board of Commissioners performance.

Information on the Capability Improvement Program participated by the Board of Commissioners during 2021 can be found in the 'Education and/or Training of the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit' sections in the Company Profile Chapter of this Annual Report.

Board of Commissioners Meeting Board of Commissioners Meeting Policy

The Board of Commissioners is required to hold at least 1 (one) meeting in 3 (three) months attended by a majority of all members of the Board of Commissioners. Each member of the Board of Commissioners must attend at least 75% of the total number of the Board of Commissioners meetings. The decisions of the Board of Commissioners meeting are carried out through deliberation to reach consensus and in the event that consensus is not reached, the decision is made through voting. The resolutions of the meeting are recorded in the minutes of the meeting and signed by the chairperson of the meeting and is well documented, including the differences of opinion and their reasons (if any).

Board of Commissioners Meeting Realization in 2021

Board of Commissioners Internal Meeting

In 2021, Waskita's Board of Commissioners held 21 (twenty one) Internal Meetings that were only attended by members of the Board of Commissioners. This number of meetings exceeds the number of Internal Meetings of the Board of Commissioners planned in the Work Plan and Budget (RKA) of the Board of Commissioners.

Frequency and Attendance Rate of the Board of Commissioners in the Board of Commissioners Internal Meeting

The following table contains the information on the frequency and attendance rate of each member of the Board of Commissioners in the Board of Commissioners Internal Meeting held throughout 2021:



Frekuensi dan Tingkat Kehadiran Board of Commissioners dalam Rapat Internal Board of Commissioners Tahun 2021

Frequency and Attendance Rate of the Board of Commissioners in the Board of Commissioners Internal Meeting in 2021

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	Tingkat Kehadiran / Attendance Rate
Badrodin Haiti	President Commissioner/Independent Commissioner	21	21	100%
Danis Hidayat Sumadilaga*	Commissioner	9	9	100%
Robert Leonard Marbun**	Commissioner	18	18	100%
Mochamad Fadjoel Rachman	Commissioner	21	21	100%
Ahmad Erani Yustika***	Commissioner	12	12	100%
T. Iskandar***	Commissioner	12	12	100%
Dedi Syarif Usman****	Commissioner	3	3	100%
Muradi	Independent Commissioner	21	21	100%
Bambang Setyo Wahyudi	Independent Commissioner	21	21	100%
Rata-rata Kehadiran / Average Attendance Rate				100%

Keterangan: / Description:
 *) Masa jabatan sebagai Commissioner Waskita resmi berakhir pada tanggal 16 April 2021. / Tenure as Waskita's Commissioner officially ended on April 16, 2021.
 **) Masa jabatan sebagai Commissioner Waskita resmi berakhir pada tanggal 21 September 2021. / Tenure as Waskita's Commissioner officially ended on September 21, 2021.
 ***) Efektif menjabat sebagai Commissioner Waskita sejak tanggal 16 April 2021. / Officially became Waskita's Commissioner on April 16, 2021.
 ****) Efektif menjabat sebagai Commissioner Waskita sejak tanggal 21 September 2021. / Officially became Waskita's Commissioner on September 21, 2021.

Risalah Rapat Internal Board of Commissioners

Berikut ini merupakan risalah Rapat Internal Board of Commissioners yang memuat waktu pelaksanaan rapat, agenda rapat, dan daftar Board of Commissioners yang hadir dalam rapat internal selama tahun 2021:

Minutes of the Board of Commissioners Internal Meeting

The minutes of the Internal Meeting of the Board of Commissioners which contains the time of the meeting, the agenda of the meeting, and a list of the Board of Commissioners who attended the internal meeting throughout 2021 are available in the table, as follows:

Risalah Rapat Internal Board of Commissioners Tahun 2021

Minutes of the Board of Commissioners Internal Meeting in 2021

No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat (Board of Commissioners) / Meeting Participants (Board of Commissioners)
1.	12 Januari 2021 / January 12, 2021	1. Membahas Short Form PT Waskita Beton Precast / Discussion on PT Waskita Beton Precast Short Form 2. Lain-lain / etc.	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
2.	26 Januari 2021 / January 26, 2021	Paparan Temuan ACGS – IICD / Presentation of the ACGS – IICD Findings	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
3.	16 Februari 2021 / February 16, 2021	Membahas Evaluasi Kinerja Dewan Komisaris PT Waskita Karya (Persero) Tbk Tahun 2020 / Discussion of the Board of Commissioners Performance Evaluation of PT Waskita Karya (Persero) Tbk in 2021	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
4.	23 Februari 2021 / February 23, 2021	1. Penunjukan Ketua Komite Audit / Appointment of the Audit Committee Heat 2. Paparan Hasil Sosialisasi Updating Talent Pool / Presentation of the Updating Talent Pool Dissemination	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
5.	26 Februari 2021 / February 26, 2021	1. Reviu Rapat Sebelumnya / Review of the Previous Meeting 2. Pembahasan terkait Surat Updating Talent Pool ke Kementerian BUMN / Discussion regarding the Updating Talent Pool Letter to the SOE Ministry	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi



No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat (Board of Commissioners) / Meeting Participants (Board of Commissioners)
6.	02 Maret 2021 / March 02, 2021	1. Pembahasan Ketua Komite Audit / Audit Committee Head Discussion 2. Lain-lain / etc.	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjiroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
7.	09 Maret 2021 / March 09, 2021	1. Evaluasi KAP Tahun 2020 / 2020 KAP Evaluation 2. Rencana Pengadaan KAP Tahun 2021 / 2021 KAP Appointment Planning	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjiroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
8.	06 April 2021 / April 06, 2021	1. Pembahasan Manajemen Risiko Triwulan I/2021, termasuk Audit SGS ISO 31000:2018 dan Aplikasi Warm / Discussions on the Q1/2021 Management Risk, including Audit on SGS ISO 31000:2018 and Warm Application 2. Progres Pengadaan KAP Tahun 2021 / 2021 KAP Appointment Progress 3. Lain-lain / etc.	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjiroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
9.	13 April 2021 / April 13, 2021	Pembahasan Telaah KNR atas Permohonan Persetujuan Perubahan Pengurus PT Waskita Karya Infrastruktur / Discussion of the KNR Review on the Request for Approval of the Change in the PT Waskita Karya Infrastruktur Management	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjiroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
10.	20 April 2021 / April 20, 2021	1. Perkenalan Dewan Komisaris dan Organ Pendukung / Introduction of the Board of Commissioner and its Supporting Organs 2. Pembaruan Pembagian Tugas Dewan Komisaris / Review on the Board of Commissioners Division of Duties 3. Pembahasan Usulan Direksi terkait Perubahan Pengurus PT Waskita Karya Beton Precast Tbk. / Discussion on the Board of Directors Proposal regarding Changes to the management of PT Waskita Karya Beton Precast Tbk.	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjiroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
11.	27 April 2021 / April 27, 2021	Pembahasan Usulan Perubahan Pengurus Anak Perusahaan / Discussion on the Proposal regarding Changes to the Subsidiaries	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjiroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
12.	18 Mei 2021 / May 18, 2021	1. Pembahasan Permohonan Perubahan Pengurus PT Waskita Karya Realty / Discussion on the Proposal regarding Changes to the management of PT Waskita Karya Realty. 2. Pemaparan Laporan Hasil Audit Internal Triwulan I/2021 / Presentation of the Internal Audit Results of Q1/2021	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjiroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
13.	22 Juni 2021 / June 22, 2021	1. Permohonan Pengangkatan Kembali Anggota Komite / Proposal on the Reappointment of Committee Members 2. Pembahasan Penggantian Anggota Komite / Discussion on the Changes to the Committee Members	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjiroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
14.	13 Juli 2021 / July 13, 2021	1. Pemaparan Komite mengenai Permohonan Persetujuan Perubahan Struktur Organisasi / Committee Presentation on the Proposal to Approve the Changes in the Organizational Structure 2. Pemaparan Komite mengenai Tindak Lanjut Permohonan Persetujuan untuk Pengalihan Aktiva dalam rangka Restrukturisasi Perusahaan / Committee Presentation regarding the Proposal to Approve the Transfer of Assets for the Company Restructurization	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjiroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
15.	03 Agustus 2021 / August 03, 2021	Pembahasan Permohonan Persetujuan Perubahan Anak Perusahaan / Discussion on the Proposal regarding Changes to the Subsidiaries	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjiroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
16.	31 Agustus 2021 / August 31, 2021	Telaah Komite Dewan Komsiaris terkait Materi Radirkom tanggal 31 Agustus 2021 / Board of Commissioners Committee Review regarding the August 31, 2021 Radirkom Materials.	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjiroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
17.	14 September 2021 / September 14, 2021	1. Lanjutan Pembahasan Rencana Peningkatan Pendapatan PT Waskita Toll Road dan Mitigasi Risikonya / Continuing Discussion on the Plan to Increase the Revenue of PT Waskita Toll Road and its risk mitigation 2. Progres Kinerja PT Waskita Beton Precast Tbk, Rencana Peningkatan Pendapatannya dan Mitigasi Risikonya / PT Waskita Beton Precast Tbk's Performance Progress, Revenue Increase Plan and its Risk Mitigation	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjiroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi



No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat (Board of Commissioners) / Meeting Participants (Board of Commissioners)
18.	28 September 2021 / September 28, 2021	Telaah Komite Atas Laporan Manajemen Agustus 2021 / Committee Review on the August 2021 Management Report	1. Badrodin Haiti 2. T. Iskandar 3. Dedi Syarif Usman 4. Mochamad Fadjroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
19.	26 Oktober 2021 / October 26, 2021	Telaah Komite atas Laporan Manajemen September 2021 / Committee Review on the September 2021 Management Report	1. Badrodin Haiti 2. T. Iskandar 3. Dedi Syarif Usman 4. Mochamad Fadjroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
20.	16 November 2021 / November 16, 2021	1. Pemaparan Komite Audit terkait Aspek Kepatuhan terhadap Perundang-Undangan dan Status Perkara Hukum Tahun 2021 / Audit Committee Presentation on Compliance Aspect to the laws and regulation and the 2021 Legal Case Status 2. Penyampaian Hasil Kick Off Meeting Audit KAP 2021 / Submission of the 2021 KAP Audit Kick Off Meeting 3. Pemaparan KNR terkait Kajian KPI dan Calendar of Event HCM / KNR Presentation on the KPI Review and HCM's Calendar of Events	1. Badrodin Haiti 2. T. Iskandar 3. Dedi Syarif Usman 4. Mochamad Fadjroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi
21.	30 November 2021 / November 30, 2021	1. Laporan Manajemen sd Bulan Oktober 2021 / Management Report to October 2021 2. Update 8 Strategi Penyehatan Keuangan PT Waskita Karya (Persero) Tbk / Update on the 8 Financial Sounding Strategies of PT Waskita Karya (Persero) Tbk 3. Update Progres Audit dan Progres Pemulihan PT Waskita Beton Precast Tbk / Update on the Audit and Recovery Progress of PT Waskita Beton Precast Tbk	1. Badrodin Haiti 2. T. Iskandar 3. Dedi Syarif Usman 4. Mochamad Fadjroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi

Rapat Board of Commissioners dan Committee Board of Commissioners

Selama tahun 2021, Board of Commissioners Waskita menyelenggarakan rapat dengan mengundang Committee Board of Commissioners sebanyak 21 (dua puluh satu) kali, melebihi dengan jumlah Rapat Board of Commissioners dan Committee Board of Commissioners yang direncanakan dalam Rencana Kerja dan Anggaran (RKA) Board of Commissioners.

Frekuensi dan Tingkat Kehadiran Board of Commissioners dalam Rapat Board of Commissioners dan Committee Board of Commissioners

Berikut ini merupakan frekuensi dan tingkat kehadiran masing-masing anggota Board of Commissioners dalam Rapat Board of Commissioners dan Committee Board of Commissioners yang diselenggarakan selama tahun 2021:

Frekuensi dan Tingkat Kehadiran Board of Commissioners dalam Rapat Board of Commissioners dan Committee Board of Commissioners Tahun 2021

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	Tingkat Kehadiran / Attendance Rate
Badrodin Haiti	President Commissioner/Independent Commissioner	21	21	100%
Danis Hidayat Sumadilaga*	Commissioner	9	9	100%
Robert Leonard Marbun**	Commissioner	18	18	100%
Mochamad Fadjroel Rachman	Commissioner	21	21	100%
Ahmad Erani Yustika***	Commissioner	12	12	100%
T. Iskandar***	Commissioner	12	12	100%

Board of Commissioners and Board of Commissioners Committee Meeting

In 2021, Waskita's Board of Commissioners held 21 (twenty one) meetings with the Board of Commissioners Committee. This number of meetings exceeds the number of Board of Commissioners and Board of Commissioners Committee Meetings planned in the Work Plan and Budget (RKA) of the Board of Commissioners.

Frequency and Attendance Rate of the Board of Commissioners in the Board of Commissioners and Board of Commissioners Committee Meetings

The frequency and attendance rate of each member of the Board of Commissioners in the Board of Commissioners and Board of Commissioners Committee Meetings held throughout 2021 are as follows:

Frequency and Attendance Rate of the Board of Commissioners in the Board of Commissioners and Board of Commissioners Committee Meetings in 2021



Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	Tingkat Kehadiran / Attendance Rate
Dedi Syarif Usman****	Commissioner	3	3	100%
Muradi	Independent Commissioner	21	21	100%
Bambang Setyo Wahyudi	Independent Commissioner	21	21	100%
Rata-rata Kehadiran / Average Attendance Rate				100%
Keterangan: / Description:				
*) Masa jabatan sebagai Commissioner Waskita resmi berakhir pada tanggal 16 April 2021. / Tenure as Waskita's Commissioner officially ended on April 16, 2021.				
**) Masa jabatan sebagai Commissioner Waskita resmi berakhir pada tanggal 21 September 2021. / Tenure as Waskita's Commissioner officially ended on September 21, 2021.				
***) Efektif menjabat sebagai Commissioner Waskita sejak tanggal 16 April 2021. / Officially became Waskita's Commissioner on April 16, 2021.				
****) Efektif menjabat sebagai Commissioner Waskita sejak tanggal 21 September 2021. / Officially became Waskita's Commissioner on September 21, 2021.				

Risalah Rapat Board of Commissioners dan Committee Board of Commissioners

Berikut ini merupakan risalah Rapat Board of Commissioners dan Committee Board of Commissioners yang memuat waktu pelaksanaan rapat, agenda rapat, dan daftar Board of Commissioners yang hadir dalam rapat Board of Commissioners dan Committee Board of Commissioners selama tahun 2021:

Minutes of the Board of Commissioners dan Board of Commissioners Committee Meetings

The following table contains the minutes of the Board of Commissioners and the Board of Commissioners Committee Meetings which consists of the time of the meeting, the agenda of the meeting, and a list of the Board of Commissioners who attended the Board of Commissioners and the Board of Commissioners Committee Meetings throughout 2021.

Risalah Rapat Board of Commissioners dan Committee Board of Commissioners Tahun 2021

Minutes of the Board of Commissioners dan Board of Commissioners Committee Meetings

No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
1.	12 Januari 2021 / January 12, 2021	1. Membahas Short Form PT Waskita Beton Precast / Discussion on PT Waskita Beton Precast Short Form 2. Lain-lain / etc.	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All Committee Board of Commissioners
2.	26 Januari 2021 / January 26, 2021	Paparan Temuan ACGS – IICD / Presentation of the ACGS – IICD Findings	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All Committee Board of Commissioners
3.	16 Februari 2021 / February 16, 2021	Membahas Evaluasi Kinerja Dewan Komisaris PT Waskita Karya (Persero) Tbk Tahun 2020 / Discussion of the Board of Commissioners Performance Evaluation of PT Waskita Karya (Persero) Tbk in 2021	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All Committee Board of Commissioners
4.	23 Februari 2021 / February 23, 2021	1. Penunjukan Ketua Komite Audit / Appointment of the Audit Committee Head 2. Paparan Hasil Sosialisasi Updating Talent Pool / Presentation of the Updating Talent Pool Dissemination	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All Committee Board of Commissioners
5.	26 Februari 2021 / February 26, 2021	1. Reviu Rapat Sebelumnya / Review of the Previous Meeting 2. Pembahasan terkait Surat Updating Talent Pool ke Kementerian BUMN / Discussion regarding the Updating Talent Pool Letter to the SOE Ministry	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Sari Sitalaksmi
6.	02 Maret 2021 / March 02, 2021	1. Pembahasan Ketua Komite Audit / Audit Committee Head Discussion 2. Lain-lain / etc.	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjroel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All Committee Board of Commissioners



No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
7.	09 Maret 2021 / March 09, 2021	1. Evaluasi KAP Tahun 2020 / 2020 KAP Evaluation 2. Rencana Pengadaan KAP Tahun 2021 / 2021 KAP Appointment Planning	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All <i>Committee Board of Commissioners</i>
8.	06 April 2021 / April 06, 2021	1. Pembahasan Manajemen Risiko Triwulan I/2021, termasuk Audit SGS ISO 31000:2018 dan Aplikasi Warm / Discussions on the Q1/2021 Management Risk, including Audit on SGS ISO 31000:2018 and Warm Application 2. Progres Pengadaan KAP Tahun 2021 / 2021 KAP Appointment Progress 3. Lain-lain / etc.	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All <i>Committee Board of Commissioners</i>
9.	13 April 2021 / April 13, 2021	Pembahasan Telaah KNR atas Permohonan Persetujuan Perubahan Pengurus PT Waskita Karya Infrastruktur / Discussion of the KNR Review on the Request for Approval of the Change in the PT Waskita Karya Infrastruktur Management	1. Badrodin Haiti 2. Danis Hidayat Sumadilaga 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All <i>Committee Board of Commissioners</i>
10.	20 April 2021 / April 20, 2021	1. Perkenalan Dewan Komisaris dan Organ Pendukung / Introduction of the Board of Commissioner and its Supporting Organs 2. Pembaruan Pembagian Tugas Dewan Komisaris / Review on the Board of Commissioners Division of Duties 3. Pembahasan Usulan Direksi terkait Perubahan Pengurus PT Waskita Karya Beton Precast Tbk. / Discussion on the Board of Directors Proposal regarding Changes to the management of PT Waskita Karya Beton Precast Tbk.	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All <i>Committee Board of Commissioners</i>
11.	27 April 2021 / April 27, 2021	Pembahasan Usulan Perubahan Pengurus Anak Perusahaan / Discussion on the Proposal regarding Changes to the Subsidiaries	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Sari Sitalaksimi
12.	18 Mei 2021 / May 18, 2021	1. Pembahasan Permohonan Perubahan Pengurus PT Waskita Karya Realty / Discussion on the Proposal regarding Changes to the management of PT Waskita Karya Realty. 2. Pemaparan Laporan Hasil Audit Internal Triwulan I/2021 / Presentation of the Internal Audit Results of Q1/2021	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All <i>Committee Board of Commissioners</i>
13.	22 Juni 2021 / June 22, 2021	1. Permohonan Pengangkatan Kembali Anggota Komite / Proposal on the Reappointment of Committee Members 2. Pembahasan Penggantian Anggota Komite / Discussion on the Changes to the Committee Members	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All <i>Committee Board of Commissioners</i>
14.	13 Juli 2021 / July 13, 2021	1. Pemaparan Komite mengenai Permohonan Persetujuan Perubahan Struktur Organisasi / Committee Presentation on the Proposal to Approve the Changes in the Organizational Structure 2. Pemaparan Komite mengenai Tindak Lanjut Permohonan Persetujuan untuk Pengalihan Aktiva dalam rangka Restrukturisasi Perusahaan / Committee Presentation regarding the Proposal to Approve the Transfer of Assets for the Company Restructurization	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All <i>Committee Board of Commissioners</i>
15.	03 Agustus 2021 / August 03, 2021	Pembahasan Permohonan Persetujuan Perubahan Anak Perusahaan / Discussion on the Proposal regarding Changes to the Subsidiaries	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All <i>Committee Board of Commissioners</i>
16.	31 Agustus 2021 / August 31, 2021	Telaah Komite Dewan Komisaris terkait Materi Radirkom tanggal 31 Agustus 2021 / Board of Commissioners Committee Review regarding the August 31, 2021 Radirkom Materials.	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All <i>Committee Board of Commissioners</i>
17.	14 September 2021 / September 14, 2021	1. Lanjutan Pembahasan Rencana Peningkatan Pendapatan PT Waskita Toll Road dan Mitigasi Risikonya / Continuing Discussion on the Plan to Increase the Revenue of PT Waskita Toll Road and its risk mitigation 2. Progres Kinerja PT Waskita Beton Precast Tbk, Rencana Peningkatan Pendapatannya dan Mitigasi Risikonya / PT Waskita Beton Precast Tbk's Performance Progress, Revenue Increase Plan and its Risk Mitigation	1. Badrodin Haiti 2. T. Iskandar 3. Robert Leonard Marbun 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All <i>Committee Board of Commissioners</i>



No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
18.	28 September 2021 / September 28, 2021	Telaah Komite Atas Laporan Manajemen Agustus 2021 / Committee Review on the August 2021 Management Report	1. Badrodin Haiti 2. T. Iskandar 3. Dedi Syarif Usman 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Seluruh / All Committee Board of Commissioners
19.	26 Oktober 2021 / October 26, 2021	Telaah Komite atas Laporan Manajemen September 2021 / Committee Review on the September 2021 Management Report	1. Badrodin Haiti 2. T. Iskandar 3. Dedi Syarif Usman 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Ahmad Erani Yustika 8. Seluruh / All Committee Board of Commissioners
20.	16 November 2021 / November 16, 2021	1. Pemaparan Komite Audit terkait Aspek Kepatuhan terhadap Perundang-Undangan dan Status Perkara Hukum Tahun 2021 / Audit Committee Presentation on Compliance Aspect to the laws and regulation and the 2021 Legal Case Status 2. Penyampaian Hasil Kick Off Meeting Audit KAP 2021 / Submission of the 2021 KAP Audit Kick Off Meeting 3. Pemaparan KNR terkait Kajian KPI dan Calendar of Event HCM / KNR Presentation on the KPI Review and HCM's Calendar of Events	1. Badrodin Haiti 2. T. Iskandar 3. Dedi Syarif Usman 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Ahmad Erani Yustika 8. Seluruh / All Committee Board of Commissioners
21.	30 November 2021 / November 30, 2021	1. Laporan Manajemen sd Bulan Oktober 2021 / Management Report to October 2021 2. Update 8 Strategi Penyehatan Keuangan PT Waskita Karya (Persero) Tbk / Update on the 8 Financial Sounding Strategies of PT Waskita Karya (Persero) Tbk 3. Update Progres Audit dan Progres Pemulihan PT Waskita Beton Precast Tbk / Update on the Audit and Recovery Progress of PT Waskita Beton Precast Tbk	1. Badrodin Haiti 2. T. Iskandar 3. Dedi Syarif Usman 4. Mochamad Fadjoel Rachman 5. Muradi 6. Bambang Setyo Wahyudi 7. Ahmad Erani Yustika 8. Seluruh / All Committee Board of Commissioners

Rapat Internal Board of Commissioners dengan Mengundang Anggota Board of Directors

Selama tahun 2021, Board of Commissioners Waskita menyelenggarakan rapat dengan mengundang anggota Board of Directors sebanyak 22 (dua puluh dua) kali, melebihi jumlah Rapat Internal Board of Commissioners dengan mengundang anggota Board of Directors yang direncanakan dalam Rencana Kerja dan Anggaran (RKA) Board of Commissioners.

Frekuensi dan Tingkat Kehadiran Board of Commissioners dalam Rapat Internal Board of Commissioners dengan Mengundang Anggota Board of Directors

Berikut ini merupakan frekuensi dan tingkat kehadiran masing-masing anggota Board of Commissioners dalam Rapat Internal Board of Commissioners dengan Mengundang Anggota Board of Directors yang diselenggarakan selama tahun 2021:

Frekuensi dan Tingkat Kehadiran Board of Commissioners dalam Rapat Internal Board of Commissioners dengan Mengundang Anggota Board of Directors Tahun 2021

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	Tingkat Kehadiran / Attendance Rate
Badrodin Haiti	President Commissioner/Independent Commissioner	22	22	100%
Danis Hidayat Sumadilaga*	Commissioner	7	7	100%
Robert Leonard Marbun**	Commissioner	15	15	100%
Mochamad Fadjoel Rachman	Commissioner	22	22	100%
Ahmad Erani Yustika***	Commissioner	15	15	100%
T. Iskandar***	Commissioner	15	15	100%

Board of Commissioners Internal Meeting with Members of the Board of Directors

Throughout 2021, Waskita's Board of Commissioners held 22 (twenty two) meetings with the members of the Board of Directors. This number of meetings exceeds the number of Board of Commissioners Internal Meetings with Members of the Board of Directors planned in the Work Plan and Budget (RKA) of the Board of Commissioners.

Frequency and Attendance Rate of the Board of Commissioners in the Board of Commissioners Internal Meeting with Members of the Board of Directors

The following table contains the frequency and attendance rate of each member of the Board of Commissioners in the Board of Commissioners Internal Meeting with Members of the Board of Directors held in 2021.

Frequency and Attendance Rate of the Board of Commissioners in the Board of Commissioners Internal Meeting with Members of the Board of Directors in 2021



Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	Tingkat Kehadiran / Attendance Rate
Dedi Syarif Usman****	Commissioner	7	7	100%
Muradi	Independent Commissioner	22	22	100%
Bambang Setyo Wahyudi	Independent Commissioner	22	22	100%
Rata-rata Kehadiran / Average Attendance Rate				100%
Keterangan: / Description:				
*) Masa jabatan sebagai Commissioner Waskita resmi berakhir pada tanggal 16 April 2021. / Tenure as Waskita's Commissioner officially ended on April 16, 2021.				
**) Masa jabatan sebagai Commissioner Waskita resmi berakhir pada tanggal 21 September 2021. / Tenure as Waskita's Commissioner officially ended on September 21, 2021.				
***) Efektif menjabat sebagai Commissioner Waskita sejak tanggal 16 April 2021. / Officially became Waskita's Commissioner on April 16, 2021.				
****) Efektif menjabat sebagai Commissioner Waskita sejak tanggal 21 September 2021. / Officially became Waskita's Commissioner on September 21, 2021.				

Risalah Rapat Internal Board of Commissioners dengan Mengundang Anggota Board of Directors

Berikut ini merupakan risalah Rapat Internal Board of Commissioners dengan Mengundang Anggota Board of Directors yang memuat waktu pelaksanaan rapat, agenda rapat, dan daftar Board of Commissioners yang hadir dalam Rapat Internal Board of Commissioners dengan Mengundang Anggota Board of Directors selama tahun 2021:

Minutes of the Board of Commissioners Internal Meetings with Members of the Board of Directors

The minutes of the Board of Commissioners Internal Meeting with Members of the Board of Directors containing the time of the meeting, the agenda of the meeting, and a list of the Board of Commissioners who attended the Board of Commissioners Internal Meetings with Members of the Board of Directors throughout 2021 is presented in the following table:

Risalah Rapat Rapat Internal Board of Commissioners dengan Mengundang Anggota Board of Directors Tahun 2021

Minutes of the Board of Commissioners Internal Meeting with Members of the Board of Directors

No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
1.	19 Januari 2021 / Januari 19, 2021	Pembahasan RKAP Tahun 2021 / 2021 RKAP Discussion	Board of Commissioners <ul style="list-style-type: none"> • Badrocin Haiti • Danis Hidayat Sumadilaga • Robert Leonard Marbun • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi Board of Directors <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma
2.	02 Februari 2021 / February 02, 2021	<ol style="list-style-type: none"> 1. Pemutakhiran Sistem Manajemen Suksesi dan Manajemen Talenta / Update on Talent Management and Succession Management System 2. Tindak Lanjut Penyerahan Data Top Talent BOD-I ke BUMN dan Strategi Pengembangan ke Depan / Follow-up on the Submission of the BOD-I Top Talent Data to the SOE Ministry and Strategy for Future Improvements 3. Pemutakhiran Strategi dan Sistem Remunerasi Waskita (Tindak Lanjut Permen 12/2000) / Update on Waskita Remuneration System and Strategy (Follow-up on Ministerial Decree No. 12 of 2000) 	Board of Commissioners <ul style="list-style-type: none"> • Badrocin Haiti • Danis Hidayat Sumadilaga • Robert Leonard Marbun • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi Board of Directors <ul style="list-style-type: none"> • Hadjar Seti Adji
3.	16 Februari 2021 / February 16, 2021	<ol style="list-style-type: none"> 1. Permohonan Persetujuan Prinsip Penjaminan Pemerintah ke PT Waskita Karya (Persero) Tbk Atas Pinjaman dan Surat Utang / Proposal for the Approval of Government Guarantee Principles to PT Waskita Karya (Persero) Tbk for Loans and Debt Instruments 2. Pemaparan Master Plan Teknologi Informasi PT Waskita Karya (Persero) Tbk / Presentation of the Information Technology Master Plan of PT Waskita Karya (Persero) Tbk 3. Perkembangan Digitalisasi Proses Bisnis Perusahaan / Development on the Digitalization of the Company's Business Process 	Board of Commissioners <ul style="list-style-type: none"> • Badrocin Haiti • Danis Hidayat Sumadilaga • Robert Leonard Marbun • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi Board of Directors <ul style="list-style-type: none"> • Taufik Hendra Kusuma • Hadjar Seti Adji



No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
4.	23 Februari 2021 / February 23, 2021	1. Progres <i>Share Swap</i> dan <i>Divestasi</i> PT Waskita Toll Road / Progress of PT Waskita Toll Road's <i>Share Swap</i> and <i>Divestments</i> 2. Lain-lain / etc.	Board of Commissioners <ul style="list-style-type: none"> • Badrodin Haiti • Danis Hidayat Sumadilaga • Robert Leonard Marbun • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi Board of Directors <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Fery Hendriyanto • Luki Theta Handayani • Arijanti Efrin • Didit Oemar Prihadi • Bambang Rianto • Gunadi
5.	13 April 2021 / April 13, 2021	Pembahasan Kinerja Anak Perusahaan (PT WKR) Tahun 2020 dan Triwulan I/2021 / Discussion of Subsidiary Performance of 2020 and Q1/2021	Board of Commissioners <ul style="list-style-type: none"> • Badrodin Haiti • Danis Hidayat Sumadilaga • Robert Leonard Marbun • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi Board of Directors <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Fery Hendriyanto • Luki Theta Handayani • Arijanti Efrin • Didit Oemar Prihadi • Bambang Rianto • Gunadi
6.	27 April 2021 / April 27, 2021	Pemaparan Perubahan Anggaran Dasar Perseroan sesuai Keputusan RUPS Tahunan Terkait Penambahan Tugas Direksi dan Dewan Komisaris / Presentation of the Amendments to the Company's Articles of Association in accordance with the Decision of the Annual GMS regarding the Addition of Duties of the Board of Directors and the Board of Commissioners	Board of Commissioners <ul style="list-style-type: none"> • Badrodin Haiti • T. Iskandar • Robert Leonard Marbun • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi Board of Directors <ul style="list-style-type: none"> • Taufik Hendra Kusuma
7.	21 Mei 2021 / May 21, 2021	Permohonan PMN untuk Penguatan Permodalan Dalam Rangka Restrukturisasi / PMN Proposal for Capital Strengthening in the Context of Restructuration	Board of Commissioners <ul style="list-style-type: none"> • Badrodin Haiti • T. Iskandar • Robert Leonard Marbun • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi Board of Directors <ul style="list-style-type: none"> • Taufik Hendra Kusuma
8.	08 Juni 2021 / Juni 08, 2021	Pemaparan Rencana <i>Divestasi</i> dan Mitigasi Risikonya / Presentation of the <i>Divestment Plan</i> and its Risk Mitigation	Board of Commissioners <ul style="list-style-type: none"> • Badrodin Haiti • T. Iskandar • Robert Leonard Marbun • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi Board of Directors <ul style="list-style-type: none"> • Luki Theta Handayani
9.	15 Juni 2021 / Juni 15, 2021	Pembahasan Strategi Pemulihan Keuangan Perusahaan dan Progresnya / Discussion of the Company's Financial Recovery Strategy and its Progress	Board of Commissioners <ul style="list-style-type: none"> • Badrodin Haiti • T. Iskandar • Robert Leonard Marbun • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi Board of Directors <ul style="list-style-type: none"> • Taufik Hendra Kusuma



No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
10.	22 Juni 2021 / Juni 22, 2021	1. Pedoman Tata Kelola Investasi / Investment Governance Guidelines 2. Aplikasi WARM, WBS dan SMAP / WARM, WBS and SMAP applications	Board of Commissioners • Badrodin Haiti • T. Iskandar • Robert Leonard Marbun • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi Board of Directors • Taufik Hendra Kusuma
11.	24 Agustus 2021 / August 24, 2021	1. Update Transformasi Bisnis / Business Transformation Update 2. Progres Kinerja PT WTR, Rencana Peningkatan dan Mitigasi Risikonya / PT WTR Performance Progress, Improvement Plan and Risk Mitigation	Board of Commissioners • Badrodin Haiti • T. Iskandar • Robert Leonard Marbun • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi Board of Directors • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Luki Theta Handayani • I Ketut Pasek Senjaya Putra • Bambang Rianto • Gunadi
12.	14 September 2021 / September 14, 2021	1. Lanjutan Pembahasan Rencana Peningkatan Pendapatan PT Waskita Toll Road dan Mitigasi Risikonya / Continuing discussion of PT Waskita Toll Road's Revenue Increase Plan and its Risk Mitigation 2. Progres Kinerja PT WSBP, Rencana Peningkatan Pendapatan dan Mitigasi Risikonya / PT WSBP Performance Progress, Revenue Increase Plan and Risk Mitigation	Board of Commissioners • Badrodin Haiti • T. Iskandar • Robert Leonard Marbun • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi Board of Directors • Direksi / Board of Directors Waskita Toll Road • Direksi / Board of Directors Waskita Beton Precast
13.	05 Oktober 2021 / October 05, 2021	1. Paparan singkat Penyesuaian Angka Revisi RKAP 2021 sesuai Perjanjian Komitmen Kinerja Berkelanjutan / Brief explanation of the Adjustment of the 2021 RKAP Revised Figures according to the Sustainable Performance Commitment Agreement 2. Pemaparan KPI, Program dan Progres Transformasi Office / Presentation of KPIs, Programs, and Progress of the Office Transformation 3. Perencanaan Transformasi SDM dan Pengembangan Kompetensi melalui Learning Management System / HC Transformation Planning and Competency Development through Learning Management System	Board of Commissioners • Badrodin Haiti • T. Iskandar • Robert Leonard Marbun • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi Board of Directors • Taufik Hendra Kusuma • Hadjar Seti Adji
14.	12 Oktober 2021 / October 12, 2021	1. Pemaparan KPI, Program dan Progres Transformasi Office / Presentation of KPIs, Programs, and Progress of the Office Transformation 2. Perencanaan Transformasi SDM dan Pengembangan Kompetensi melalui Learning Management System / HC Transformation Planning and Competency Development through Learning Management System	Board of Commissioners • Badrodin Haiti • T. Iskandar • Dedi Syarif Usman • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi • Ahmad Erani Yustika Board of Directors • Hadjar Seti Adji
15.	19 Oktober 2021 / October 19, 2021	1. Permohonan Persetujuan Pedoman Tata Kelola dan Investasi / Proposal for Approval of Governance and Investment Guidelines 2. Paparan Telaah Komite Audit atas Laporan Hasil Audit Internal sd TW III serta Tindak Lanjutnya / Audit Committee Findings Presentation on the Internal Audit Results Report up to Q3 and its Follow-up 3. Paparan Telaah KPMR atas Risiko TW IV / KPMR Findings Presentation on Q4 Risks	Board of Commissioners • Badrodin Haiti • T. Iskandar • Dedi Syarif Usman • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi • Ahmad Erani Yustika Board of Directors • Taufik Hendra Kusuma
16.	02 November 2021 / November 02, 2021	Kunjungan Kerja Virtual Proyek <i>Modern Rice Milling Plan</i> (MRMP) Subang, Kendal dan Sragen / Virtual Work Visit of Subang, Kendal and Sragen Modern Rice Milling Plan (MRMP) Projects	Board of Commissioners • Badrodin Haiti • T. Iskandar • Dedi Syarif Usman • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi • Ahmad Erani Yustika Board of Directors • Gunadi



No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
17.	23 November 2021 / November 23, 2021	<ol style="list-style-type: none"> Update Right Issue PT Waskita Karya (Persero) Tbk / Update on the Rights Issue of PT Waskita Karya (Persero) Tbk Progres Kinerja PT Waskita Karya Infrastruktur / Performance Progress of PT Waskita Karya Infrastruktur 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> Badrodin Haiti T. Iskandar Dedi Syarif Usman Mochamad Fadjoel Rachman Muradi Bambang Setyo Wahyudi Ahmad Erani Yustika <p>Board of Directors</p> <ul style="list-style-type: none"> Taufik Hendra Kusuma Gunadi
18.	07 Desember 2021 / December 07, 2021	<ol style="list-style-type: none"> Penjelasan terkait Rencana Penerbitan EBUS dengan Penjaminan Pemerintah / Explanation regarding EBUS Issuance Plan with Government Guarantee Pembahasan Prognosa 2021, RKAP 2022 dan Indikasi RJPP / Discussion on 2021 Prognosis, 2022 RKAP and RJPP indications Pembahasan Permohonan Persetujuan Perubahan Pengurus Anak Perusahaan / Discussion on Proposal for Approval of Changes in Subsidiary Management 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> Badrodin Haiti T. Iskandar Dedi Syarif Usman Mochamad Fadjoel Rachman Muradi Bambang Setyo Wahyudi Ahmad Erani Yustika <p>Board of Directors</p> <ul style="list-style-type: none"> I Ketut Pasek Senjaya Putra Bambang Rianto Gunadi
19.	21 Desember 2021 / December 21, 2021	<ol style="list-style-type: none"> Pemetaan dan Penjelasan SunkCost PT WSBP / Mapping and Explanation of SunkCost PT WSBP Pembahasan Permohonan Persetujuan untuk Pemberian Corporate Guarantee, Gadai Saham dan Letter of Undertaking oleh PT Waskita Karya (Persero) Tbk untuk Tambahan Fasilitas Kredit PT Pemalang Batang Toll Road / Discussion on the Application for Proposal for the Granting of Corporate Guarantees, Pledge of Shares and Letter of Undertaking by PT Waskita Karya (Persero) Tbk for Additional Credit Facilities at PT Pemalang Batang Toll Road 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> Badrodin Haiti T. Iskandar Dedi Syarif Usman Mochamad Fadjoel Rachman Muradi Bambang Setyo Wahyudi Ahmad Erani Yustika <p>Board of Directors</p> <ul style="list-style-type: none"> Taufik Hendra Kusuma Arijanti Efrin

Rapat Gabungan Board of Commissioners dengan Board of Directors

Selama tahun 2021, Board of Commissioners Waskita menyelenggarakan rapat gabungan dengan anggota Board of Directors sebanyak 17 (tujuh belas) kali, melebihi jumlah Rapat Gabungan Board of Commissioners dengan Board of Directors yang direncanakan dalam Rencana Kerja dan Anggaran (RKA) Board of Commissioners.

Frekuensi dan Tingkat Kehadiran Board of Commissioners dalam Rapat Gabungan Board of Commissioners dengan Board of Directors

Berikut ini merupakan frekuensi dan tingkat kehadiran masing-masing anggota Board of Commissioners dalam Rapat Gabungan Board of Commissioners dengan Board of Directors yang diselenggarakan selama tahun 2021:

Frekuensi dan Tingkat Kehadiran Board of Commissioners dalam Rapat Gabungan Board of Commissioners dengan Board of Directors Tahun 2021

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	Tingkat Kehadiran / Attendance Rate
Badrodin Haiti	President Commissioner/Independent Commissioner	17	17	100%
Danis Hidayat Sumadilaga*	Commissioner	5	5	100%
Robert Leonard Marbun**	Commissioner	12	12	100%
Mochamad Fadjoel Rachman	Commissioner	17	17	100%

Joint Meeting of the Board of Commissioners and the Board of Directors

In 2021, Waskita's Board of Commissioners held 17 (seventeen) joint meetings of the Board of Commissioners and the Board of Directors. This number of meetings exceeds the number of Board of Commissioners Joint Meetings of the Board of Commissioners and the Board of Directors planned in the Work Plan and Budget (RKA) of the Board of Commissioners.

Frequency and Attendance Rate of the Board of Commissioners in the Joint Meetings of the Board of Commissioners and the Board of Directors

The frequency and attendance rate of each member of the Board of Commissioners in the Joint Meetings of the Board of Commissioners and the Board of Directors held in 2021 can be seen in the following table.

Frequency and Attendance Rate of the Board of Commissioners in the Joint Meetings of the Board of Commissioners and the Board of Directors in 2021



Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	Tingkat Kehadiran / Attendance Rate
Ahmad Erani Yustika***	Commissioner	12	12	100%
T. Iskandar***	Commissioner	12	12	100%
Dedi Syarif Usman****	Commissioner	5	5	100%
Muradi	Independent Commissioner	17	17	100%
Bambang Setyo Wahyudi	Independent Commissioner	17	17	100%
Rata-rata Kehadiran / Average Attendance Rate				100%
Keterangan: / Description:				
*) Masa jabatan sebagai Commissioner Waskita resmi berakhir pada tanggal 16 April 2021. / Tenure as Waskita's Commissioner officially ended on April 16, 2021.				
**) Masa jabatan sebagai Commissioner Waskita resmi berakhir pada tanggal 21 September 2021. / Tenure as Waskita's Commissioner officially ended on September 21, 2021.				
***) Efektif menjabat sebagai Commissioner Waskita sejak tanggal 16 April 2021. / Officially became Waskita's Commissioner on April 16, 2021.				
****) Efektif menjabat sebagai Commissioner Waskita sejak tanggal 21 September 2021. / Officially became Waskita's Commissioner on September 21, 2021.				

Risalah Rapat Gabungan Board of Commissioners dengan Board of Directors

Berikut ini merupakan risalah Rapat Gabungan Board of Commissioners dengan Board of Directors yang memuat waktu pelaksanaan rapat, agenda rapat, dan daftar Board of Commissioners yang hadir dalam Rapat Gabungan Board of Commissioners dengan Board of Directors selama tahun 2021:

Minutes of the Joint Meetings of the Board of Commissioners and the Board of Directors

The minutes of the Joint Meetings of the Board of Commissioners and the Board of Directors containing the time of the meeting, the agenda of the meeting, and a list of the Joint Meetings of the Board of Commissioners and the Board of Directors throughout 2021 is presented in the following table:

Risalah Rapat Rapat Gabungan Board of Commissioners dengan Board of Directors Tahun 2021

Minutes of the Joint Meetings of the Board of Commissioners and the Board of Directors

No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
1.	28 Januari 2021 / January 28, 2021	<ol style="list-style-type: none"> Laporan Manajemen Bulan Desember Tahun 2020 / Management Report of December 2020 Evaluasi Investasi Jalan Tol / Toll Road Investment Evaluation Lain-lain / etc. 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> • Badrohin Haiti • Danis Hidayat Sumadilaga • Robert Leonard Marbun • Mochamad Fadjroel Rachman • Muradi • Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Fery Hendriyanto • Didit Oemar Prihadi • Bambang Rianto • Gunadi
2.	02 Maret 2021 / January 28, 2021	<ol style="list-style-type: none"> Pembahasan Lapmen Januari 2021 / Discussion on the Management Report of January 2021 Pembahasan Kontrak Manajemen atau KPI Korporat Tahun 2021 / Discussion on Management Contracts or Corporate KPIs for 2021 Lain-lain / etc. Update Persetujuan Prinsip Dewan Komisaris atas Rencana Share Swap / Update on the Board of Commissioners' Principle Approval on the Share Swap Plan Update Rencana PUB IV / Update on the PUB IV Plan 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> • Badrohin Haiti • Danis Hidayat Sumadilaga • Robert Leonard Marbun • Mochamad Fadjroel Rachman • Muradi • Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Fery Hendriyanto • Didit Oemar Prihadi • Bambang Rianto • Gunadi
3.	16 maret 2021 / March 16, 2021	<ol style="list-style-type: none"> Update Restrukturisasi Keuangan dan Pengajuan PMN / Update on Financial Restructuring and Submission of PMN Lain-lain (Rencana RUPST Waskita Group) / etc. (Waskita Group AGMS Plan) 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> • Badrohin Haiti • Danis Hidayat Sumadilaga • Robert Leonard Marbun • Mochamad Fadjroel Rachman • Muradi • Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Fery Hendriyanto • Didit Oemar Prihadi • Bambang Rianto • Gunadi



No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
4.	30 Maret 2021 / March 30, 2021	<ol style="list-style-type: none"> Pembahasan Hasil Audit Investigasi PT Waskita Beton Precast / Discussion of PT Waskita Beton Precast Investigation on Audit Results Laporan Keuangan Audited Tahun Buku 2020 PT Waskita Karya (Persero) Tbk / 2020 Fiscal Year Audited Financial Statements of PT Waskita Karya (Persero) Tbk Lain-lain / etc. 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> Badrodin Haiti Danis Hidayat Sumadilaga Robert Leonard Marbun Mochamad Fadjoel Rachman Muradi Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> Destiawan Soewardjono Taufik Hendra Kusuma Hadjar Seti Adji Fery Hendriyanto Didit Oemar Prihadi Bambang Rianto Gunadi
5.	06 April 2021 / April 06, 2021	Pembahasan Lapmen Februari 2021 / Discussion of Management Report of February 2021	<p>Board of Commissioners</p> <ul style="list-style-type: none"> Badrodin Haiti Danis Hidayat Sumadilaga Robert Leonard Marbun Mochamad Fadjoel Rachman Muradi Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> Destiawan Soewardjono Taufik Hendra Kusuma Hadjar Seti Adji Fery Hendriyanto Didit Oemar Prihadi Bambang Rianto Gunadi
6.	20 April 2021 / April 20, 2021	Program Pengenalan Direksi dan Dewan Komisaris PT Waskita Karya (Persero) Tbk / Program of Introduction to the Board of Directors and Board of Commissioners of PT Waskita Karya (Persero) Tbk	<p>Board of Commissioners</p> <ul style="list-style-type: none"> Badrodin Haiti Danis Hidayat Sumadilaga Robert Leonard Marbun Mochamad Fadjoel Rachman Muradi Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> Destiawan Soewardjono Taufik Hendra Kusuma Hadjar Seti Adji Fery Hendriyanto Didit Oemar Prihadi Bambang Rianto Gunadi
7.	04 Mei 2021 / May 04, 2021	<ol style="list-style-type: none"> Pembahasan Lapmen Triwulan I/2021; / Discussion of the Q1/2021 Management Report Lain-lain. / etc. 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> Badrodin Haiti T. Iskandar Robert Leonard Marbun Mochamad Fadjoel Rachman Muradi Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> Destiawan Soewardjono Taufik Hendra Kusuma Hadjar Seti Adji Luki Theta Handayani Didit Oemar Prihadi Bambang Rianto Gunadi
8.	25 Mei 2021 / May 25, 2021	<ol style="list-style-type: none"> Laporan Manajemen Bulan April Tahun 2021 / Management Report of April 2021 Lain-lain / etc. Isu Strategis Operasi dan Keuangan / Operational and Financial Strategic Issues Progres Divestasi / Divestment Progress Batasan Kewenangan (<i>Threshold</i>) / Limitation (<i>Threshold</i>) of Authority 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> Badrodin Haiti T. Iskandar Robert Leonard Marbun Mochamad Fadjoel Rachman Muradi Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> Destiawan Soewardjono Taufik Hendra Kusuma Hadjar Seti Adji Luki Theta Handayani Didit Oemar Prihadi Bambang Rianto Gunadi



No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
9.	29 Juni 2021 / June 29, 2021	<ol style="list-style-type: none"> 1. Pembahasan Laporan Manajemen Bulan Mei 2021 / Discussion of Management Report of May 2021 2. Update Progres Penjaminan Pemerintah / Update on Government Guarantee Progress 3. Perkembangan Audit WSBP dan Pemaparan Hasil Tim Gabungan Penanganan WSBP / Development of the WSBP Audit and Presentation of the Results of the Joint WSBP Handling Team 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> • Badrohin Haiti • T. Iskandar • Robert Leonard Marbun • Mochamad Fadjroel Rachman • Muradi • Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Luki Theta Handayani • Didit Oemar Prihadi • Bambang Rianto • Gunadi
10.	27 Juli 2021 / July 27, 2021	<ol style="list-style-type: none"> 1. Pembahasan Lapmen Semester I dan Progres 8 Stream Inisiatif / Discussion of Management Report on the First Half and Progress of 8 Stream Initiatives 2. Progres Audit WSBP / WSBP Audit Progress 3. Lain-lain / etc. 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> • Badrohin Haiti • T. Iskandar • Robert Leonard Marbun • Mochamad Fadjroel Rachman • Muradi • Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Luki Theta Handayani • Didit Oemar Prihadi • Bambang Rianto • Gunadi
11.	31 Agustus 2021 / August 31, 2021	<ol style="list-style-type: none"> 1. Laporan Manajemen Bulan Agustus 2021 / Management Report of August 2021 2. Update 8 Strategi Penyehatan Keuangan PT Waskita Karya (Persero) Tbk / Update on the 8 Financial Restructuring Strategy of PT Waskita Karya (Persero) Tbk 3. Update Progres Audit PT Waskita Beton Precast Tbk / Update on the Audit Progress of PT Waskita Beton Precast Tbk 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> • Badrohin Haiti • T. Iskandar • Robert Leonard Marbun • Mochamad Fadjroel Rachman • Muradi • Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Luki Theta Handayani • Didit Oemar Prihadi • Bambang Rianto • Gunadi
12.	07 September 2021 / September 07, 2021	Pembahasan Rencana Revisi RKAP / Discussion on the Revised RKAP Plan	<p>Board of Commissioners</p> <ul style="list-style-type: none"> • Badrohin Haiti • T. Iskandar • Robert Leonard Marbun • Mochamad Fadjroel Rachman • Muradi • Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Luki Theta Handayani • Didit Oemar Prihadi • Bambang Rianto • Gunadi
13.	28 September 2021 / September 28, 2021	<ol style="list-style-type: none"> 1. Pengenalan Direksi dan Dewan Komisaris / Introduction of the Board of Directors and Board of Commissioners 2. Laporan Manajemen Bulan Agustus 2021 / Management Report of August 2021 3. Update 8 Strategi Penyehatan Keuangan PT Waskita Karya (Persero) Tbk / Update on the 8 Financial Restructuring Strategy of PT Waskita Karya (Persero) Tbk 4. Update Progres Audit PT Waskita Beton Precast Tbk / Update on the Audit Progress of PT Waskita Beton Precast Tbk 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> • Badrohin Haiti • T. Iskandar • Robert Leonard Marbun • Mochamad Fadjroel Rachman • Muradi • Bambang Setyo Wahyudi <p>Board of Directors</p> <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Luki Theta Handayani • Didit Oemar Prihadi • Bambang Rianto • Gunadi



No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
14.	26 Oktober 2021 / October 26, 2021	<ol style="list-style-type: none"> Laporan Manajemen sd Bulan September 2021 / Management Report until September 2021 Update 8 Strategi Penyehatan Keuangan PT Waskita Karya (Persero) Tbk / Update on the 8 Financial Restructuring Strategy of PT Waskita Karya (Persero) Tbk Update Progres Audit PT Waskita Beton Precast Tbk / Update on the Audit Progress of PT Waskita Beton Precast Tbk 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> • Badrodin Haiti • T. Iskandar • Dedi Syarif Usman • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi • Ahmad Erani Yustika <p>Board of Directors</p> <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Arijanti Efrin • Didit Oemar Prihadi • Bambang Rianto • Gunadi
15.	02 November 2021 / November 02, 2021	Paparan Tim Investigasi Polda terkait Update Progres Audit PT Waskita Beton Precast Tbk / Police Investigation Team Presentation regarding the Update on the Audit Progress of PT Waskita Beton Precast Tbk	<p>Board of Commissioners</p> <ul style="list-style-type: none"> • Badrodin Haiti • T. Iskandar • Dedi Syarif Usman • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi • Ahmad Erani Yustika <p>Board of Directors</p> <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Arijanti Efrin • Didit Oemar Prihadi • Bambang Rianto • Gunadi
16.	30 November 2021 / November 30, 2021	<ol style="list-style-type: none"> Lapmen sd Bulan Oktober 2021 / Management Report until October 2021 Update 8 Strategi Penyehatan Keuangan PT Waskita Karya (Persero) Tbk / Update on the 8 Financial Restructuring Strategy of PT Waskita Karya (Persero) Tbk Update Progres Audit dan Progres Pemulihan PT Waskita Beton Precast Tbk / Update on the Audit Progress and Recovery Progress of PT Waskita Beton Precast Tbk 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> • Badrodin Haiti • T. Iskandar • Dedi Syarif Usman • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi • Ahmad Erani Yustika <p>Board of Directors</p> <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Arijanti Efrin • Didit Oemar Prihadi • Bambang Rianto • Gunadi
17.	28 Desember 2021 / December 28, 2021	<ol style="list-style-type: none"> Laporan Manajemen sd November 2021 / Management Report until November 2021 Update 8 Stream Program Penyehatan Keuangan PT Waskita Karya (Persero) Tbk termasuk Rencana Divestasi CCT dan TJJ / Update on the 8 Financial Restructuring Strategy of PT Waskita Karya (Persero) Tbk including TJJ and CCT Divestment Plan RKAP 2022 PT Waskita Karya (Persero) Tbk / 2022 RKAP of PT Waskita Karya (Persero) Tbk 	<p>Board of Commissioners</p> <ul style="list-style-type: none"> • Badrodin Haiti • T. Iskandar • Dedi Syarif Usman • Mochamad Fadjoel Rachman • Muradi • Bambang Setyo Wahyudi • Ahmad Erani Yustika <p>Board of Directors</p> <ul style="list-style-type: none"> • Destiawan Soewardjono • Taufik Hendra Kusuma • Hadjar Seti Adji • Arijanti Efrin • Didit Oemar Prihadi • Bambang Rianto • Gunadi



Evaluasi/Arahan/Tanggapan/Persetujuan yang Disampaikan oleh Board of Commissioners

Board of Commissioners telah melaksanakan evaluasi usulan dari Board of Directors dan memberikan tanggapan dan persetujuan sesuai dengan batas kewenangannya, dalam jangka waktu yang dipersyaratkan yaitu paling lama 14 hari sejak usulan diterima. Selain itu, Board of Commissioners juga memberikan arahan dan nasihat kepada Board of Directors dalam pengurusan perusahaan baik dalam forum rapat maupun melalui surat. Adapun evaluasi/arahan/tanggapan/persetujuan yang disampaikan oleh Board of Commissioners Waskita selama tahun 2021 adalah sebagai berikut:

1. Dewan Komisaris secara prinsip dapat menyetujui RKAP Tahun 2022 PT Waskita Karya (Persero) Tbk sebagaimana yang disampaikan dalam surat tersebut di atas sepanjang tidak ada perubahan yang signifikan pada angka prognosa 2021 yang menjadi dasar penyusunan RKAP Tahun 2022
2. Pada tahun 2022, Perseroan berencana melakukan pendirian Anak Perusahaan/Perusahaan Patungan, yaitu Pembentukan Badan Usaha Jalan Tol ("BUJT") untuk pembangunan Jalan Tol Gedebage-Tasikmalaya-Cilacap yang merupakan Proyek Strategis Nasional (PSN) sebagaimana tersebut dalam Lampiran Peraturan Presiden (Perpres) Nomor 109 Tahun 2020 tentang Perubahan Ketiga atas Peraturan Presiden Nomor 3 Tahun 2016 tentang Percepatan Pelaksanaan Proyek Strategis Nasional dan telah melalui kajian dari Komite Investasi.

Terhadap rencana ini, Dewan Komisaris telah memberikan catatan-catatan sebagaimana tersebut dalam surat Dewan Komisaris Nomor: 15/WK/DK/2022 tanggal 26 Januari 2022 hal Tanggapan dan/atau Rekomendasi untuk Melakukan Aksi Korporasi terkait Surat Keputusan Menteri BUMN Nomor SK-315/MBU/12/2019. Selanjutnya rencana ini memerlukan persetujuan Menteri BUMN sebelum dapat dilaksanakan.

3. Dalam melaksanakan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta Rencana Kerja & Anggaran Program Tanggung Jawab Sosial & Lingkungan (TJSL) Tahun 2022, Direksi diminta memperhatikan hal-hal sebagai berikut:
 - a. Buku RKAP, RKA PKBL, RKA Dewan Komisaris, dan KPI (Key Performance Indicators) Direksi tahun 2022 yang telah disetujui oleh Dewan Komisaris, menjadi pedoman bagi Direksi dalam melaksanakan program kerja dan target kinerja pada tahun 2022 serta sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris.

Evaluations/Directions/Opinions/Agreements Given by the Board of Commissioners

The Board of Commissioners has evaluated the proposals from the Board of Directors and provided responses and approvals in accordance with the limits of its authority, within the required period, of no longer than 14 days after the proposal is received. In addition, the Board of Commissioners also provides direction and advice to the Board of Directors in the Company's management, both in meeting forums and through letters. The evaluations/directions/responses/approvals given by Waskita's Board of Commissioners during 2021 are as follows:

1. The Board of Commissioners can, in principle, approved PT Waskita Karya (Persero) Tbk's 2022 RKAP as stated in the letter above as long as there are no significant changes in the 2021 prognosis figures which serve the basis for the preparation of the 2022 RKAP.
2. In 2022, the Company plans to establish a Subsidiary/Joint Company, namely the Establishment of a Toll Road Business Entity ("BUJT") for the construction of the Gedebage-Tasikmalaya-Cilacap Toll Road which is a National Strategic Project (PSN) as stated in the Attachment to the Presidential Regulation (Perpres) No. 109 of 2020 concerning the Third Amendment to Presidential Regulation No. 3 of 2016 concerning the Acceleration of Implementation of National Strategic Projects and has been through a review by the Investment Committee.

Regarding this plan, the Board of Commissioners has provided the notes as stated in the letter of the Board of Commissioners Number: 15/WK/DK/2022 dated January 26, 2022 regarding Responses and/or Recommendations for Corporate Action related to the Decree of the Minister of SOE Number SK-315/ MBU/12/2019. Furthermore, this plan requires the approval of the Minister of SOEs before it can be implemented.

3. In implementing the Company's Work Plan and Budget (RKAP) and the 2022 Work Plan and Social & Environmental Responsibility Program (TJSL), the Board of Directors is asked to consider to the following:
 - a. RKAP, RKA PKBL, and RKA Books of the Board of Commissioners, and KPI (Key Performance Indicators) of the Board of Directors for 2022 which have been approved by the Board of Commissioners, serves as a guide for the Board of Directors in implementing work programs and performance targets in 2022, and a means of monitoring and supervision for the Board of Commissioners. .

- b. Mendorong terealisasinya divestasi ruas tol sebagai sumber cashflow perusahaan sebagaimana yang direncanakan serta meningkatkan perolehan kontrak baru, khususnya pada segmen proyek pengembangan bisnis, BUMN, dan Pemerintah dalam RKAP 2022.
- c. Mengupayakan yang terbaik (best effort) dalam mencapai target-target RKAP serta sasaran dari tiap aspek yang ditetapkan dalam Rencana Strategis 2022 dengan mengacu pada prinsip-prinsip GCG dan profesionalisme serta sesuai dengan ketentuan peraturan perundang-undangan.
- d. Mengupayakan peningkatan pendapatan dan pengendalian biaya (cost reduction program) di semua lini usaha guna mewujudkan pengelolaan perusahaan yang semakin efektif dan efisien, dan laba bersih merupakan target minimal yang harus dicapai oleh segenap jajaran manajemen perusahaan.
- e. Melakukan mitigasi risiko terhadap aspek-aspek yang dapat mempengaruhi pencapaian RKAP Tahun 2022.
- f. Melakukan perbaikan manajemen utang serta mitigasi risikonya, termasuk perbaikan arus kas operasi dengan mengoptimalkan penerimaan piutang proyek guna meningkatkan kapasitas pendanaan dan menjaga kelancaran modal kerja perusahaan.
- g. Merealisasikan pengeluaran investasi berdasarkan skala prioritas, sesuai standar prosedur operasi, transparan serta dapat dipertanggungjawabkan kewajaran harganya.
- h. Memperhatikan dan menerapkan arahan taktis untuk Sub Kluster Infrastruktur dan arahan umum lainnya yang terdapat dalam Aspirasi Pemegang Saham Seri A Dwiwarna untuk RKAP Tahun 2022, termasuk di antaranya:
- 1) pendalaman implementasi dari hasil kajian PMO Percepatan Perbaikan Kesehatan Keuangan BUMN Sektor Konstruksi dan Jalan Tol;
 - 2) menerapkan Building Information Modeling untuk proses desain dan pelaksanaan konstruksi;
 - 3) bekerjasama dengan mitra dan partner potensial yang memiliki sumberdaya, baik itu Teknologi Provider, SDM atau Financial dalam mengerjakan proyek-proyek baik di dalam maupun luar negeri dengan tetap memperhatikan risiko-risiko yang ada;
 - 4) penerapan Teknologi Informasi terintegrasi (ERP) untuk proses evaluasi dan monitoring dengan menerapkan Dashboard Business Intelligent untuk proses produksi, pengadaan, keuangan;
 - 5) peningkatan penerapan manajemen risiko khususnya dalam perolehan proyek-proyek investasi, proyek strategis atau proyek dengan skema CPF di lingkungan Group BUMN Karya dan Entitas Anak BUMN Karya;
- b. Encouraging the realization of toll road divestment as a source of company cashflow as planned and increasing the acquisition of new contracts, especially in the business development project segment, BUMN, and the Government in the 2022 RKAP.
- c. Putting for the best efforts in achieving the RKAP targets and targets from each aspect set out in the 2022 Strategic Plan by referring to the principles of GCG and professionalism and in accordance with the provisions of laws and regulations.
- d. Carrying out efforts to increase revenue and control costs (cost reduction program) in all lines of business in order to realize more effective and efficient company management, and net profit is the minimum target that must be achieved by all levels of company management.
- e. Mitigating risk on aspects that may affect the achievement of the 2022 RKAP.
- f. Improving debt management and mitigating its risks, including improvements operating cash flow by optimizing project receivables receipts in order to increase funding capacity and maintain the smooth working capital of the company.
- g. Realizing investment spendings based on a priority scale, according to standard operating procedures, transparent, and accountable for the fairness of the price.
- h. Observing and implementing tactical directions for the Infrastructure Sub-Cluster and other general directions contained in the Aspiration of Dwiwarna Series A Shareholders for the 2022 RKAP, including among others:
- 1) deepening of the implementation of the results of the PMO study for the Acceleration of Financial Health Improvement of SOEs in the Construction and Toll Road Sector;
 - 2) applying Building Information Modeling for the design process and construction implementation;
 - 3) cooperate with partners and potential partners who have the resources, be it Technology Providers, HR or Financial in working on projects both at home and abroad while taking into account the existing risks;
 - 4) applying integrated Information Technology (ERP) for the evaluation and monitoring process by applying the Business Intelligent Dashboard for production, procurement, finance processes;
 - 5) increasing the application of risk management, especially in the acquisition of investment projects, strategic projects or projects with the CPF scheme within the BUMN Karya Group and its Subsidiaries of BUMN Karya;



- 6) menyusun Laporan Manajemen Triwulanan mengenai tindak lanjut rekomendasi Hasil Pemeriksaan BPK, BPKP dan KAP;
 - 7) melakukan penilaian Risk Maturity Index (RMI) dengan target sebagaimana yang ditetapkan dalam Aspirasi Pemegang Saham Seri A Dwiwarna untuk RKAP Tahun 2022;
 - 8) melakukan stress testing atas target-target utama 2022 dan menyesuaikan kembali daftar risiko utamanya apabila terdapat deviasi signifikan;
 - 9) menyusun Bab Manajemen Risiko RKAP 2022;
 - 10) melaporkan hasil penanganan risiko utama setiap triwulan yang menjadi bagian dari laporan manajemen triwulanan;
 - 11) menyusun blue print pemenuhan amanat Undang-Undang Nomor 8 Tahun 2016 terkait kewajiban mempekerjakan penyandang disabilitas paling sedikit 2% dari jumlah pegawai atau pekerja BUMN;
 - 12) memprioritaskan penyelesaian permasalahan hukum antar/terkait BUMN/anak perusahaan BUMN/perusahaan yang terafiliasi;
 - 13) melaporkan perkembangan penanganan kasus hukum di BUMN/perusahaan afiliasi yang melibatkan Menteri/Wakil Menteri BUMN;
 - 14) melaksanakan asesmen IT Maturity Level oleh Pihak Independen serta asesmen Indonesia Industry 4.0 Readiness Index (INDI 4.0) untuk mengukur kesiapan industri dalam bertransformasi menuju industri 4.0;
 - 15) berpartisipasi dalam Program Making Digital Talent BUMN dengan menugaskan karyawannya untuk pencapaian target kepesertaan sebanyak 5% dari jumlah keseluruhan SDM (organik dan non-organik) perusahaan, termasuk anak dan cucu perusahaan pada tahun 2022;
 - 16) melakukan pembaruan atas TPB Prioritas untuk Tahun 2022, baik pada tingkat BUMN, Holding maupun Klaster;
 - 17) menyusun Program TJSJ BUMN yang dijalankan sebagai pendekatan dari peningkatan nilai perusahaan;
 - 18) membentuk Komite TJSJ atau Komite dengan fungsi yang sama di lingkup BUMN selambat-lambatnya tahun 2022 dan menjalankan program TJSJ sebagaimana Aspirasi Pemegang Saham Seri A Dwiwarna untuk RKAP Tahun 2022.
- i. Membangun kompetensi perusahaan melalui pengembangan talenta internal PT Waskita Karya (Persero) Tbk, pengembangan sistem dan teknologi serta value chain untuk meningkatkan skala, spesialisasi dan diversifikasi Perseroan.
- 6) drawing up Quarterly Management Reports regarding the follow-up to the recommendations of the Audit Results of BPK, BPKP and KAP;
 - 7) carrying out a of the Risk Maturity Index (RMI) assessment with the target as set out in the Aspiration of the Series A Dwiwarna Shareholder for the 2022 RKAP;
 - 8) carrying out stress testing on the main 2022 targets and readjust the main risk list if there are significant deviations;
 - 9) preparing the 2022 RKAP Risk Management Chapter;
 - 10) reporting the results of the handling of key risks every quarter which is part of the quarterly management report;
 - 11) drawing up a blue print for fulfilling the mandate of Law No. 8 of 2016 regarding the obligation to employ persons with disabilities at least 2% of the total number of employees or SOE workers;
 - 12) prioritizing the resolution of legal issues between/related to SOEs/subsidiaries of SOEs/affiliated companies;
 - 13) reporting the progress of handling legal cases in BUMN/affiliated companies involving the Minister/Deputy Minister of BUMN;
 - 14) carrying out an IT Maturity Level assessment by an Independent Party as well as an assessment of the Indonesia Industry 4.0 Readiness Index (INDI 4.0) to measure the industry's readiness to transform towards industry 4.0;
 - 15) participating in the Making Digital Talent BUMN Program by assigning employees to achieve the participation target of 5% of the total human resources (organic and non-organic) of the company, including the company's subsidiaries and grandchildren by 2022;
 - 16) updating the Priority TPB for 2022, both at the BUMN, Holding and Cluster levels;
 - 17) compiling a BUMN TJSJ Program which is run as an approach to increasing company value;
 - 18) establishing a TJSJ Committee or a Committee with the same function in the scope of SOEs no later than 2022 and run the CSR program as the Aspiration of Dwiwarna Series A Shareholders for the 2022 RKAP.
- i. Building company competence through internal talent development of PT Waskita Karya (Persero) Tbk, system and technology development as well as value chain to increase the scale, specialization and diversification of the Company.

- j. Senantiasa melakukan pembinaan dan pengawasan terhadap kinerja anak perusahaan maupun perusahaan patungan, terutama yang memberikan kontribusi signifikan terhadap kinerja perusahaan secara konsolidasi.
- k. Melakukan evaluasi terhadap kesesuaian Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020-2024 dengan arah dan perkembangan kinerja Perseroan terkini.
- l. Memastikan realisasi target pencapaian program dan sasaran sejalan dengan Perjanjian Komitmen Kinerja Berkelanjutan (KKB).

- j. Always providing guidance and supervision to the performance of subsidiaries and joint venture companies, especially those with significant contributions to the Company's consolidated performance.
- k. Evaluating the suitability of the Company's Long-Term Plan (RJPP) for 2020-2024 with the latest direction and development of the Company's performance.
- l. Ensuring the realization of program achievement targets and targets in line with the Sustainable Performance Commitment Agreement (KKB).

Kunjungan Kerja Board of Commissioners

Selama tahun 2021, Board of Commissioners Waskita telah melaksanakan kunjungan kerja, dengan uraian sebagai berikut:

Board of Commissioners Work Visit

In 2021, Waskita's Board of Commissioners has conducted several work visits with the description presented in the following table:

Kunjungan Kerja Board of Commissioners Waskita Tahun 2021

Waskita's Board of Commissioners Work Visit in 2021

No.	Nama dan Jabatan / Name and Position	Tanggal Kunjungan Kerja / Date of the Work Visit	Tujuan Kunjungan Kerja / Objectives of the Work Visit	Kegiatan / Activities
1.	Muradi (Komisaris Independen / Independent Commissioner)	14-15 Oktober 2021 / October 14-15, 2021	Surabaya	Kunjungan Proyek Tol PASPRO (Surabaya) / PASPRO (Surabaya) Toll Road Project Visit
2.	Ahmad Erani (Komisaris / Commissioner)	07 Oktober 2021 / October 07, 2021	Semarang	Kunjungan Proyek Masjid Baiturahman / Baiturahman Mosque Project Visit
3.	Badrodin Haiti (Komisaris Utama/Independen / President Commissioner/Independent)	09 Februari 2021 / February 09, 2021	Surabaya	Apartemen 88 Avenue / 88 Avenue Aptment
		10 Februari 2021 / February 10, 2021	Surabaya	Tol PASPRO / PASPRO Toll Road
		11 Februari 2021 / February 11, 2021	Jombang	Jembatan Ploso / Ploso Bridge
4.	<ul style="list-style-type: none"> • Badrodin Haiti • Bambang Setyo Wahyudi • Muradi • M. Fadjoel Rachman • T. Iskandar • Ahmad Erani Yustika • Dedi Syarif Usman • All BOC 	02 November 2021 / November 02, 2021	Online	Kunjungan Proyek via Online ke Proyek MRMP / Project Visit via Online to the MRMP Project

Penyampaian Laporan Board of Commissioners kepada Pemegang Saham

Pada tahun 2021, Board of Commissioners Waskita telah menyusun beberapa laporan dan menyampaikannya kepada Pemegang Saham, antara lain:

1. Dewan Komisaris telah melaksanakan tugas pengawasan dan memberikan nasihat kepada Direksi terhadap jalannya Perseroan dan senantiasa mengikuti perkembangan secara cermat melalui surat-menyurat, laporan serta penjelasan dari berbagai rapat, baik rapat gabungan Dewan Komisaris dengan Direksi maupun rapat-rapat lainnya. Dewan Komisaris senantiasa memberikan arahan kepada Direksi agar fokus dalam pengembangan bisnis konstruksi dan investasi dengan menerapkan Budaya Kepatuhan (*Compliance Awareness Culture*).

Board of Commissioners Report Submission to the Shareholders

In 2021, Waskita's Board of Commissioners has prepared several reports and submitted them to the Shareholders. The reports include:

1. The Board of Commissioners has carried out its supervisory duties and provided advice to the Board of Directors on the Company's management and has always followed the developments carefully through correspondence, reports, and explanations from various meetings, both joint meetings of the Board of Commissioners with the Board of Directors and other meetings. The Board of Commissioners always provides direction to the Board of Directors to focus on developing the construction and investment business by implementing a Compliance Awareness Culture.



2. Dapat kami sampaikan bahwa selama tahun 2020, Dewan Komisaris telah melaksanakan rapat internal Dewan Komisaris sebanyak 14 kali, rapat tematik dengan Direktur terkait sebanyak 17 kali serta rapat bersama Dewan Komisaris dan Direksi sebanyak 16 kali. Dalam melakukan tugas pengawasannya, Dewan Komisaris dibantu oleh Komite Audit, Komite Pemantau Manajemen Risiko serta Komite Nominasi dan Remunerasi untuk melakukan telaahan dan penugasan lainnya.
 3. Berkenaan dengan penyelenggaraan Perseroan, Dewan Komisaris berpendapat Direksi telah melaksanakan kebijakan dan menjalankan pengurusan dengan baik dengan mengoptimalkan potensi sumber daya Perseroan dalam menjawab perubahan lingkungan bisnis dengan tetap mengedepankan prinsip-prinsip Tata Kelola Perusahaan Yang Baik.
 4. Berdasarkan Laporan Keuangan inhouse Perseroan, pada tahun 2020 Waskita Karya (Persero) Tbk diproyeksikan membukukan rugi bersih konsolidasi sebesar Rp9,196 triliun dari target Rp9,724 triliun dengan realisasi Nilai Kontrak Baru sebesar Rp27,003 triliun atau mencapai 99% dari target Rp26,873 triliun, serta meningkat dari realisasi tahun 2019 sebesar Rp26,081 triliun. Total aset yang dibukukan hingga akhir Desember 2020 adalah sebesar Rp104,823 triliun.
 5. Meski demikian, Dewan Komisaris menilai perusahaan terus berupaya untuk melakukan berbagai upaya perbaikan di internal perusahaan, termasuk diantaranya melakukan Restrukturisasi Keuangan dan Transformasi Bisnis, penguatan *Quality, Health, Safety and Environment* untuk menekan angka kejadian kecelakaan kerja, serta penilaian GCG tahun 2020 Perseroan yang dilakukan oleh Badan Pengawas Keuangan dan Pembangunan (BPKP) dengan skor mencapai 88,88 (Sangat Baik). Selain itu, pada tahun 2020 Perseroan juga memperoleh Sertifikasi ISO 37001:2016 terkait Sistem Manajemen Anti Penyuapan yang menjadi bukti sekaligus acuan untuk selalu berkomitmen dalam manajemen anti penyuapan pada setiap aktivitas bisnis.
 6. Sebagaimana Bapak ketahui, Pandemi *Corona Virus Disease* 2019 (COVID-19) memiliki dampak yang cukup signifikan pada kinerja perusahaan, tidak terkecuali PT Waskita Karya (Persero) Tbk. Pandemi yang berlangsung sejak Triwulan I/2020 berdampak pada menurunnya Lalu Lintas Harian Rata-Rata jalan tol di tengah Pembatasan Sosial Berskala Besar (PSBB) di berbagai daerah, terhambatnya proses pembebasan lahan untuk pembangunan jalan tol serta perlambatan tingkat produktivitas pada proyek akibat regulasi. Pandemi COVID-19 juga berdampak pada realokasi anggaran infrastruktur Pemerintah untuk penanganan COVID-19 serta kondisi keuangan para pemilik proyek yang cukup tertekan sehingga pembayaran atas termin proyek banyak tertunda. Untuk itu,
2. We can convey that, in 2020, the Board of Commissioners has held 14 internal meetings of the Board of Commissioners, 17 thematic meetings with the relevant Directors, and 16 joint meetings with the Board of Commissioners and Directors. In carrying out its supervisory duties, the Board of Commissioners is assisted by the Audit Committee, the Risk Management Monitoring Committee and the Nomination and Remuneration Committee to conduct reviews and other assignments.
 3. With regard to the management of the Company, the Board of Commissioners is of the opinion that the Board of Directors has implemented policies and carried out good management by optimizing the potential of the Company's resources in responding to changes in the business environment while still prioritizing the principles of Good Corporate Governance.
 4. Based on the Company's in-house Financial Statements, in 2020, Waskita Karya (Persero) Tbk is projected to book a consolidated net loss of Rp9.96 trillion from the target of Rp9.724 trillion with the realization of a New Contract Value of Rp27.003 trillion or 99% of the target of Rp26.873 trillion, and increased from the realization in 2019 of Rp26,081 trillion. The total assets recorded as of the end of December 2020 was Rp104.823 trillion.
 5. However, the Board of Commissioners considers that the company continues to make various efforts to improve the company's internal, such as by carrying out Financial Restructuring and Business Transformation, strengthening Quality, Health, Safety and Environment to reduce the number of work accidents, as well as the Company's 2020 GCG assessment. conducted by the Financial and Development Supervisory Agency (BPKP) with a score of 88.88 (Very Good). In addition, in 2020 the Company also obtained the ISO 37001:2016 Certification related to the Anti-Bribery Management System which is evidence as well as a reference for always being committed to anti-bribery management in every business activity.
 6. The Coronavirus Disease 2019 (COVID-19) pandemic brings a significant impact on the performance of a number of businesses, including PT Waskita Karya (Persero) Tbk. The pandemic that has taken place since Quarter I/2020 has resulted in a decrease in the Average Daily Traffic of toll roads in the midst of Large-Scale Social Restrictions (PSBB) in various regions, delays in the land acquisition process for toll road construction and a slowdown in project productivity due to regulations. The COVID-19 pandemic also had an impact on the reallocation of the Government's infrastructure budget for handling COVID-19 as well as the financial condition of project owners who were under various pressures so that payments for project terms were delayed. For this reason, the

Dewan Komisaris telah meminta Direksi untuk meningkatkan kolektivitas piutang perusahaan serta meningkatkan mitigasi risiko dalam penyusunan kontrak kerja agar tidak merugikan Perseroan jika sewaktu-waktu terjadi penghentian proyek dalam kondisi kahar.

7. Beban keuangan yang dihadapi oleh Perseroan menyebabkan Perseroan mengalami kesulitan untuk melunasi kewajiban-kewajiban lainnya yang berdampak pada penurunan kredit Perseroan secara signifikan sehingga perusahaan sulit mendapatkan pendanaan dari lembaga pembiayaan/perbankan. Di sisi lain, PT Waskita Karya (Persero) Tbk perlu segera menyelesaikan proyek yang ada, termasuk beberapa Proyek Strategis Nasional guna menghindari terjadinya pembengkakan biaya. Terhadap hal tersebut, Dewan Komisaris meminta Direksi untuk menetapkan prioritas pendanaan dan efisiensi biaya serta menerapkan *Business Continuity Plan*.
8. Berkaitan dengan kondisi tersebut, Dewan Komisaris telah memberikan masukan kepada Direksi untuk dapat memanfaatkan fasilitas Penjaminan Pemerintah terhadap Penerimaan Pinjaman dari Perbankan/Lembaga Pembiayaan dan Penerbitan Obligasi dan/atau Sukuk sebagaimana dimungkinkan dalam Peraturan Menteri Keuangan Nomor 211/PMK.0812020 tentang Tata Cara Pemberian Penjaminan Pemerintah untuk Badan Usaha Milik Negara dalam rangka Pelaksanaan Program Pemulihan Ekonomi Nasional, serta melakukan upaya-upaya pendekatan lainnya kepada Pemerintah sehubungan dengan Proyek Strategis Nasional yang dijalankan, seperti pengajuan Penyertaan Modal Negara (PMN), pendekatan kepada Lembaga Pengelola Investasi/*Sovereign Wealth Fund* dan lainnya.
9. Pada tahun 2020 ini PT Waskita Karya (Persero) Tbk menghadapi tekanan keuangan yang salah satunya disebabkan adanya mismatch financing dimana dana pinjaman jangka pendek digunakan untuk investasi jangka panjang serta banyaknya proyek *turnkey* yang tertunda penyelesaiannya sehingga menyebabkan perusahaan harus menanggung beban keuangan akibat pemberlakuan tingkat suku bunga komersial dari perbankan/lembaga pembiayaan. Terhadap hal tersebut, Dewan Komisaris meminta Direksi untuk mempercepat proses Restrukturisasi Keuangan yang dijalankan Perseroan, dengan melakukan pemetaan utang dan perencanaan pembiayaan dengan baik dan tepat, pengajuan relaksasi kredit perbankan serta peningkatan perolehan Nilai Kontrak Baru yang bersumber pada proyek-proyek *non turnkey* dan luar negeri.

Board of Commissioners has asked the Board of Directors to increase the collectivity of the company's receivables and increase risk mitigation in the preparation of work contracts so as not to harm the Company if at any time there is a project termination in a force majeure condition.

7. The financial burden faced by the Company causes the difficulties in paying off other obligations which have an impact on the Company's credit decline significantly so that it is difficult for the company to obtain funding from financing institutions/banks. On the other hand, PT Waskita Karya (Persero) Tbk needs to immediately complete its ongoing projects, including several National Strategic Projects in order to avoid cost overruns. In this regard, the Board of Commissioners asked the Board of Directors to set funding priorities and cost efficiency and implement a *Business Continuity Plan*.
8. In this regard, the Board of Commissioners has provided input to the Board of Directors to be able to take advantage of the Government Guarantee facility for Obtaining Loans from Banks/Financing Institutions and Issue Bonds and/or Sukuk as provided for in the Regulation of the Minister of Finance No. 211/PMK.0812020 concerning Procedures for Providing Government Guarantees for State-Owned Enterprises in the context of the Implementation of the National Economic Recovery Program, as well as making other approaches to the Government in connection with the National Strategic Projects being carried out, such as the submission of State Equity Participation (PMN), approaches to Investment Management Institutions/*Sovereign Wealth Fund*, etc.
9. In 2020, PT Waskita Karya (Persero) Tbk faced multiple financial pressures, one of which is due to mismatch financing where short-term loan funds are used for long-term investments and the number of *turnkey* projects that are delayed in completion, causing the company to have to bear the financial burden due to the commercial interest rates from banks/financing institutions. In this regard, the Board of Commissioners requested to the Board of Directors to accelerate the process of Financial Restructuring carried out by the Company, by carrying out debt mapping and financing planning properly and appropriately, submitting bank credit relaxation and increasing the acquisition of New Contract Values sourced from *non-turnkey* projects and abroad.

10. Dewan Komisaris menilai kondisi keuangan PT Waskita Karya (Persero) Tbk juga dipengaruhi oleh *over-leverage* atas investasi yang tinggi ke bisnis jalan tol akibat program divestasi aset jalan tol (*asset recycling*) yang tidak sesuai target serta terhambatnya proses divestasi jalan tol karena adanya kendala investor dalam survey lapangan selama Pandemi. Pada tahun 2020, Perseroan tercatat hanya berhasil melakukan divestasi saham atas ruas tol Bekasi-Cawang-Kampung Melayu pada bulan November dengan skema Reksadana Penyertaan Terbatas (RDPT). Mengingat dampaknya yang besar pada Pendapatan Usaha, Dewan Komisaris senantiasa mendorong aksi divestasi jalan tol termasuk rencana *share swap* Anak Perusahaan, penyelesaian fisik jalan tol serta peninjauan Lembaga Pembiayaan Infrastruktur. Dewan Komisaris juga mengingatkan Direksi untuk meningkatkan kualitas perencanaan dan pengawalan proses divestasi jalan tol agar dapat terealisasi sesuai target yang disusun, dengan memperhatikan *market value* dan timing dalam pelaksanaannya. Lebih lanjut, Dewan Komisaris meminta Direksi untuk melakukan evaluasi atas efektivitas pelaksanaan investasi perusahaan pada bisnis jalan tol sebagai bahan pertimbangan *refocusing* ke depan.
11. Sedangkan untuk efisiensi proses bisnis, Dewan Komisaris mendorong pengembangan sistem dan teknologi yang terintegrasi dengan implementasi BIM dan ERP di seluruh anak perusahaan tanpa terkecuali, untuk memantau perencanaan pekerjaan, pengendalian dan rantai pasok.
12. Di samping arahan-arahan tersebut di atas, dalam menjalankan tugas pengawasan terhadap jalannya perusahaan pada tahun 2020, Dewan Komisaris juga telah menyampaikan arahan, saran dan pendapat kepada Direksi sesuai dengan perkembangan kinerja Perseroan
13. Selain saran-saran dan arahan yang disampaikan secara lisan, selama tahun 2020 Dewan Komisaris juga telah mengirimkan 36 surat kepada Direksi
14. Realisasi kinerja Dewan Komisaris pada tahun 2021 mencapai 99,2% dari target *Key Performance Indicator* (KPI) Dewan Komisaris Tahun 2020 dengan nilai *self assessment* GCG Aspek Dewan Komisaris sebesar 89,59 (Sangat Baik), serta berada dalam kategori penilaian "Sangat Baik" berdasarkan *self-assessment* penilaian kinerja yang disusun oleh Dewan Komisaris bersama Komite, dengan mengukur aspek kolejal dan individu berdasarkan indikator *Objective Measures*, Kapabilitas Lembaga serta *Technical* dan *Soft Competency*.
10. The Board of Commissioners assessed that the financial condition of PT Waskita Karya (Persero) Tbk is also affected by the high *over-leverage* of investment in the toll road business due to the toll road asset divestment program (*asset recycling*) not meeting the target and the delay in the toll road divestment process due to issues on investors in field surveys during the Pandemic. In 2020, the Company was only successful in divesting shares of the Bekasi-Cawang-Kampung Melayu toll road in November under the Limited Participation Mutual Fund (RDPT) scheme. In view of the large impact on Operating Revenues, the Board of Commissioners continues to encourage toll road divestment actions, including plans for share swaps for Subsidiaries, physical completion of toll roads and exploration of Infrastructure Financing Institutions. The Board of Commissioners also reminds the Board of Directors to improve the quality of planning and overseeing the toll road divestment process so that it can be realized according to the set targets, taking into account market value and timing in its implementation. Furthermore, the Board of Commissioners also asked the Board of Directors to evaluate the effectiveness of the company's investment in the toll road business as a material for future *refocusing* considerations.
11. As for business process efficiency, the Board of Commissioners encourages the development of systems and technologies that are integrated with the implementation of BIM and ERP in all subsidiaries without exception, to monitor work planning, control and supply chain.
12. In addition to the aforementioned directives, in carrying out the duty of supervising the Company's management in 2020, the Board of Commissioners has also submitted directions, suggestions and opinions to the Board of Directors in accordance with the development of the Company's performance.
13. In addition to suggestions and directives delivered verbally, in 2020, the Board of Commissioners has also sent 36 letters to the Board of Directors
14. The realization of the performance of the Board of Commissioners in 2021 reached 99.2% of the *Key Performance Indicator* (KPI) target of the Board of Commissioners in 2020 with a GCG self-assessment value of the Aspects of the Board of Commissioners of 89.59 (Very Good), and is in the "Very Good" assessment category based on the self-assessment of performance appraisal compiled by the Board of Commissioners together with the Committee, by measuring collegial and individual aspects based on indicators of Objective Measures, Institutional Capability and Technical and Soft Competency.

15. Dapat kami sampaikan bahwa Perseroan optimis mencatatkan peningkatan kinerja di tahun 2021 seiring pemulihan perekonomian nasional pasca Vaksinasi COVID-19 yang secara bertahap tengah dilakukan Pemerintah, dan didukung oleh Transformasi Bisnis dan Keuangan yang dipersiapkan serta divestasi jalan tol yang beberapa prosesnya sudah dijalankan sejak tahun 2020.

Penugasan Khusus Board of Commissioners

Selama tahun 2021, tidak terdapat penugasan khusus yang dilaksanakan oleh Board of Commissioners Waskita.

Penilaian Kinerja Board of Commissioners

Penilaian kinerja Board of Commissioners Perseroan dilakukan dengan beberapa metode penilaian, yaitu penilaian kinerja Board of Commissioners oleh Pemegang Saham melalui RUPS, penilaian kinerja oleh self assessment penerapan GCG, dan penilaian kinerja berdasarkan capaian Key Performance Indicator (KPI).

Penilaian Kinerja Board of Commissioners oleh RUPS

Kinerja Board of Commissioners dievaluasi secara berkala oleh Pemegang Saham dalam Rapat Umum Pemegang Saham (RUPS) Tahunan bersamaan dengan penyampaian Laporan Tugas Pengawasan Board of Commissioners selama tahun buku. Evaluasi dan penilaian kinerja Board of Commissioners dilakukan secara keseluruhan berdasarkan pertimbangan kinerja kolegal maupun individual. Hasil penilaian kinerja Board of Commissioners oleh RUPS menjadi bagian tak terpisahkan dalam penentuan skema dan besaran remunerasi dan kompensasi Board of Commissioners maupun pertimbangan dalam penunjukan kembali anggota Board of Commissioners yang bersangkutan. Selain itu, hasil evaluasi kinerja Board of Commissioners menjadi salah satu bahan bagi perbaikan dan peningkatan efektivitas Board of Commissioners di masa mendatang.

Prosedur Penilaian Kinerja Board of Commissioners oleh RUPS

Pelaksanaan tugas pengawasan yang dijalankan Board of Commissioners selama tahun buku dilaporkan kepada Pemegang Saham melalui RUPS dengan menilai kesesuaian dengan Pedoman Kerja Board of Commissioners. Berdasarkan laporan tersebut, RUPS dapat menyatakan serta memberikan pembebasan sepenuhnya (*acquit et de charge*) kepada Board of Commissioners atas tindakan pengawasan yang dilakukan pada tahun buku yang berakhir pada akhir tahun.

15. We can convey that the Company is optimistic to increase its performance in 2021 in line with the recovery of the national economy after the COVID-19 vaccination which is being gradually carried out by the Government, and is supported by the Business and Financial Transformation which is being prepared as well as toll road divestment, which several processes have been carried out since 2015. 2020.

Special Assignments of the Board of Commissioners

Throughout 2021, Waskita's Board of Commissioners did not carry out any special assignments.

Board of Commissioners Performance Assessment

Performance assessment of Board of Commissioners of the Company is carried out through several methods, namely performance assessment by Shareholders through the GMS, performance assessment by assessing the implementation of GCG, and performance self assessment based on the achievement of Key Performance Indicators (KPI).

Board of Commissioners Performance Assessment by the GMS

The performance of the Board of Commissioners is evaluated periodically by the Shareholders at the Annual General Meeting of Shareholders (GMS) along with the submission of the Board of Commissioners supervisory report during the fiscal year. The evaluation and assessment of Board of Commissioners performance is carried out as a whole by taking into account both collegial and individual performance. The results of Board of Commissioners performance assessment by the GMS is an integral part in determining the scheme and amount of Board of Commissioners' remuneration and compensation as well as in considering the reappointment the concerned Board of Commissioners members. In addition, the evaluation results of the Board of Commissioners performance is one of the materials to improve and increase the effectiveness of the Board of Commissioners in the future.

Procedure for the Board of Commissioners Performance Assessment by the GMS

The implementation of supervisory duties carried out by the Board of Commissioners in the fiscal year is reported to Shareholders through the GMS by assessing compliance with the Board of Commissioners Manual. Based on the report, the GMS may declare and grant full discharge (*acquit et de charge*) to the Board of Commissioners for the supervisory actions carried out in the fiscal year ending at the end of the year.

Kriteria Penilaian Kinerja *Board of Commissioners* oleh RUPS

Pemegang Saham menilai dan mengevaluasi kinerja pengawasan *Board of Commissioners* dengan mempertimbangkan beberapa kriteria, di antaranya jumlah kehadiran rapat, capaian tugas pengawasan Perseroan berdasarkan program rancangan kerja, penerapan praktik-praktik dan prinsip-prinsip GCG, serta kepatuhan terhadap Anggaran Dasar, *Board Manual*, dan peraturan perundangan yang berlaku dalam menjalankan tugas dan tanggung jawabnya.

Pihak yang Melakukan Assessment

Penilaian kinerja *Board of Commissioners* dalam RUPS dilakukan oleh Pemegang Saham dalam RUPS.

Penilaian Kinerja *Board of Commissioners* Berdasarkan Key Performance Indicator (KPI)

Sebagaimana diatur dalam Peraturan Menteri BUMN No. PER-09/MBU/2012 tentang Perubahan atas Peraturan Menteri Negara BUMN No. PER-01/MBU/2011, RUPS wajib menetapkan Indikator Pencapaian Kinerja (*Key Performance Indicator*) *Board of Commissioners* yang bersangkutan. Indikator Pencapaian Kinerja menjadi ukuran penilaian atas keberhasilan pelaksanaan tugas dan tanggung jawab pengawasan dan pemberian nasihat oleh *Board of Commissioners* sesuai dengan ketentuan perundang-undangan dan Anggaran Dasar Perseroan.

Prosedur Penilaian Kinerja *Board of Commissioners* Berdasarkan KPI

Penilaian kinerja *Board of Commissioners* dilakukan oleh Pemegang Saham dengan mempertimbangkan capaian KPI yang diusulkan oleh *Board of Commissioners* dan ditetapkan oleh RUPS.

Kriteria Penilaian Kinerja *Board of Commissioners* Berdasarkan KPI

Kriteria penilaian kinerja *Board of Commissioners* berdasarkan KPI meliputi:

1. Aspek Pengawasan;
2. Aspek Pelaporan;
3. Aspek Dinamis (peningkatan kompetensi).

Hasil Penilaian Kinerja *Board of Commissioners* Berdasarkan KPI

Sepanjang tahun 2021, tidak terdapat penilaian kinerja *Board of Commissioners* yang didasarkan pada KPI.

Criteria for the Board of Commissioners Performance Assessment by the GMS

The Shareholders assesses and evaluate the Board of Commissioners' supervisory performance by considering several criteria, including meeting attendance, achievement of the Company's supervisory duties based on the work plan, implementation of GCG practices and principles, as well as compliance with the Articles of Association, Board Manual, and the prevailing laws and regulations in carrying out its duties and responsibilities.

Assessor

The Board of Commissioners performance assessment in the GMS is carried out by the Shareholders in the GMS.

Board of Commissioners Performance Assessment Based on the Key Performance Indicator (KPI)

As regulated in the Regulation of the Minister of SOE No. PER09/MBU/2012 concerning Amendments to the Regulation of the Minister of SOE No. PER-01/MBU/2011, the GMS is required to determine the Board of Commissioners Key Performance Indicators. The Key Performance Indicators serve as a measure to assess the successful implementation of supervisory and advisory duties and responsibilities carried out by the Board of Commissioners in accordance with the laws and regulations and the Articles of Association.

Procedure for the Board of Commissioners Performance Assessment Based on the KPI

The performance assessment of the Board of Commissioners is conducted by the Shareholders through the consideration of the achievements of Key Performance Indicators proposed by Board of Commissioners and determined by the GMS.

Criteria for the Board of Commissioners Performance Assessment Based on KPI

The criteria for the Board of Commissioners Performance Assessment based on the KPI include:

1. Supervisory Aspect;
2. Reporting Aspect;
3. Dynamic Aspect (competence improvement).

Board of Commissioners Performance Assessment Result Based on the KPI

There was no assessment on the Board of Commissioners performance based on KPI in 2021.

Penilaian Kinerja *Board of Commissioners* Berdasarkan Assessment Penerapan GCG

Sebagai Badan Usaha Milik Negara, Perseroan melakukan penilaian implementasi GCG aspek *Board of Commissioners* berdasarkan kerangka acuan pelaksanaan *assessment* GCG yang dikembangkan oleh Kementerian Negara BUMN dalam Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Assessment Board of Commissioners sebagaimana tercantum dalam Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 terdiri dari 12 indikator dan 43 parameter. Pada tahun 2020, *assessment* GCG Perseroan dilakukan oleh asesor eksternal yakni BPKP dengan skor sebesar 82,35%. Adapun skor pada tahun 2021 melalui *self-assessment* GCG yakni sebesar 89,59%.

Penilaian Kinerja *Committee Board of Commissioners*

Pelaksanaan tugas dan fungsi pengawasan *Board of Commissioners* didukung oleh komite-komite yang bertanggung jawab langsung kepada *Board of Commissioners*. Kehadiran komite-komite di tingkat *Board of Commissioners* telah memenuhi ketentuan regulasi demi mencapai efektivitas dan efisiensi operasional.

Komite-komite yang berada di bawah *Board of Commissioners* adalah *Audit Committee*, *Risk Management Committee*, dan *Nomination and Remuneration Committee*. Penilaian terhadap komite-komite di bawah *Board of Commissioners* dilakukan secara berkala dengan menilai dan mengevaluasi pelaksanaan tugas sesuai Piagam Komite, kualitas atas rekomendasi pengawasan yang diberikan, serta jumlah dan tingkat kehadiran komite dalam rapat.

Selama tahun 2021, *Audit Committee* telah memberikan rekomendasi terkait penelaahan informasi keuangan, efektivitas Sistem Pengendalian Internal, serta tinjauan terhadap hasil audit yang dilakukan oleh auditor independen. *Risk Management Committee* juga telah menjalankan tugasnya dengan baik terkait pengawasan terhadap efektivitas penerapan manajemen risiko di lingkup Perseroan serta menjamin perbaikan kecukupan manajemen risiko secara menyeluruh. Sementara itu, *Nomination and Remuneration Committee* telah menjalankan fungsi dan tugasnya terkait sistem manajemen talenta dan manajemen suksesi Perseroan.

Board of Commissioners Performance Assessment Based on the GCG Implementation Assessment

As a State-Owned Enterprise, the Company assesses the Board of Commissioners implementation of the GCG aspects based on the reference of GCG assessment developed by the Ministry of State-Owned Enterprises in the Secretary of the Ministry of SOE Decree No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises.

The Assessment on the Board of Commissioners as stated in the criteria contained in the Secretary of the Ministry of SOE Decree No. SK-16/S.MBU/2012 consists of 12 indicators and 43 parameters. In 2020, the Company's GCG assessment was carried out by an external assessor, namely BPKP with a score of 82.35%. The score in 2021 through the GCG self-assessment was 89.59%.

Board of Commissioners Committee Performance Assessment

The implementation of supervisory duties and functions of the Board of Commissioners is supported by committees that report directly to the Board of Commissioners. The committees at the Board of Commissioners level are responsible to fulfill the regulatory requirements to achieve operational effectiveness and efficiency.

The committees under the Board of Commissioners are the Audit Committee, the Risk Management Committee, and the Nomination and Remuneration Committee. The assessment of committees under the Board of Commissioners is carried out periodically by assessing and evaluating the implementation of duties according to the Committee Charter, the quality of supervisory recommendations given, and the number and rate of committee attendance at the meetings.

In 2021, the Audit Committee has provided recommendations regarding the review of financial information, the effectiveness of the Internal Control System, as well as review of the audit results conducted by independent auditors. The Risk Management Committee has also carried out its duties properly such as overseeing the effectiveness of the risk management implementation within the Company as well as ensuring the improvement in the adequacy of the risk management as a whole. Meanwhile, the Nomination and Remuneration Committee has carried out its functions and duties related to the talent management system and succession management of the Company.



Berdasarkan pelaksanaan fungsi dan tugas masing-masing komite tersebut, *Board of Commissioners* menilai bahwa *Audit Committee*, *Risk Management Committee*, dan *Nomination and Remuneration Committee* telah menjalankan tugasnya dengan baik dan memberikan rekomendasi yang solutif dan konstruktif bagi efektivitas pengawasan *Board of Commissioners*.

BOARD OF DIRECTORS

Board of Directors merupakan Organ tata kelola Perseroan yang berwenang dan bertanggung jawab penuh atas pengurusan Perseroan untuk kepentingan Perseroan, sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar. Komposisi *Board of Directors* disesuaikan dengan kebutuhan Perseroan dengan ketentuan paling sedikit dua organ anggota *Board of Directors*, salah satu di antaranya menjabat sebagai *President Director* dengan memperhatikan ketentuan peraturan perundang-undangan yang berlaku di pasar modal.

Dasar Hukum Pengangkatan *Board of Directors*

Pengangkatan *Board of Directors* Perseroan dilakukan dengan mengacu pada:

1. Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara;
2. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Menteri Negara BUMN No. PER-11/MBU/07/2021 tanggal 30 Juli 2021 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara;
4. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik;
5. Anggaran Dasar Perseroan sebagaimana tercantum dalam Akta No. 9 Tanggal 6 Juni 2020.

Kriteria Anggota *Board of Directors*

Seluruh anggota *Board of Directors* memenuhi kriteria yang ditetapkan dalam peraturan perundang-undangan yang berlaku, yang meliputi:

1. Cakap melakukan perbuatan hukum;
2. Dalam kurun waktu 5 (lima) tahun sebelum pengangkatan tidak pernah:
 - a. Dinyatakan pailit;
 - b. Menjadi anggota *Board of Directors* atau anggota *Board of Commissioners*/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu BUMN dan/atau Perusahaan dinyatakan pailit;

Based on the implementation of functions and duties of each committee, *Board of Commissioners* considers that the *Audit Committee*, the *Risk Management Committee*, and the *Nomination and Remuneration Committee* have carried out their duties properly and provided recommendations that served as solutions and constructive criticism for the effectiveness of *Board of Commissioners*' supervision.

BOARD OF DIRECTORS

Board of Directors is a corporate governance organ which is authorized and fully responsible for the Company's interests, in accordance with the purposes and objectives of the Company as well as a representative of the Company, both in and out of the court in accordance with the Articles of Association. The *Board of Directors* composition is adjusted to the Company's needs with a minimum of two members, one of which appointed as *President Director* by referring to prevailing laws and regulations in the capital market.

Legal Basis of Appointment of the *Board of Directors*

The Company appoints its *Board of Directors* by referring to:

1. Law No. 19 of 2003 concerning State-Owned Enterprises;
2. Law No. 40 of 2007 concerning Limited Liability Companies
3. Regulation of the State Minister of SOE No. PER-11/MBU/07/2021 dated July 30, 2021 concerning the Requirements and Procedures for the Appointment and Dismissal of Members of the *Board of Directors* of State-Owned Enterprises;
4. Financial Services Authority Regulation No. 33/POJK.04/2014 concerning *Board of Directors* and *Board of Commissioners* of Issuers or Public Companies
5. The Company's Articles of Association as stated in the Deed No. 9 dated June 6, 2020

Board of Directors Membership Criteria

All members of the *Board of Directors* have fulfilled the criteria stipulated in the prevailing laws and regulations, which include:

1. Proficient in carrying out legal actions;
2. Within 5 (five) years prior to appointment has never:
 - a. Been declared bankrupt;
 - b. Become a member of *Board of Directors* or *Board of Commissioners*/Supervisory Board found guilty of causing an SOE and/or Company to go bankrupt;

- c. Dihukum karena melakukan tindak pidana yang merugikan keuangan negara, BUMN, Perusahaan, dan/atau yang berkaitan dengan sektor keuangan.
3. Memenuhi persyaratan materiil, yaitu kriteria keahlian, integritas, kemampuan, pengalaman, kejujuran, perilaku yang baik, serta dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan;
4. Memenuhi persyaratan tambahan, yaitu:
 - a. Bukan pengurus Partai Politik dan/atau calon anggota legislatif dan/atau anggota legislatif;
 - b. Bukan calon kepala/wakil kepala daerah dan/atau kepala/wakil kepala daerah;
 - c. Tidak menjabat sebagai *Board of Directors* pada BUMN yang bersangkutan selama 2 (dua) periode berturut-turut;
 - d. Memiliki dedikasi dan menyediakan waktu sepenuhnya untuk melakukan tugasnya; dan
 - e. Sehat jasmani dan rohani (tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai Direksi BUMN), yang dibuktikan dengan surat keterangan dari Dokter;
 - f. Memiliki Nomor Pokok Wajib Pajak (NPWP) dan telah melaksanakan kewajiban membayar pajak selama dua tahun terakhir.
5. Dinyatakan lulus Uji Kelayakan dan Kepatutan (*Fit & Proper Test*).

Prosedur Pengangkatan, Pemilihan Ulang, dan Pemberhentian Board of Directors

Perseroan telah menetapkan prosedur pengangkatan dan pemberhentian *Board of Directors* dengan mengacu Peraturan Menteri Negara Badan Usaha Milik Negara (BUMN) No. PER-11/MBU/07/2021 tanggal 30 Juli 2021 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara.

Dalam aturan yang dirumuskan, *Board of Directors* Perseroan menetapkan individu yang dapat diangkat sebagai anggota *Board of Directors* adalah perseorangan yang memenuhi persyaratan sesuai peraturan perundang-undangan yang berlaku serta mampu melaksanakan perbuatan hukum, tidak pernah dinyatakan pailit atau menyebabkan suatu Perseroan dinyatakan pailit, dan tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dalam kurun lima tahun sebelum pengangkatannya.

Anggota *Board of Directors* diangkat oleh RUPS sesuai dengan ketentuan yang berlaku, masing-masing untuk jangka waktu terhitung sejak tanggal yang ditentukan pada RUPS yang mengangkat mereka sampai penutupan RUPS Tahunan kelima

- c. Convicted of a criminal offense that is detrimental to the country's finances, SOEs, Companies, and/or matters related to financial sector.
3. Meet the material requirements, namely the criteria of expertise, integrity, ability, experience, honesty, good behavior, and high dedication to advance and develop the Company;
4. Meet the additional requirements of:
 - a. Not being an official of a Political Party and/or a candidate for member of legislature and/or a member of legislature;
 - b. Not being a candidate for regional head/deputy head and/or a regional head/deputy head;
 - c. Not serving as Board of Director of the concerned SOE for 2 (two) consecutive periods;
 - d. Having dedication and ability to provide full time to do the assignments;
 - e. Being physically and mentally healthy (not suffering from an illness that may hamper the implementation of duties as Board of Director of SOE), as evidenced by a Doctor's note; and
 - f. Owning a Taxpayer Identification Number (NPWP) and having the obligation to pay taxes for the last two year fulfilled;
5. Passing the Fit and Proper Test.

Procedures of Appointment, Reappointment, and Dismissal of the Board of Directors

The Company has determined procedures of the appointment and dismissal of the Board of Directors by referring to the State Minister of State-Owned Enterprises (SOE) Regulation No. PER-03/MBU/02/2015 regarding the Requirements and Procedures of Appointment and Dismissal of Board of Directors Members of State-Owned Enterprises.

According to the stipulated regulation, individuals that can be appointed as members of Board of Directors are a person that fulfills the requirements of prevailing laws and regulations, is proficient of taking legal actions, has never been declared bankrupt nor has been a member of Board of Directors or Board of Commissioners declared responsible for the bankruptcy of a company, and has never been punished for criminal offense that damages the state finance within five years prior to his/her appointment.

Members of Board of Directors are appointed by the GMS based on prevailing regulations, respectively for a period starting from the date determined by the GMS until the closing of the fifth annual GMS after their appointment date, without reducing the



setelah tanggal pengangkatan mereka. Ketentuan tersebut tidak mengurangi hak RUPS untuk memberhentikan anggota *Board of Directors* sewaktu-waktu dengan alasan tertentu setelah yang bersangkutan diberi kesempatan untuk membela diri dalam rapat tersebut. Pemberhentian demikian berlaku sejak penutupan rapat yang memutuskan pemberhentiannya, kecuali bila ditentukan lain. Anggota *Board of Directors* yang masa jabatannya telah berakhir dapat diangkat kembali oleh RUPS untuk satu kali masa jabatan.

Kebijakan Suksesi *Board of Directors*

Kebijakan suksesi *Board of Directors* dijalankan dengan tunduk kepada regulasi yang berlaku serta direalisasikan melalui kebijakan dan program internal yang disusun Perseroan. Mengacu pada Peraturan Menteri BUMN No. PER-11/MBU/07/2021 tanggal 30 Juli 2021 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara, sumber bakal calon *Board of Directors* berasal dari:

1. Direksi BUMN;
2. Dewan Komisaris/Dewan Pengawas BUMN;
3. Talenta BUMN yang terdiri atas:
 - a. Pejabat satu tingkat di bawah Direksi atau pejabat yang mempunyai prestasi istimewa;
 - b. Direksi anak perusahaan BUMN/perusahaan patungan BUMN;
4. Talenta Kementerian BUMN;
5. Pejabat BUMN lain dan sumber lainnya.

Bakal calon *Board of Directors* dapat diusulkan melalui *Board of Commissioners*. Apabila Menteri BUMN selaku pihak yang memiliki wewenang untuk mengangkat anggota *Board of Directors* memandang terdapat bakal calon lain yang memiliki potensi sebagai anggota *Board of Directors*, namun tidak termasuk dalam daftar nama yang diusulkan oleh *Board of Commissioners*, Menteri dapat meminta *Board of Commissioners* untuk melakukan penilaian terhadap yang bersangkutan dan jika memenuhi syarat agar diusulkan kepada Menteri.

Masa Jabatan *Board of Directors*

Masa jabatan anggota *Board of Directors* adalah 5 (lima) tahun, dengan jangka waktu terhitung sejak tanggal yang ditetapkan RUPS yang mengangkatnya dan berakhir pada penutupan RUPS Tahunan ke-5 (kelima) setelah tanggal pengangkatannya. Namun demikian, tidak mengurangi hak RUPS tersebut untuk memberhentikan anggota *Board of Directors* tersebut jika dinilai tidak memenuhi kriteria sebagai *Board of Directors* atau akibat alasan lain.

Anggota *Board of Directors* dapat diangkat kembali oleh RUPS untuk menduduki 1 (satu) kali masa jabatan apabila masa jabatan pertama telah berakhir.

rights of the GMS to dismiss them any time by stating the reasons after the related member of Board of Directors has been granted the chance to defend him/herself in the meeting. Such dismissal is effective since the closing of meeting that decides on the dismissal, unless other date of dismissal has been determined by the meeting. Members of Board of Directors whose tenure has ended can be reappointed by the GMS for one subsequent period.

Succession Policy of the Board of Directors

The succession policy of Board of Directors carried out is subject to applicable regulations and is realized through internal policies and programs prepared by the Company. Referring to PER-11/MBU/07/2021 dated July 30, 2021 concerning the Requirements, Procedures for Appointment and Dismissal of Members of Board of Directors of State-Owned Enterprises, sources of prospective candidates for Board of Directors are:

1. Board of Directors of SOEs
2. Board of Commissioners/Supervisory Board of SOEs;
3. SOEs talents which consist of:
 - a. Officials one level below Board of Directors or officials who have outstanding achievements;
 - b. Board of Directors of SOEs subsidiaries/joint ventures
4. Ministry of SOE talents;
5. Other SOEs officials and other sources.

Prospective candidates for the Board of Directors can be proposed through the Board of Commissioners. If the Minister of SOE, as a party authorized to appoint members of the Board of Directors has other potential candidates for the Board of Directors, but is not included in the list of names proposed by the Board of Commissioners, the Minister may request the Board of Commissioners to make an assessment to those concerned and to be proposed to the Minister if they meet the requirements.

Board of Directors Tenure

Tenure of members of Board of Directors is 5 (five) years, with a period starting from the date determined by the GMS that appointed the concerned member and ending at the closing of the 5th (fifth) Annual GMS after the date of appointment. However, this does not reduce the GMS' right to dismiss the members of Board of Directors if they are deemed to fail to meet the criteria as Board of Directors or for other reasons.

Members of Board of Directors may be reappointed by the GMS to serve for 1 (one) more period, if the first term has ended.



Komposisi Board of Directors

Selama tahun 2021, terdapat pergantian komposisi anggota Board of Directors, dengan uraian sebagai berikut:

Periode I Januari – 16 April 2021

Komposisi anggota Board of Directors pada periode I Januari hingga 16 April 2021 berjumlah 7 (tujuh) orang, terdiri dari 1 (satu) orang President Director dan 6 (enam) orang Director. Seluruh anggota Board of Directors Perseroan yang menjabat selama periode I Januari hingga 16 April 2021 telah memenuhi kriteria dan ketentuan yang dipersyaratkan dalam uji kepatutan dan kelayakan (*fit and proper test*) berdasarkan Undang-Undang Perseroan Terbatas, Anggaran Dasar Perusahaan, peraturan terkait tata kelola perusahaan yang baik, serta peraturan dan ketentuan lain yang terkait.

Berikut ini merupakan komposisi anggota Board of Directors yang menjabat selama periode I Januari hingga 16 April 2021:

Komposisi Anggota Board of Directors Periode I Januari – 16 April 2021

No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara Fit & Proper Test / Organizer of the Fit & Proper Test
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
1.	Destiawan Soewardjono	President Director	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
2.	Taufik Hendra Kusuma	Director of Finance	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
3.	Hadjar Seti Adji	Director of Human Capital Management & System Development	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
4.	Fery Hendriyanto	Director of Business Development & Quality, Safety, Health & Environment	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
5.	Didit Oemar Prihadi	Director of Operation I	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
6.	Bambang Rianto	Director of Operation II	Akta No. 127 tanggal 31 Maret 2017 / Deed No. 127 date March 31, 2017	-	Sampai RUPS Tahunan tahun 2022 / Until the 2022 Annual GMS	Kementerian BUMN / Ministry of SOE
7.	Gunadi	Director of Operation III	Akta No. 44 tanggal 15 Mei 2019 / Deed No. 44 dated May 15, 2019	-	Sampai RUPS Tahunan tahun 2024 / Until the 2024 Annual GMS	Kementerian BUMN / Ministry of SOE

Board of Directors Composition

Throughout 2021, there were changes in the Board of Directors member composition with the description as follows:

Period of January I – April 16, 2021

The Board of Directors member composition for the period January I to April 16, 2021 was 7 (seven) members, consisting of 1 (one) President Director and 6 (six) Directors. All members of the Company's Board of Directors who served from January I to April 16, 2021 have met the criteria and conditions required in the fit and proper test based on the Limited Liability Company Law, the Company's Articles of Association, regulations related to corporate governance, as well as other relevant rules and regulations.

The following is the composition of the members of the Board of Directors who served in the period of January I to April 16, 2021:

Board of Directors Member Composition in the Period of January I – April 16, 2021



Periode 16 April – 21 September 2021

Pada tanggal 16 April 2021, Perseroan menyelenggarakan Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2020. Dalam RUPST tersebut, para Pemegang Saham menyetujui untuk memberhentikan dengan hormat Bapak Didit Oemar Prihadi dari jabatannya sebagai *Director of Operation I* dan Bapak Fery Hendriyanto dari jabatannya sebagai *Director of Business Development & Quality, Safety, Health & Environment* Perseroan serta mengangkat Bapak I Ketut Pasek Senjaya Putra sebagai *Director of Operation I* dan Ibu Luki Theta Handayani sebagai *Director of Business Development & Quality, Safety, Health & Environment* Perseroan.

Selain itu, pada saat RUPSTahunan Tahun Buku 2020 diselenggarakan, para Pemegang Saham menyetujui untuk mengalihkan penugasan Bapak Taufik Hendra Kusuma dari jabatan semula sebagai *Director of Finance* yang diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2019 menjadi *Director of Finance and Risk Management*, dengan masa jabatan meneruskan sisa masa jabaran sebagaimana Keputusan RUPS dimaksud.

Dengan demikian, komposisi anggota *Board of Directors* pada periode 16 April hingga 21 September 2021 berjumlah 7 (tujuh) orang, terdiri dari 1 (satu) orang *President Director* dan 6 (enam) orang *Director*. Seluruh anggota *Board of Directors* Perseroan yang menjabat selama periode 16 April hingga 21 September 2021 telah memenuhi kriteria dan ketentuan yang dipersyaratkan dalam uji kepatutan dan kelayakan (*fit and proper test*) berdasarkan Undang-Undang Perseroan Terbatas, Anggaran Dasar Perusahaan, peraturan terkait tata kelola perusahaan yang baik, serta peraturan dan ketentuan lain yang terkait.

Berikut ini merupakan komposisi anggota *Board of Directors* yang menjabat selama periode 16 April hingga 21 September 2021:

Komposisi Anggota Board of Directors Periode 16 April – 21 September 2021

No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara Fit & Proper Test / Organizer of the Fit & Proper Test
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
1.	Destiawan Soewardjono	<i>President Director</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
2.	Taufik Hendra Kusuma	<i>Director of Finance and Risk Management</i>	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
3.	Hadjar Seti Adji	<i>Director of Human Capital Management & System Development</i>	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE

Period of April 16 – September 21, 2021

On April 16, 2021, the Company held the Annual General Meeting of Shareholders (AGMS) for 2020 Fiscal Year. In the AGMS, the Shareholders agreed to honorably dismiss Mr. Didit Oemar Prihadi from his position as Director of Operation I and Mr. Fery Hendriyanto from his position as Director of Business Development & Quality, Safety, Health & Environment of the Company and appointed Mr. I Ketut Pasek Senjaya Putra as Director of Operation I and Mrs. Luki Theta Handayani as Director of Business Development & Quality, Safety, Health & Environment of the Company.

Furthermore, in the 2020 Fiscal Year Annual GMS, the Shareholders approved the assignment transfer of Mr. Taufik Hendra Kusuma from his original position as Director of Finance who was appointed based on the Decision of the 2019 Fiscal Year Annual GMS to become Director of Finance and Risk Management, with a tenure continuing the remaining tenure as referred to in the GMS Resolution.

Thus, the composition of the Board of Directors for the period from April 16 to September 21, 2021 was 7 (seven) members, consisting of 1 (one) President Director and 6 (six) Directors. All members of the Company's Board of Directors who served during the period from April 16 to September 21, 2021, have met the criteria and conditions required in the fit and proper test based on the Limited Liability Company Law, the Company's Articles of Association, regulations related to corporate governance, as well as other relevant rules and regulations.

The following is the composition of the members of the Board of Directors who served in the period of April 16 to September 21, 2021:

Board of Directors Member Composition in the Period of April 16 – September 21, 2021



No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara Fit & Proper Test / Organizer of the Fit & Proper Test
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
4.	Luki Theta Handayani	Director of Business Development & Quality, Safety, Health & Environment	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
5.	I Ketut Pasek Senjaya Putra	Director of Operation I	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
6.	Bambang Rianto	Director of Operation II	Akta No. 127 tanggal 31 Maret 2017 / Deed No. 127 date March 31, 2017	-	Sampai RUPS Tahunan tahun 2022 / Until the 2022 Annual GMS	Kementerian BUMN / Ministry of SOE
7.	Gunadi	Director of Operation III	Akta No. 44 tanggal 15 Mei 2019 / Deed No. 44 dated May 15, 2019	-	Sampai RUPS Tahunan tahun 2024 / Until the 2024 Annual GMS	Kementerian BUMN / Ministry of SOE

Periode 21 September – 31 Desember 2021

Pada tanggal 21 September 2021, Perseroan menyelenggarakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Tahun 2021. Dalam RUPSLB tersebut, para Pemegang Saham menyetujui untuk memberhentikan dengan hormat Ibu Luki Theta Handayani dari jabatannya sebagai *Director of Business Development & Quality, Safety, Health & Environment* dan mengangkat Ibu Arijanti Erfin sebagai *Director of Business Development & Quality, Safety, Health & Environment* Perseroan.

Dengan demikian, komposisi anggota *Board of Directors* pada periode 21 September hingga 31 Desember 2021 berjumlah 7 (tujuh) orang, terdiri dari 1 (satu) orang *President Director* dan 6 (enam) orang *Director*. Seluruh anggota *Board of Directors* Perseroan yang menjabat selama periode 16 April hingga 20 September 2021 telah memenuhi kriteria dan ketentuan yang dipersyaratkan dalam uji kepatutan dan kelayakan (*fit and proper test*) berdasarkan Undang-Undang Perseroan Terbatas, Anggaran Dasar Perusahaan, peraturan terkait tata kelola perusahaan yang baik, serta peraturan dan ketentuan lain yang terkait.

Berikut ini merupakan komposisi anggota *Board of Directors* yang menjabat selama periode 21 September hingga 31 Desember 2021:

Komposisi Anggota Board of Directors Periode 21 September – 31 Desember 2021

No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara Fit & Proper Test / Organizer of the Fit & Proper Test
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
1.	Destiawan Soewardjono	President Director	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE

Period of September 21 – December 31, 2021

On September 21, 2021, the Company held an Extraordinary General Meeting of Shareholders (EGMS) 2021. In the EGMS, the Shareholders agreed to honorably dismiss Mrs. Luki Theta Handayani from his position as *Director of Business Development & Quality, Safety, Health & Environment* and appointed Mrs. Arijanti Erfin as *Director of Business Development & Quality, Safety, Health & Environment* of the Company.

Thus, the composition of the members of the *Board of Directors* for the period from September 21 to December 31, 2021 was 7 (seven) members consisting of 1 (one) *President Director* and 6 (six) *Directors*. All members of the Company's *Board of Directors* who served from April 16 to September 20, 2021, have met the criteria and conditions required in the fit and proper test based on the Limited Liability Company Law, the Company's Articles of Association, regulations related to corporate governance, as well as other relevant rules and regulations.

The following is the composition of the members of the *Board of Directors* who served in the period of September 21 to December 31, 2021

Board of Directors Member Composition in the Period of September 21 – December 31, 2021



No.	Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment		Masa Jabatan / Tenure	Penyelenggara Fit & Proper Test / Organizer of the Fit & Proper Test
			Pengangkatan Pertama / First Appointment	Pengangkatan Kembali / Reappointment		
2.	Taufik Hendra Kusuma	Director of Finance and Risk Management	Akta No. 08 tanggal 8 Juni 2020 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2025 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
3.	Hadjar Seti Adji	Director of Human Capital Management & System Development	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS	Kementerian BUMN / Ministry of SOE
4.	Arijanti Erfin	Director of Business Development & Quality, Safety, Health & Environment	Akta No. 12 tanggal 7 Oktober 2021 / Deed No. 12 dated October 7, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS	Kementerian BUMN / Ministry of SOE
5.	I Ketut Pasek Senjaya Putra	Director of Operation I	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2025 Annual GMS	Kementerian BUMN / Ministry of SOE
6.	Bambang Rianto	Director of Operation II	Akta No. 127 tanggal 31 Maret 2017 / Deed No. 127 date March 31, 2017	-	Sampai RUPS Tahunan tahun 2022 / Until the 2022 Annual GMS	Kementerian BUMN / Ministry of SOE
7.	Gunadi	Director of Operation III	Akta No. 44 tanggal 15 Mei 2019 / Deed No. 44 dated May 15, 2019	-	Sampai RUPS Tahunan tahun 2024 / Until the 2024 Annual GMS	Kementerian BUMN / Ministry of SOE

Tugas, Tanggung Jawab, dan Wewenang Board of Directors

Dalam melaksanakan tugas dan tanggung jawabnya, *Board of Directors* senantiasa berpegang dan berpedoman pada Anggaran Dasar maupun ketentuan internal dan peraturan perundang-undangan yang berlaku.

Tugas Pokok Board of Directors

1. Memimpin dan mengurus Perseroan sesuai dengan maksud dan tujuan Perseroan serta senantiasa berusaha meningkatkan efisiensi dan efektivitas di lingkungan bisnis Perseroan;
2. Menguasai, memelihara, dan mengurus kekayaan Perseroan;
3. Menyiapkan Rancangan Rencana Jangka Panjang yang merupakan rencana strategis yang memuat sasaran dan tujuan Perseroan yang hendak dicapai dalam jangka waktu 5 (lima) tahun dan disampaikan kepada RUPS untuk mendapatkan pengesahan;
4. Menyiapkan Rancangan Kerja dan Anggaran Perusahaan yang merupakan penjabaran tahunan dari rencana jangka panjang dan menyampaikannya kepada RUPS;
5. Menyampaikan laporan tahunan kepada RUPS untuk memperoleh pengesahan.

Duties, Responsibilities, and Authorities of the Board of Directors

In implementing its duties and responsibilities, the Board of Directors upholds and refers to the Articles of Association, internal provisions, and prevailing laws and regulations.

Main Duties of the Board of Directors

1. Leading and managing the Company according to the goals and objectives of the Company as well as constantly making efforts to enhance efficiency and effectiveness in the Company's business.
2. Controlling, maintaining, and managing the Company's assets.
3. Preparing a long-term plan draft that serves as a strategic plan that contains the Company's goals and objectives to be achieved within a period of 5 (five) years and is submitted to the GMS for approval.
4. Preparing a corporate work plan and budget which is an annual elaboration of the long-term plan and is submitted to the GMS.
5. Submitting an Annual Report to the GMS for approval.



Pembidangan Tugas dan Tanggung Jawab Board of Directors

Pembidangan tugas masing-masing *Board of Directors* dilakukan guna menjamin pelaksanaan dan kesinambungan pencapaian sasaran Perseroan pada masa mendatang secara lebih sistematis, efektif, dan efisien. Adapun ruang lingkup tugas dan tanggung jawab dari masing-masing *Board of Directors* adalah sebagai berikut:

Division of Duties and Responsibilities of the Board of Directors

The division of duties of each Board of Directors is carried out to ensure the implementation and continuity of achieving the Company's goals in the future in a more systematic, effective and efficient manner. The scope of duties and responsibilities of each Board of Directors are as follows:

Pembidangan Tugas Board of Directors Tahun 2021

Board of Directors Division of Duties in 2021

No.	Nama / Name	Jabatan / Position	Uraian Pembidangan Tugas / Division of Duties Description
1.	Destiawan Soewardjono	President Director	<p>a. Memimpin pengembangan dan menyetujui visi, misi, dan arahan strategis perusahaan sesuai dengan potensi bisnis dan pangsa pasar.</p> <p>b. Melakukan koordinasi dengan Direktur lain dalam mengelola perusahaan secara keseluruhan.</p> <p>c. Memastikan kinerja bisnis Grup Waskita sesuai dengan regulasi, kebijakan, dan peraturan pemerintah yang berlaku.</p> <p>d. Mengevaluasi dan menyetujui prinsip-prinsip pada RJPP dan RKAP Anak Perusahaan.</p> <p>e. Melakukan pengawasan & pengelolaan secara aktif terhadap Business Unit dan secara strategis terhadap Anak Perusahaan Precast, Toll Road, Realty dan Infrastructure.</p> <p>f. Membangun hubungan baik dengan stakeholder untuk mendukung keberlangsungan bisnis. Meningkatkan potensi pendapatan & realisasi proyek.</p> <p>g. Memberikan keputusan terhadap proyek strategis/aksi korporasi yang berpotensi mempengaruhi citra/cerminan Perusahaan di mata publik.</p> <p>h. Memantau pelaksanaan Corporate Office Corporate Secretary & Internal Audit) dalam melakukan pengendalian perusahaan serta memastikan kepatuhan perusahaan.</p> <p>i. Memberikan arahan dan memimpin pengembangan identitas korporat.</p> <p>j. Melakukan komunikasi secara reguler dengan tim internal Perusahaan untuk menyampaikan visi, misi, dan arahan strategis perusahaan.</p> <p>k. Mewakili Grup Waskita di publik maupun di hadapan hukum.</p>
2.	Taufik Hendra Kusuma	Director of Finance and Risk Management	<p>a. Membuat kebijakan, prosedur & standar Keuangan, Akuntansi, Manajemen Risiko dan Legal di Grup Waskita (mencakup Anak Perusahaan).</p> <p>b. Memantau dan mengelola target rencana keuangan korporat & portofolio bisnis Grup Waskita.</p> <p>c. Memantau dan mengelola kinerja keuangan perusahaan secara menyeluruh (Corporate Office, Business Unit, dan Anak Perusahaan).</p> <p>d. Memastikan tersedianya pendanaan yang cukup dan optimal untuk keberlangsungan dan pertumbuhan bisnis Grup Waskita.</p> <p>e. Memantau pengelolaan budgeting, perbendaharaan, akuntansi, perpajakan, aksi korporasi, advokasi & compliance serta administrasi kontrak Grup Waskita.</p> <p>f. Mengawasi & mengelola perencanaan & pengelolaan aset Korporat (non-proyek).</p> <p>g. Memimpin pelaksanaan aksi keuangan korporat.</p> <p>h. Memantau pelaksanaan Risk Management Division dalam melakukan pengendalian perusahaan serta memastikan kepatuhan perusahaan.</p> <p>i. Membina dan menilai kinerja Finance Division, Accounting Division, Legal Division, Risk Management Division dan Project Management Office (PMO).</p> <p>j. Membina dan mengawasi pelaksanaan Social & Environment Responsibility/ Tanggung Jawab Sosial dan Lingkungan (TJSL).</p> <p>k. Melaksanakan tugas-tugas lain yang diberikan oleh President Director.</p>
3.	Hadjar Seti Adji	Director of Human Capital Management & System Development	<p>a. Membuat kebijakan, prosedur dan standar HCM, IT, Transformasi Perusahaan dan Grup Waskita.</p> <p>b. Mengawasi & mengelola bidang pengembangan & perencanaan Human Capital, talent management, pengelolaan alokasi Human Capital di Business Unit, pengembangan standar pendidikan & pelatihan, serta perencanaan remunerasi.</p> <p>c. Memantau program rekrutmen, pendidikan & pelatihan Human Capital perusahaan serta pelaksanaan administrasi pegawai.</p> <p>d. Mengawasi & mengelola pengembangan IT masterplan dan Implementasi sistem IT (Waskita Integrated Digital Enterprise-WIDE).</p> <p>e. Melakukan koordinasi dengan Bagian Human Capital Management yang ditempatkan di Business Unit untuk mengelola alokasi Human Capital Business Unit di proyek secara optimal.</p> <p>f. Mengelola proses transformasi perusahaan, peningkatan efisiensi dan pengembangan organisasi.</p> <p>g. Membina komunikasi internal dengan Pegawai dan Serikat Pekerja.</p> <p>h. Membina dan menilai Human Capital Management Division dan IT Division.</p> <p>i. Membina dan mengawasi pelaksanaan Transformation Office.</p> <p>j. Melaksanakan tugas-tugas lain yang diberikan oleh President Director.</p>



No.	Nama / Name	Jabatan / Position	Uraian Pembidangan Tugas / Division of Duties Description
4.	Arijanti Erfin	Director of Business Development & Quality, Safety, Health & Environment	<p>a. Membuat dan menetapkan kebijakan, prosedur & standar Bisnis Strategi, Supply Chain Sistem Manajemen K3, Lingkungan, Mutu dan Pengamanan (SM KULMP) untuk Grup Waskita.</p> <p>b. Menjadi Management Representative Sistem Manajemen K3, Lingkungan, Mutu dan Pengamanan (SM KULMP) yang menjamin sistem tersebut diterapkan dan dirawat diseluruh daerah operasi perusahaan (sesuai ruang lingkup sertifikasi).</p> <p>c. Mengawasi & mengelola bidang Mutu, Keselamatan, Kesehatan Kerja, Lingkungan dan Pengamanan di Grup Waskita.</p> <p>d. Mengawasi & mengelola perencanaan serta pengelolaan pengadaan di lingkungan Korporat.</p> <p>e. Melakukan koordinasi dengan Production, Equipment & Risk Department di Business Unit untuk memastikan prosedur K3LMP diterapkan di proyek secara menyeluruh.</p> <p>f. Memantau koordinasi dengan Director of Human Capital Management terkait alokasi serta pembelajaran dan pelatihan Human Capital yang terkait dengan Quality, Safety, Health and Environment.</p> <p>g. Memantau dan mengelola pengembangan arahan strategi perusahaan dan portofolio bisnis Grup Waskita.</p> <p>h. Memantau dan mengelola kinerja perusahaan secara menyeluruh (Corporate Office, Business Unit, dan Anak Perusahaan).</p> <p>i. Merancang dan memastikan terjadinya sinergi antar bisnis dalam Grup Waskita melalui perancangan portofolio bisnis yang optimal.</p> <p>j. Mengelola perencanaan dan pelaksanaan kemitraan & akuisisi bisnis baru.</p> <p>k. Membina komunikasi eksternal dengan pihak terkait Sistem Manajemen K3, Lingkungan, Mutu dan Pengamanan (SM K3LMP).</p> <p>l. Membina dan menilal Business Strategy Division, QHSE & System Division dan SCM Division</p> <p>m. Melaksanakan tugas-tugas lain yang diberikan oleh President Director.</p>
5.	Ketua Paskes Senjaya Putra	Director of Operation I	<p>a. Melaksanakan pengelolaan di bidang pemasaran sampai dengan pengelolaan produksi, serta koordinasi dan pembinaan/penilaian kinerja Business Unit yang ada dibawahnya yaitu Building Division & Overseas Division.</p> <p>b. Menandatangani dokumen lelang dan dokumen kontrak jika diperlukan, termasuk memberikan surat kuasa untuk keperluan dimaksud pada Business Unit Building Division & Overseas Division.</p> <p>c. Membuat kebijakan, prosedur dan standar yang berkaitan dengan konstruksi (Building & Overseas Project) serta keikutsertaan tender tersebut dengan pihak ketiga.</p> <p>d. Mengendalikan keberlangsungan bisnis yang meliputi pelaksanaan konstruksi (Building & Overseas Project) dan koordinasi dengan pihak terkait pelaksanaan konstruksi</p> <p>e. Memantau kegiatan pemasaran dan tender jasa konstruksi Building & Overseas Project untuk mencapai target penjualan dan portofolio Grup Waskita.</p> <p>f. Mengidentifikasi potensi proyek strategis (Building & Overseas Project), memberi petunjuk dan informasi bagi Business Unit yang ada dibawahnya serta Anak Perusahaan terkait.</p> <p>g. Memantau pelaksanaan konstruksi terutama terkait timeline, biaya, dan kualitas produksi sehingga memenuhi target.</p> <p>h. Memantau koordinasi dengan Director of Human Capital Management & System Development terkait alokasi sumber daya manusia serta pembelajaran dan pelatihan Human Capital bagi Business Unit yang ada dibawahnya.</p> <p>i. Melakukan koordinasi dengan Director of Finance & Risk Management terkait kebutuhan pendanaan untuk pelaksanaan proyek.</p> <p>j. Melakukan koordinasi dengan Direktorat lain dan/atau Anak Perusahaan terkait pengadaan barang (precast, readymix) atau jasa.</p> <p>k. Melakukan koordinasi dengan Production Control Division, Supply Chain Management Division dan Marketing Division terkait pengelolaan tender, anggaran & proyek.</p> <p>l. Melakukan koordinasi dengan Business Strategy Division terkait potensi proyek strategis dan arah rencana bisnis perusahaan dan Grup Waskita.</p> <p>m. Memastikan adanya koordinasi yang aktif dengan Engineering Division, QHSE & System Division, Risk Management Division dan Legal Division untuk mendapatkan masukan teknis dan tinjauan legal bagi proyek yang dilaksanakan.</p> <p>n. Memantau kinerja Business Unit yang ada dibawahnya dan memberikan masukan secara keseluruhan.</p> <p>o. Membina hubungan dan membangun jaringan/koneksi dengan para pelanggan dan pemangku kepentingan.</p> <p>p. Melaksanakan tugas-tugas lain yang diberikan oleh President Director.</p>



No.	Nama / Name	Jabatan / Position	Uraian Pembidangan Tugas / Division of Duties Description
6.	Bambang Rianto	Director of Operation II	<p>a. Melaksanakan pengelolaan di bidang pemasaran sampai dengan pengelolaan produksi, serta koordinasi dan pembinaan/penilaian kinerja Business Unit yang ada dibawahnya yaitu <i>Infrastructure I & Infrastructure II</i> Division.</p> <p>b. Menandatangani dokumen lelang dan dokumen kontrak jika diperlukan, termasuk memberikan surat kuasa untuk keperluan dimaksud pada Business Unit <i>Infrastructure I & Infrastructure II</i> Division.</p> <p>c. Membuat kebijakan, prosedur dan standar yang berkaitan dengan konstruksi (<i>Infrastructure</i>) serta keikutsertaan tender tersebut dengan pihak ketiga.</p> <p>d. Mengendalikan keberlangsungan bisnis yang meliputi pelaksanaan konstruksi (<i>Infrastructure</i>) dan koordinasi dengan pihak terkait pelaksanaan konstruksi</p> <p>e. Memantau kegiatan pemasaran dan tender jasa konstruksi (<i>Infrastructure</i>) untuk mencapai target penjualan dan portofolio Grup Waskita.</p> <p>f. Mengidentifikasi potensi proyek strategis (<i>Infrastructure</i>) dan memberi petunjuk serta informasi bagi Business Unit yang ada dibawahnya dan Anak Perusahaan terkait.</p> <p>g. Memantau pelaksanaan konstruksi terutama terkait timeline, biaya, dan kualitas produksi sehingga memenuhi target.</p> <p>h. Memantau koordinasi dengan <i>Director of Human Capital Management & System Development</i> terkait alokasi sumber daya manusia serta pembelajaran dan pelatihan <i>Human Capital</i> bagi Business Unit yang ada dibawahnya.</p> <p>i. Melakukan koordinasi dengan <i>Director of Finance & Risk Management</i> terkait kebutuhan pendanaan untuk pelaksanaan proyek.</p> <p>j. Melakukan koordinasi dengan Direktorat lain dan/atau Anak Perusahaan terkait pengadaan barang (<i>precast, readymix</i>) atau jasa.</p> <p>k. Melakukan koordinasi dengan <i>Production Control Division, Supply Chain Management Division</i> dan <i>Marketing Division</i> terkait pengelolaan tender, anggaran & proyek.</p> <p>l. Melakukan koordinasi dengan <i>Business Strategy Division</i> terkait potensi proyek strategis dan arah rencana bisnis perusahaan dan Grup Waskita.</p> <p>m. Memastikan adanya koordinasi yang aktif dengan <i>Engineering Division, QHSE & System Division, Risk Management Division</i> dan <i>Legal Division</i> untuk mendapatkan masukan teknis dan tinjauan legal bagi proyek yang dilaksanakan.</p> <p>n. Membina dan menilai <i>Marketing Division</i>.</p> <p>o. Memantau kinerja Business Unit yang ada dibawahnya dan memberikan masukan secara keseluruhan.</p> <p>p. Membina hubungan dan membangun jaringan/koneksi dengan para pelanggan dan pemangku kepentingan.</p> <p>q. Melaksanakan tugas-tugas lain yang diberikan oleh <i>President Director</i>.</p> <p>a. Carry out management in the field of marketing to production management, as well as coordination and coaching/assessment of the performance of the Business Units under it, namely the <i>Infrastructure I & Infrastructure II</i> Division.</p> <p>b. Sign tender documents and contract documents if needed, including provide a power of attorney for the purposes referred to in the Business Unit <i>Infrastructure I & Infrastructure II</i> Division.</p> <p>c. Develop policies, procedures, and standards related to construction (<i>Infrastructure</i>) as well as participation in the tender with third parties.</p> <p>d. Control business continuity which includes the implementation of construction (<i>Infrastructure</i>) and coordination with parties related to the implementation of construction.</p> <p>e. Monitor marketing activities and tender for construction services (<i>Infrastructure</i>) to achieve Waskita Group's sales and portfolio targets.</p> <p>f. Identify potential strategic projects (<i>Infrastructure</i>) and provide instructions and information for the Business Units under it and related Subsidiaries.</p> <p>g. Monitor the implementation of construction, especially related to the timeline, cost, and quality of production so as to meet the target.</p> <p>h. Monitor coordination with the <i>Director of Human Capital Management & System Development</i> regarding the allocation of human resources as well as learning and training on <i>Human Capital</i> for the Business Units under it.</p> <p>i. Coordinate with the <i>Director of Finance & Risk Management</i> regarding funding requirements for project implementation.</p> <p>j. Coordinate with other Directorates and/or Subsidiaries regarding the procurement of goods (<i>precast, readymix</i>) or services.</p> <p>k. Coordinate with <i>Production Control Division, Supply Chain Management Division</i> and <i>Marketing Division</i> related to tender, budget & project management.</p> <p>l. Coordinate with the <i>Business Strategy Division</i> regarding potential strategic projects and the direction of the Company's and Waskita Group's business plans.</p> <p>m. Ensure active coordination with the <i>Engineering Division, QHSE & System Division, Risk Management Division</i> and <i>Legal Division</i> to obtain technical input and legal reviews for the projects implemented.</p> <p>n. Foster and assess the <i>Marketing Division</i>.</p> <p>o. Monitor the performance of the Business Units under it and provide overall input.</p> <p>p. Develop relationships and build networks/connections with customers and stakeholders.</p> <p>q. Carry out other tasks assigned by the <i>President Director</i>.</p>
7.	Gunadi	Director of Operation III	<p>a. Melaksanakan pengelolaan di bidang pemasaran sampai dengan produksi, serta melakukan koordinasi, pembinaan, penilaian kinerja pada Business Unit <i>EPC Division</i>.</p> <p>b. Menandatangani dokumen lelang dan dokumen kontrak jika diperlukan, termasuk memberikan surat kuasa untuk keperluan dimaksud pada Business Unit <i>EPC Division</i>.</p> <p>c. Membuat kebijakan, prosedur dan standar yang berkaitan dengan <i>Technology, Research, Engineering & Knowledge Management</i> pada <i>Engineering Division</i>.</p> <p>d. Mengawasi & mengelola bidang Penelitian, Pengembangan dan keahlian Teknis.</p> <p>e. Mengendalikan keberlangsungan bisnis yang meliputi pelaksanaan konstruksi (<i>EPC Project</i>) dan koordinasi dengan pihak terkait pelaksanaan konstruksi.</p> <p>f. Memantau kegiatan pemasaran dan tender jasa konstruksi (<i>EPC</i>) untuk mencapai target penjualan dan portofolio Grup Waskita.</p> <p>g. Mengidentifikasi potensi proyek strategis (<i>EPC</i>) dan memberi petunjuk serta informasi bagi Business Unit yang ada dibawahnya dan Anak Perusahaan terkait.</p> <p>h. Memantau pelaksanaan konstruksi terutama terkait <i>timeline</i>, biaya, dan kualitas produksi sehingga memenuhi target.</p> <p>i. Memantau koordinasi dengan <i>Director of Human Capital Management & System Development</i> terkait alokasi sumber daya manusia serta pembelajaran dan pelatihan <i>Human Capital</i> bagi Business Unit yang ada dibawahnya.</p> <p>j. Melakukan koordinasi dengan <i>Director of Finance & Risk Management</i> terkait kebutuhan pendanaan untuk pelaksanaan proyek.</p> <p>k. Melakukan koordinasi dengan <i>Director of Business Development & QSHE</i> terkait potensi proyek strategis dan arah rencana bisnis perusahaan dan Grup Waskita.</p> <p>l. Melakukan koordinasi dengan Direktorat lain dan/atau Anak Perusahaan terkait pengadaan barang (<i>precast, readymix</i>) atau jasa.</p> <p>m. Melakukan koordinasi dengan <i>Production Control Division, Supply Chain Management Division, Marketing Division</i> dan <i>Business Strategy Division</i> terkait pengelolaan tender, anggaran & proyek serta potensi proyek strategis dan arah rencana bisnis perusahaan.</p> <p>n. Melakukan koordinasi dengan <i>Engineering Division, QHSE & System Division, Risk Management Division</i> dan <i>Legal Division</i> untuk mendapatkan masukan teknis dan tinjauan legal bagi proyek yang dilaksanakan.</p> <p>o. Membina dan menilai <i>Engineering Division</i> dan <i>Production Control Division</i>.</p> <p>p. Memantau kinerja Business Unit yang ada dibawahnya dan memberikan masukan secara keseluruhan.</p> <p>q. Membina hubungan dan membangun jaringan/koneksi dengan para pelanggan dan pemangku kepentingan.</p> <p>r. Melaksanakan tugas-tugas lain yang diberikan oleh <i>President Director</i>.</p> <p>a. Carry out management in the field of marketing to production, as well as coordinate, foster, assess performance in the <i>EPC Division's Business Unit</i>.</p> <p>b. Sign tender documents and contract documents if needed, including provide a power of attorney for the purposes referred to in the <i>EPC Division Business Unit</i>.</p> <p>c. Prepare policies, procedures, and standards related to <i>Technology, Research, Engineering & Knowledge Management</i> in the <i>Engineering Division</i>.</p> <p>d. Supervise & manage areas of <i>Research, Development, and Technical expertise</i>.</p> <p>e. Control business continuity which includes the implementation of construction (<i>EPC Project</i>) and coordination with parties related to construction implementation.</p> <p>f. Monitor marketing activities and construction service tenders (<i>EPC</i>) to achieve Waskita Group's sales and portfolio targets.</p> <p>g. Identify potential strategic projects (<i>EPC</i>) and provide guidance and information for the Business Units under it and related Subsidiaries.</p> <p>h. Monitor the implementation of construction, especially related to the timeline, cost, and quality of production so as to meet the target.</p> <p>i. Monitor coordination with the <i>Director of Human Capital Management & System Development</i> regarding the allocation of human resources as well as learning and training on <i>Human Capital</i> for the Business Units under it.</p> <p>j. Coordinate with the <i>Director of Finance & Risk Management</i> regarding funding requirements for project implementation.</p> <p>k. Coordinate with the <i>Director of Business Development & QSHE</i> regarding potential strategic projects and the direction of the Company's business plan and the Waskita Group.</p> <p>l. Coordinate with other Directorates and/or Subsidiaries regarding the procurement of goods (<i>precast, readymix</i>) or services.</p> <p>m. Coordinate with the <i>Production Control Division, Supply Chain Management Division, Marketing Division</i> and <i>Business Strategy Division</i> regarding tender, budget & project management as well as potential strategic projects and the direction of the Company's business plan.</p> <p>n. Coordinate with the <i>Engineering Division, QHSE & System Division, Risk Management Division</i> and <i>Legal Division</i> to obtain technical input and legal reviews for the implemented projects.</p> <p>o. Develop and evaluate the <i>Engineering Division</i> and <i>Production Control Division</i>.</p> <p>p. Monitor the performance of the Business Units under it and provide overall input.</p> <p>q. Develop relationships and build networks/connections with customers and stakeholders.</p> <p>r. Carry out other tasks assigned by the <i>President Director</i>.</p>

Pedoman Kerja Board of Directors

Board of Directors memiliki peran yang sangat penting dalam mengelola jalannya usaha Perseroan, sehingga diperlukan suatu Pedoman Kerja yang menjadi pijakan dasar bagi *Board of Directors* dalam melaksanakan tugas tanggung jawab dan wewenangnya untuk memenuhi kepentingan Pemegang Saham dan Pemangku Kepentingan lainnya. Pedoman dan tata tertib kerja *Board of Directors* Perseroan diatur dalam Pedoman Hubungan Kerja *Board of Commissioners* dan *Board of Directors* (PW-HKD). Pedoman ini juga mengatur hubungan kerja antara *Board of Commissioners* dan *Board of Directors* serta tidak dapat dipisahkan dari Anggaran Dasar Perseroan dan *soft-structure* GCG Perseroan. Tujuan Pedoman tersebut adalah untuk memberikan gambaran yang jelas bagi *Board of Directors* untuk melaksanakan tugas dan tanggung jawabnya serta membantu *Board of Directors* untuk memahami peraturan-peraturan yang terkait dengan tata tertib kerja yang ditetapkan.

Adapun pokok isi Pedoman Kerja *Board of Directors* yang diatur dalam Pedoman Kerja *Board of Directors* antara lain mengatur hal-hal sebagai berikut:

1. Fungsi, tugas, kewajiban, dan tanggung jawab *Board of Directors*;
2. Hak dan wewenang *Board of Directors*;
3. Keanggotaan *Board of Directors*;
4. Komposisi *Board of Directors*;
5. Standar penilaian kinerja *Board of Directors*;
6. Independensi dan benturan kepentingan;
7. Kriteria dan masa jabatan;
8. Kebijakan remunerasi;
9. Mekanisme rapat;
10. Satuan kerja di bawah *Board of Directors*.

Hubungan Afiliasi Board of Directors

Kriteria hubungan afiliasi antara *Board of Directors* meliputi:

1. Hubungan afiliasi antara sesama anggota *Board of Directors*;
2. Hubungan afiliasi antara anggota *Board of Directors* dengan anggota *Board of Commissioners*;
3. Hubungan afiliasi antara anggota *Board of Directors* dengan Pemegang Saham Utama dan/atau Pengendali.

Berikut ini merupakan tabel yang menggambarkan hubungan afiliasi *Board of Directors* yang menjabat selama tahun 2021, baik hubungan kekeluargaan maupun hubungan keuangan dengan sesama anggota *Board of Directors*, anggota *Board of Commissioners*, dan/atau pemegang saham pengendali Perseroan.

Board of Directors Manual

The Board of Directors has a crucial role in managing the course of the Company's business, hence working manual is needed to serve as the basic foundation for Board of Directors in carrying out its responsibilities and authorities to fulfill the interests of Shareholders and other Stakeholders. The work manual of Board of Directors of the Company is regulated in the Guidelines of Work Relations of Board of Commissioners and Board of Directors (PW-HKD). This Manual also regulates the work relations between the Board of Commissioners and the Board of Directors and it is an integral part of the Company's Articles of Association and GCG soft structure. The objectives of this manual is to provide clear description for the Board of Directors to perform its duties and responsibilities and to assist the Board of Directors in understanding regulations related to the predetermined work procedures.

The Board of Directors Manual contains the following matters:

1. Board of Directors functions, duties, obligations, and responsibilities;
2. Board of Directors rights and authorities;
3. Board of Directors membership;
4. Board of Directors composition;
5. Board of Directors performance assessment standards;
6. Independency and conflicts of interest;
7. Criteria and tenure;
8. Remuneration policy;
9. Meeting mechanism;
10. Work units under the Board of Directors.

Board of Directors Affiliation

The Criteria for affiliations among the Board of Directors include:

1. Affiliation among members of the Board of Directors;
2. Affiliation among members of the Board of Directors with members of the Board of Commissioners;
3. Affiliation among members of the Board of Directors with Majority and/or Controlling Shareholders.

The following table describes the affiliation of the Board of Directors who served throughout 2021, for both family relationships and financial relationships with fellow members of the Board of Directors, members of the Board of Commissioners, and/or the controlling shareholders of the Company.



Hubungan Afiliasi Board of Directors

Board of Directors Affiliation

Nama / Name	Jabatan / Position	Hubungan Kekeluargaan / Family Relationship			Hubungan Keuangan / Financial Relationship		
		Sesama BoC / Fellow BoC	Anggota BoD / BoD Members	Pemegang Saham / Shareholders	Sesama BoC / Fellow BoC	Anggota BoD / BoD Members	Pemegang Saham / Shareholders
Destiawan Soewardjono	President Director	X	X	X	X	X	X
Taufik Hendra Kusuma	Director of Finance and Risk Management	X	X	X	X	X	X
Hadjar Seti Adji	Director of Human Capital Management & System Development	X	X	X	X	X	X
Arijanti Erfin	Director of Business Development & Quality, Safety, Health & Environment	X	X	X	X	X	X
I Ketut Pasek Senjaya Putra	Director of Operation I	X	X	X	X	X	X
Bambang Rianto	Director of Operation II	X	X	X	X	X	X
Gunadi	Director of Operation III	X	X	X	X	X	X

Keterangan: √ – Memiliki | X – Tidak Memiliki

Description: √ – Has a relationship | X – Does not have a relationship

Rangkap Jabatan Board of Directors

Berdasarkan Peraturan Menteri BUMN No. PER-11/MBU/07/2021 tanggal 30 Juli 2021, anggota Board of Directors dilarang memangku jabatan rangkap sebagai:

1. Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah, dan/atau Badan Usaha Milik Swasta;
2. Anggota Dewan Komisaris pada Badan usaha Milik Negara;
3. Jabatan struktural dan fungsional lainnya pada instansi/lembaga pemerintah pusat dan/atau daerah;
4. Pengurus partai politik dan/atau calon/anggota legislatif;
5. Jabatan yang dapat menimbulkan benturan kepentingan dan/atau jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan;
6. Calon legislatif atau calon kepala daerah/wakil kepala daerah.

Informasi mengenai rangkap jabatan anggota Board of Directors disajikan pada tabel sebagai berikut:

Concurrent Positions of the Board of Directors

Referring to the Minister of SOE Regulation No. PER-11/MBU/07/2021 dated July 30, 2021, members of the Board of Directors are prohibited to have concurrent positions as:

1. Members of the Board of Directors in State-Owned Enterprises, Regional-Owned Enterprises, and/or Private-Owned Enterprises;
2. Members of the Board of Commissioners in State-Owned Enterprises;
3. Other structural and functional positions in central and/or regional government agencies/institutions;
4. Political party administrators and/or legislative candidates/members;
5. Positions that may cause conflicts of interest and/or other positions in accordance with the provisions of the laws and regulations;
6. Legislative candidates or regional head/deputy regional heads.

Information on the concurrent positions of the members of the Board of Directors can be seen in the following table:

Rangkap Jabatan Board of Directors

Concurrent Positions of the Board of Directors

Nama / Name	Jabatan / Position	Rangkap Jabatan / Concurrent Position	
		Posisi / Position	Nama Perusahaan/Instansi / Company/Institution Name
Destiawan Soewardjono	President Director	Tidak memiliki rangkap jabatan di perusahaan lain. / Has no concurrent positions in other companies.	
Taufik Hendra Kusuma	Director of Finance and Risk Management	Komisaris / Commissioner	PT Waskita Toll Road
Hadjar Seti Adji	Director of Human Capital Management & System Development	Komisaris Utama / President Commissioner	PT Waskita Toll Road
Arijanti Erfin	Director of Business Development & Quality, Safety, Health & Environment	Tidak memiliki rangkap jabatan di perusahaan lain. / Has no concurrent positions in other companies.	



Nama / Name	Jabatan / Position	Rangkap Jabatan / Concurrent Position	
		Posisi / Position	Nama Perusahaan/Instansi / Company/Institution Name
I Ketut Pasek Senjaya Putra	Director of Operation I	Komisaris Utama / President Commissioner	PT Waskita Karya Realty
Bambang Rianto	Director of Operation II	Komisaris Utama / President Commissioner	PT Waskita Beton Precast Tbk
Gunadi	Director of Operation III	Komisaris Utama / President Commissioner	PT Waskita Karya Infrastruktur

Kepemilikan Saham Board of Directors

Berikut ini merupakan informasi kepemilikan saham dari masing-masing anggota Board of Directors Waskita selama tahun 2021:

Share Ownership of the Board of Directors

Information on the share ownership of each member of Waskita's Board of Directors in 2021 is presented in the table as follows:

Kepemilikan Saham Board of Directors Tahun 2021

Nama / Name	Jabatan / Position	Kepemilikan Saham / Share Ownership	
		Di Waskita / at Waskita	Di Perusahaan Lain / at Other Companies
Destiawan Soewardjono	President Director	Tidak memiliki kepemilikan saham, baik di Waskita maupun di perusahaan lain. / Owns no shares at Waskita or other companies.	
Taufik Hendra Kusuma	Director of Finance and Risk Management	Tidak memiliki kepemilikan saham, baik di Waskita maupun di perusahaan lain. / Owns no shares at Waskita or other companies.	
Hadjar Seti Adji	Director of Human Capital Management & System Development	3.400 lembar saham (0,0000250%) / 3.400 shares (0,0000250%)	Nihil / None
Arijanti Erfin	Director of Business Development & Quality, Safety, Health & Environment	Tidak memiliki kepemilikan saham, baik di Waskita maupun di perusahaan lain. / Owns no shares at Waskita or other companies.	
I Ketut Pasek Senjaya Putra	Director of Operation I	Tidak memiliki kepemilikan saham, baik di Waskita maupun di perusahaan lain. / Owns no shares at Waskita or other companies.	
Bambang Rianto	Director of Operation II	200.000 lembar saham (0,0014734%) / 200.000 shares (0,0014734%)	Nihil / None
Gunadi	Director of Operation III	Tidak memiliki kepemilikan saham, baik di Waskita maupun di perusahaan lain. / Owns no shares at Waskita or other companies.	

Share Ownership of the Board of Directors in 2021

Program Pengenalan/Orientasi dan Peningkatan Kapabilitas Board of Directors

Program Pengenalan/Orientasi Board of Directors

Perseroan menjalankan program orientasi atau pengenalan bagi anggota Board of Directors yang baru dengan tujuan memberikan gambaran atas aktivitas bisnis Perseroan, Anak Perusahaan serta proyek-proyek perusahaan, rencana Perseroan ke depan, panduan kerja dan lainnya yang menjadi tanggung jawab Board of Directors.

Orientation and Capability Improvement Programs of the Board of Directors

Board of Directors Orientation Program

The Company carries out an orientation or introduction program for new members of the Board of Directors with the aim of providing an overview of the Company's business activities, Subsidiaries and projects, future plans, work guidelines and other matters which are the responsibility of the Board of Directors.

Program orientasi Board of Directors ditetapkan dalam Surat Keputusan Board of Directors No. 26.1/SK/WK/2021 tanggal 20 Agustus 2021 tentang Pedoman Hubungan Kerja Board of Commissioner dan Board of Director. Dalam hal ini, Corporate Secretary bertanggung jawab mengadakan program pengenalan dan apabila berhalangan, pelaksanaan Program Pengenalan diberikan oleh President Commissioner atau anggota Board of Directors lain yang ada.

The Board of Directors orientation program is stipulated in the Decree of the Board of Directors No. 26.1/SK/WK/2021 dated August 20, 2021 regarding Guidelines for the Work Relationship of the Board of Commissioners and the Board of Directors. It is stated that the Corporate Secretary is responsible for organizing the orientation program and if unable to do so, the implementation of the orientations program is given by the President Commissioner or other available members of the Board of Directors.

Program orientasi Perseroan dapat berupa presentasi, pertemuan, kunjungan ke proyek-proyek dan fasilitas-fasilitas Perseroan serta pengkajian dokumen atau program lainnya yang dianggap relevan dengan kebutuhan untuk mengenal Waskita, Anak Perusahaan serta proyek-proyek lainnya.

Ada pun materi yang disampaikan dalam Program Pengenalan anggota *Board of Directors* yang baru, antara lain:

1. Gambaran kondisi Perusahaan, baik latar belakang, karakteristik, lingkup kegiatan, kinerja keuangan maupun operasional, strategi, dan rencana usaha, risiko, dan masalah strategis lainnya;
2. Pemahaman mengenai prinsip-prinsip dan praktik-praktik *Good Corporate Governance*;
3. Tugas dan tanggung jawab *Board of Directors* dalam kaitannya dengan hubungan bisnis dengan *Board of Commissioners*.

Pada tahun 2021, Perseroan menyelenggarakan Program Pengenalan Perusahaan kepada anggota *Board of Directors* baru, yaitu Ibu Luki Theta Handayani pada tanggal 20 April 2021 secara online melalui aplikasi *Zoom Meeting* pukul 14.30 WIB – selesai dan Ibu Arijanti Erfin pada tanggal 28 September 2021 secara online melalui aplikasi *Zoom Meeting* pukul 14.00 WIB – selesai.

Program Peningkatan Kapabilitas *Board of Directors*

Program peningkatan kapabilitas bagi *Board of Directors* dinilai penting untuk dilakukan. Hal tersebut bertujuan agar *Board of Directors* dapat selalu memperbarui informasi tentang perkembangan terkini dari *core business*. Selain itu, program peningkatan kapabilitas ini juga dilakukan dalam rangka meningkatkan efektivitas kerja *Board of Directors*.

Informasi mengenai Program Peningkatan Kapabilitas yang diikuti oleh *Board of Directors* selama tahun 2021 dapat dilihat pada bagian 'Pendidikan dan/atau Pelatihan *Board of Commissioners*, *Board of Directors*, *Committees*, *Corporate Secretary*, dan *Internal Audit* di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Penyelenggaraan Rapat *Board of Directors*

Kebijakan Penyelenggaraan Rapat *Board of Directors*

Berdasarkan Anggaran Dasar Perseroan, *Board of Directors* wajib mengadakan Rapat *Board of Directors* secara berkala paling kurang 1 (satu) kali dalam setiap bulan atau setiap waktu bilamana dipandang perlu oleh *President Director* atau oleh seorang atau lebih anggota *Board of Directors* atau atas permintaan tertulis *Board of Commissioners*.

The Company's orientation program can be held in the form of presentations, meetings, visits to the Company's projects and facilities and review of documents or other programs deemed relevant to obtain knowledge and understanding on Waskita, its Subsidiaries and other projects.

Materials presented in the Orientation Program for new members of the Board of Directors are, as follows:

1. Description of the Company's conditions, including background, characteristics, scope of activities, financial and operational performance, business strategies and plans, risks, and other strategic issues;
2. Comprehension on the principles and practices of Good Corporate Governance;
3. Duties and responsibilities of the Board of Directors regarding its work relations with the Board of Commissioners.

In 2021, the Company held a Company Introduction Program for new members of the Board of Directors, namely Mrs. Luki Theta Handayani on April 20, 2021, via the *Zoom Meeting* application at 14.30 WIB - completion and Mrs. Arijanti Erfin on September 28, 2021, via the *Zoom Meeting* application at 14.00 WIB - completion.

Board of Directors Capability Improvement Program

The capability improvement program for the Board of Directors is crucial to be carried out. This program aims for that the Board of Directors can always update information on the latest developments of the Company's core business. In addition, this capability improvement program is also carried out in order to increase the effectiveness of the performance of the Board of Directors.

Information regarding the Capability Improvement Program participated by the Board of Directors during 2021 can be found in the 'Education and/or Training of the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit' sections in the Company Profile Chapter of this Annual Report.

Board of Directors Meeting

Board of Directors Meeting Policy

In accordance with the Company's Articles of Association, the Board of Directors must hold at least 1 (one) Board of Directors Meeting every month or at any time if deemed necessary by the *President Director* or by one or more members of the Board of Directors or at the written request of Commissioners.



Rapat *Board of Director* adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri dan/atau diwakili oleh lebih dari 1/2 (satu per dua) jumlah anggota *Board of Directors*. Dalam hal terdapat lebih dari satu usulan, maka dilakukan pemilihan ulang sehingga salah satu usulan memperoleh suara lebih dari 1/2 (satu per dua) bagian dari jumlah suara yang dikeluarkan.

Mekanisme Pengambilan Keputusan dan Kuorum Rapat Board of Directors

Mekanisme pengambilan keputusan dalam rapat *Board of Directors* diambil berdasarkan musyawarah untuk mufakat yang mengacu kepada *Board Manual* sebagai pedoman. Hasil rapat termasuk dalam hal terdapat perbedaan pendapat (*dissenting opinion*) wajib dituangkan ke dalam risalah rapat dan ditandatangani oleh pimpinan rapat serta didokumentasikan dengan baik.

Perseroan memberlakukan kebijakan kuorum terhadap pelaksanaan rapat *Board of Directors* yang sifatnya pengambilan keputusan. Perseroan menetapkan dalam rapat tersebut minimal dihadiri oleh sekurang-kurangnya 2/3 dari jumlah seluruh *Board of Directors*. Adapun ketentuan kuorum dalam rapat internal *Board of Directors* maupun rapat gabungan dengan *Board of Commissioners* adalah 50%+1.

Rapat Board of Directors dan Manajemen Perseroan

Selama tahun 2021, *Board of Directors* Waskita menyelenggarakan rapat dengan mengundang pejabat I (satu) level di bawah Direksi sebanyak 41 (empat puluh satu) kali, melebihi dengan jumlah Rapat *Board of Directors* dan Manajemen Perseroan yang direncanakan dalam Rencana Kerja dan Anggaran (RKA) *Board of Directors*.

Frekuensi dan Tingkat Kehadiran Board of Directors dalam Rapat Board of Directors dan Manajemen Perseroan

Berikut ini merupakan frekuensi dan tingkat kehadiran masing-masing anggota *Board of Directors* dalam Rapat *Board of Directors* dan Manajemen Perseroan yang diselenggarakan selama tahun 2021:

Frekuensi dan Tingkat Kehadiran Board of Directors dalam Rapat Board of Directors dan Manajemen Perseroan Tahun 2021

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	Tingkat Kehadiran / Attendance Rate
Destiawan Soewardjono	President Director	41	37	90,24%
Taufik Hendra Kusuma	Director of Finance and Risk Management	41	35	85,37%
Hadjar Seti Adji	Director of Human Capital Management & System Development	41	40	97,56%

The Board of Directors meeting is valid and possess the right to make binding decisions if attended and/or represented by more than 1/2 (half) of the total members of the Board of Directors. In the event that there is more than one proposal, then a re-election is carried out so that one of the proposals receives more than 1/2 (half) of the total votes.

Decision Making Mechanism and Quorum for the Board of Directors Meeting

The decision-making mechanism in the Board of Directors meeting is conducted based on deliberation for consensus which refers to the Board Manual as a guideline. The results of the meeting, including dissenting opinions, must be stated in the minutes of the meeting and signed by the chairman of the meeting and be well documented.

The Company applies a quorum policy on the implementation of the Board of Directors meetings that are aimed to make decisions. The Company determines that the meeting must be attended by at least 2/3 of the total number of the Board of Directors. The quorum provisions in the internal meeting of the Board of Directors as well as joint meetings with the Board of Commissioners is 50%+1.

Board of Directors and the Company's Management Meeting

In 2021, Waskita's Board of Directors held 41 (forty one) meetings with the officials on the I (one) level below the Board of Directors. This number of meetings exceeds the number of the Board of Directors and the Company's Management Meetings planned in the Work Plan and Budget (RKA) of the Board of Directors.

Frequency and Attendance Rate of the Board of Directors in the Board of Directors and the Company's Management Meetings

The frequency and attendance rate of each member of the Board of Directors in the Board of Directors and the Company's Management Meetings held throughout 2021 are as follows:

Frequency and Attendance Rate of the Board of Directors in the Board of Directors and the Company's Management Meetings in 2021



Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	Tingkat Kehadiran / Attendance Rate
Fery Hendriyanto*	Director of Business Development & Quality, Safety, Health & Environment	12	12	100%
Luki Theta Handayani**	Director of Business Development & Quality, Safety, Health & Environment	19	9	47,37%
Arijanti Erfin***	Director of Business Development & Quality, Safety, Health & Environment	10	8	80,00%
Didit Oemar Prihadi*	Director of Operation I	12	12	100%
I Ketut Pasek Senjaya Putra****	Director of Operation I	29	25	86,21%
Bambang Rianto	Director of Operation II	41	38	92,68%
Gunadi	Director of Operation III	41	41	100%
Rata-rata Kehadiran / Average Attendance Rate				87,94%

Keterangan: / Description:

*) Masa jabatan sebagai Director Waskita resmi berakhir pada tanggal 16 April 2021. / Tenure as Waskita's Director officially ended on April 16, 2021.

**) Efektif menjabat sebagai Director Waskita sejak tanggal 16 April hingga 21 September 2021. / Officially holds the position as Waskita's Director since April 16, to September 21, 2021.

***) Efektif menjabat sebagai Director Waskita sejak tanggal 21 September 2021. / Officially holds the position as Waskita's Director since September 21, 2021.

****) Efektif menjabat sebagai Director Waskita sejak tanggal 16 April 2021. / Officially holds the position as Waskita's Director since April 16, 2021.

Risalah Rapat Board of Directors dan Manajemen Perseroan

Berikut ini merupakan risalah Rapat Board of Directors dan Manajemen Perseroan yang memuat waktu pelaksanaan rapat, agenda rapat, dan daftar Board of Directors yang hadir dalam rapat Board of Directors dan Manajemen Perseroan selama tahun 2021:

Minutes of the Board of Directors in the Board of Directors and the Company's Management Meetings

The following table contains the minutes of the Board of Directors and the Company's Management Meetings which consists of the time of the meeting, the agenda of the meeting, and a list of the Board of Directors who attended the Board of Directors and the Company's Management Meetings throughout 2021.

Risalah Rapat Board of Directors dan Manajemen Perseroan Tahun 2021

Minutes of the Board of Directors in the Board of Directors and the Company's Management Meetings in 2021

No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
1.	11 Januari 2021 / January 11, 2021	1. Laporan SVP Legal Division / SVP Legal Division Report 2. Laporan Head of PMO / Head of PMO report 3. Laporan SVP Business Strategy Division / SVP Business Strategy Division Report 4. Laporan SVP HCM Division / HCM Division SVP Report 5. Laporan SVP Finance Division / SVP Finance Division Report	• Board of Director • SVP Corporate Office
2.	18 Januari 2021 / January 11, 2021	1. Laporan SVP Finance Division / SVP Finance Division Report 2. Laporan SVP Risk Management Division / SVP Risk Management Division Report 3. Laporan SVP Overseas Division / Overseas Division SVP Report 4. Laporan SVP Business Strategy Division / SVP Business Strategy Division Report 5. Paparan PT Waskita Toll Road / Presentation of PT Waskita Toll Road	• Board of Director • SVP Corporate Office • VP Overseas Division • Direksi PT Waskita Toll Road / Board of Directors of PT Waskita Toll Road
3.	08 Februari 2021 / February 08, 2021	1. Paparan PT Waskita Toll Road / Presentation of PT Waskita Toll Road 2. Laporan SVP Business Strategy Division / SVP Business Strategy Division Report 3. Laporan SVP QHSE & System Division / QHSE & System Division SVP Report 4. Laporan SVP Finance Division / SVP Finance Division Report 5. Laporan Head of PMO / Head of PMO Report 6. Lain – lain / etc.	• Board of Director • SVP Corporate Office • Direksi PT Waskita Toll Road / Board of Directors of PT Waskita Toll Road
4.	15 Februari 2021 / February 15, 2021	1. Laporan SVP Business Strategy Division / SVP Business Strategy Division Report 2. Paparan PT Waskita Toll Road / Presentation of PT Waskita Toll Road 3. Laporan Head of PMO / Head of PMO report 4. Laporan SVP PC Division / PC Division SVP Report 5. Laporan SVP Marketing Division / SVP Marketing Division Report 6. Laporan SVP Finance Division / SVP Finance Division Report	• Board of Director • SVP Corporate Office • Direksi PT Waskita Toll Road / Board of Directors of PT Waskita Toll Road
5.	22 Februari 2021 / February 22, 2021	1. Laporan Head of SMEPP & SRU / Head of SMEPP & SRU Report 2. Laporan Ketua Tim FKAP / FKAP Team Leader Report 3. Laporan SVP Finance Division / SVP Finance Division Report 4. Laporan Head of PMO / Head of PMO Report 5. Lain – lain / etc.	• Board of Director • SVP Corporate Office
6.	01 Maret 2021 / March 01, 2021	1. Laporan SVP PC Division / PC Division SVP Report 2. Laporan SVP SCM Division / SCM Division SVP Report 3. Laporan SVP Finance Division / SVP Finance Division Report 4. Laporan SVP Corporate Secretary / SVP Corporate Secretary Report	• Board of Director • SVP Corporate Office
7.	08 Maret 2021 / March 08, 2021	1. Paparan PT Waskita Toll Road / Presentation of PT Waskita Toll Road 2. Laporan SVP Corporate Secretary / VP Corporate Secretary Report 3. Laporan Head of PMO / Head of PMO report	• Board of Director • SVP Corporate Office • Direksi PT Waskita Toll Road / Board of Directors of PT Waskita Toll Road



No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
8.	15 Maret 2021 / March 15, 2021	<ol style="list-style-type: none"> Laporan SVP Finance Division / SVP Finance Division Report Laporan Head of PMO / Head of PMO report Laporan SVP HCM Division / HCM Division SVP Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office
9.	22 Maret 2021 / March 22, 2021	<ol style="list-style-type: none"> Paparan PT Waskita Toll Road / Presentation of PT Waskita Toll Road Laporan SVP Business Strategy Division / SVP Business Strategy Division Report Laporan SVP PC Division / PC Division SVP Report Laporan SVP Finance Division / SVP Finance Division Report Laporan SVP Corporate Secretary / Report of SVP Corporate Secretary 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office Direksi PT Waskita Toll Road / Board of Directors of PT Waskita Toll
10.	29 Maret 2021 / March 29, 2021	<ol style="list-style-type: none"> Laporan SVP IT Division & SVP Business Strategy Division / SVP IT Division & SVP Business Strategy Division Report Laporan Head of PMO / Head of PMO report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direksi Anak Perusahaan / Board of Directors of Subsidiaries
11.	05 April 2021 / April 05, 2021	<ol style="list-style-type: none"> Laporan SVP Finance Division / SVP Finance Division Report Laporan SVP Accounting Division / SVP Accounting Division Report Laporan Head of PMO / Head of PMO report Laporan SVP Corporate Secretary / SVP Corporate Secretary Report Laporan PT Waskita Toll Road / Presentation of PT Waskita Toll Road 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office Direksi PT Waskita Toll Road / Board of Directors of PT Waskita Toll Road
12.	12 April 2021 / April 12, 2021	<ol style="list-style-type: none"> Laporan SVP Legal Division / SVP Legal Division Report Laporan SVP Corporate Secretary / SVP Corporate Secretary Report Laporan SVP Accounting Division / SVP Accounting Division Report Laporan SVP Marketing Division / SVP Marketing Division Report Laporan SVP Business Strategy Division / SVP Business Strategy Division Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office Direksi Anak Perusahaan / Board of Directors of Subsidiaries
13.	19 April 2021 / April 19, 2021	<ol style="list-style-type: none"> Laporan Head of PMO / Head of PMO report Laporan SVP Finance Division / SVP Finance Division Report Paparan PT Waskita Toll Road / Presentation of PT Waskita Toll Road 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direksi PT Waskita Toll Road / Board of Directors of PT Waskita Toll Road
14.	26 April 2021 / April 26, 2021	<ol style="list-style-type: none"> Arahan President Director / Directions of the President Director Laporan SVP Business Strategy Division / SVP Business Strategy Division Report Laporan SVP QHSE & System Division / QHSE & System Division SVP Report Laporan SVP PC Division / PC Division SVP Report Laporan Head of PMO / Head of PMO report Laporan SVP HCM Division / HCM Division SVP Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries
15.	03 Mei 2021 / May 03 2021	<ol style="list-style-type: none"> Paparan Director of HCM & System Development / Presentation of HCM & System Development Director Paparan PT Waskita Karya Realty / Presentation of PT Waskita Karya Realty Laporan Head of PMO / Head of PMO report Paparan PT Waskita Karya Infrastruktur / Presentation of PT Waskita Karya Infrastruktur Paparan PT Waskita Beton Precast Tbk / Presentation of PT Waskita Beton Precast Tbk 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries
16.	25 Mei 2021 / May 25, 2021	<ol style="list-style-type: none"> Paparan PT Waskita Beton Precast Tbk / Presentation of PT Waskita Beton Precast Tbk Laporan SVP Finance Division / SVP Finance Division Report Laporan SVP SCM Division / SCM Division SVP Report Lain - lain / etc. 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direksi PT Waskita Beton Precast Tbk / Board of Directors of PT Waskita Beton Precast Tbk
17.	31 Mei 2021 / May 31, 2021	<ol style="list-style-type: none"> Paparan PT Waskita Toll Road / Presentation of PT Waskita Toll Road Laporan SVP Infrastructure II Division / Infrastructure II Division SVP Report Laporan SVP SCM Division / SCM Division SVP Report Paparan PT Waskita Karya Infrastruktur / Presentation of PT Waskita Karya Infrastruktur Laporan SVP EPC Division / EPC Division SVP Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries
18.	07 Juni 2021 / June 07 2021	<ol style="list-style-type: none"> Paparan PT Waskita Karya Infrastruktur / Presentation of PT Waskita Karya Infrastruktur Laporan SVP SCM Division / SVP SCM Division Report Laporan SVP Marketing Division / SVP Marketing Division Report Laporan SVP EPC Division / EPC Division SVP Report Laporan SVP Risk Management Division / SVP Risk Management Division Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries
19.	14 Juni 2021 / June 14, 2021	<ol style="list-style-type: none"> Laporan SVP Infrastructure II Division / Infrastructure II Division SVP Report Laporan SVP QHSE & System Division / QHSE & System Division SVP Report Lain - lain / etc. 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries
20.	21 Juni 2021 / June 21, 2021	<ol style="list-style-type: none"> Laporan SVP QHSE & System Division / QHSE & System Division SVP Report Laporan SVP Building Division / SVP Building Division Report Laporan SVP PC Division / PC Division SVP Report Laporan SVP Finance Division & Head of PMO / Report of SVP Finance Division & Head of PMO Laporan SVP Business Strategy Division / SVP Business Strategy Division Report Paparan PT Waskita Toll road / Presentation of PT Waskita Toll road Laporan SVP IT Division & SVP Accounting Division / Report of SVP IT Division & SVP Accounting Division Laporan SVP Risk Management Division / SVP Risk Management Division Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries
21.	28 Juni 2021 / June 28, 2021	<ol style="list-style-type: none"> Laporan SVP Infrastructure I Division / Infrastructure I Division SVP Report Laporan SVP QHSE & System Division / QHSE & System Division SVP Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries



No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
22.	05 Juli 2021 / July 05, 2021	<ol style="list-style-type: none"> Laporan SVP Overseas Division / Overseas Division SVP Report Laporan SVP Infrastructure II Division / SVP Infrastructure II Division Report Laporan SVP QHSE & System Division & PT Waskita Beton Precast Tbk / SVP QHSE & System Division & PT Waskita Beton Precast Tbk Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/VP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries
23.	19 Juli 2021 / July 19, 2021	<ol style="list-style-type: none"> Paparan PT Waskita Beton Precast Tbk / Presentation of PT Waskita Beton Precast Tbk Laporan SVP IT Division, SVP Accounting Division & SVP Finance Division / Report of SVP IT Division, SVP Accounting Division & SVP Finance Division Laporan SVP Business Strategy Division & SVP Infrastructure II Division / Report of SVP Business Strategy Division & SVP Infrastructure II Division Laporan SVP Risk Management Division & Head of PMO / Report of SVP Risk Management Division & Head of PMO Laporan SVP PC Division & SVP Business Unit / SVP PC Division & SVP Business Unit Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/VP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries
24.	26 Juli 2021 / July 26, 2021	<ol style="list-style-type: none"> Laporan SVP IT Division / SVP IT Division Report Laporan Head of PMO & SVP Business Strategy Division / Head of PMO & SVP Business Strategy Division Report Laporan SVP Building Division / SVP Building Division Report Lain - lain / etc. 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/VP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
25.	02 Agustus 2021 / August 02, 2021	<ol style="list-style-type: none"> Laporan SVP EPC Division / EPC Division SVP Report Laporan SVP Building Division & EPC Division / SVP Building Division & EPC Division Report Paparan PT Waskita Toll Road / Presentation of PT Waskita Toll Road 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/VP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
26.	09 Agustus 2021 / August 09, 2021	<ol style="list-style-type: none"> Paparan PT Waskita Karya Infrastruktur / Presentation of PT Waskita Karya Infrastruktur Laporan SVP Building Division / SVP Building Division Report Laporan SVP EPC Division / EPC Division SVP Report Laporan SVP Overseas Division / Overseas Division SVP Report Laporan SVP Business Strategy Division / SVP Business Strategy Division Report Laporan SVP Infrastructure II Division / Infrastructure II Division SVP Report Laporan SVP QHSE & System Division / SVP QHSE & System Division Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/VP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
27.	16 Agustus 2021 / August 16, 2021	<ol style="list-style-type: none"> Paparan PT Waskita Karya Infrastruktur / Presentation of PT Waskita Karya Infrastruktur Laporan SVP PC Division / PC Division SVP Report Laporan SVP Infrastructure I Division / Infrastructure I Division SVP Report Laporan SVP Building Division / SVP Building Division Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/VP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
28.	23 Agustus 2021 / August 23, 2021	<ol style="list-style-type: none"> Laporan SVP Finance Division & SVP PC Division / SVP Finance Division & SVP PC Division Report Laporan Tim Transformation Office / Transformation Office Team Report Laporan SVP Overseas Division / Overseas Division SVP Report Laporan SVP Engineering Division / SVP Engineering Division Report Paparan PT Waskita Beton Precast Tbk / Presentation of PT Waskita Beton Precast Tbk Laporan SVP Legal Division & SVP Business Unit / SVP Legal Division & SVP Business Unit Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/VP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
29.	30 Agustus 2021 / August 30, 2021	<ol style="list-style-type: none"> Laporan SVP IT Division & Accounting Division / Report of SVP IT Division & Accounting Division Paparan PT Waskita Toll Road / Presentation of PT Waskita Toll Road Laporan SVP Business Strategy Division / SVP Business Strategy Division Report Laporan SVP Corporate Secretary / SVP Corporate Secretary Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/VP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
30.	06 September 2021 / September 06, 2021	<ol style="list-style-type: none"> Laporan SVP Infrastructure II Division / Infrastructure II Division SVP Report Paparan PT Waskita Beton Precast Tbk / Presentation of PT Waskita Beton Precast Tbk Laporan SVP Corporate Secretary / Report of SVP Corporate Secretary 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/VP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
31.	13 September 2021 / September 13, 2021	<ol style="list-style-type: none"> Laporan SVP Accounting Division & IT Division / SVP Accounting Division & IT Division Report Laporan SVP SCM Division / SCM Division SVP Report Paparan PT Waskita Beton Precast Tbk / Presentation of PT Waskita Beton Precast Tbk Laporan SVP Finance Division / SVP Finance Division Report Laporan SVP Business Strategy Division / SVP Business Strategy Division Report Paparan PT Waskita Toll Road / Presentation of PT Waskita Toll Road 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/VP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
32.	27 September 2021 / September 27, 2021	<ol style="list-style-type: none"> Arahan President Director / Directions of the President Director Laporan SVP PC Division / PC Division SVP Report Laporan SVP HCM Division / HCM Division SVP Report Paparan PT Waskita Karya Realty / Presentation of PT Waskita Karya Realty Laporan SVP Accounting Division & IT Division / Report of SVP Accounting Division & IT Division Laporan SVP Corporate Secretary / Report of SVP Corporate Secretary 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/VP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team



No.	Tanggal / Date	Agenda Rapat / Meeting Agenda	Peserta Rapat / Meeting Participants
33.	04 Oktober 2021 / October 04, 2021	<ol style="list-style-type: none"> Laporan SVP Marketing Division / SVP Marketing Division Report Laporan SVP PC Division / PC Division SVP Report Paparan McKinsey / McKinsey Exposure Laporan SVP HCM Division / HCM Division SVP Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team Tim McKinsey / McKinsey Team
34.	11 Oktober 2021 / October 11, 2021	<ol style="list-style-type: none"> Laporan SVP Business Strategy Division / SVP Business Strategy Division Report Laporan SVP Accounting Division & SVP IT Division / SVP Accounting Division & SVP IT Division reports Laporan SVP PC Division / PC Division SVP Report Paparan PT Waskita Karya Infrastruktur / Presentation of PT Waskita Karya Infrastruktur 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
35.	18 Oktober 2021 / October 18, 2021	<ol style="list-style-type: none"> Laporan Tim Transformation Office / Transformation Office Team Report Laporan SVP PC Division / PC Division SVP Report Laporan SVP Infrastructure I Division / Infrastructure I Division SVP Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
36.	08 November 2021 / November 08, 2021	<ol style="list-style-type: none"> Pembahasan Prognosa 2021 & RKAP 2022 / Discussion on the 2021 Prognosis 2021 & the 2022 RKAP 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
37.	15 November 2021 / November 15, 2021	<ol style="list-style-type: none"> Laporan SVP QHSE & System Division / QHSE & System Division SVP Report Laporan SVP Finance Division / SVP Finance Division Report Paparan PT Waskita Karya Realty / Presentation of PT Waskita Karya Realty Paparan McKinsey / McKinsey Presentation 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team Tim McKinsey / McKinsey Team
38.	22 November 2021 / November 22, 2021	<ol style="list-style-type: none"> Laporan SVP Building Division / SVP Building Division Report Laporan SVP Corporate Secretary / SVP Corporate Secretary Report Laporan SVP Business Strategy Division / SVP Business Strategy Division Report Laporan SVP HCM Division / HCM Division SVP Report Laporan SVP SCM Division / SCM Division SVP Report Laporan Head of PMO / Report of Head of PMO Paparan PT Waskita Karya Infrastruktur / Presentation of PT Waskita Karya Infrastruktur Paparan PT Waskita Beton Precast Tbk / Presentation of PT Waskita Beton Precast Tbk 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
39.	29 November 2021 / November 29, 2021	<ol style="list-style-type: none"> Laporan SVP Overseas Division / Overseas Division SVP Report Laporan SVP Corporate Secretary / SVP Corporate Secretary Report Laporan SVP Finance Division / SVP Finance Division Report Paparan PT Waskita Karya Realty / Presentation of PT Waskita Karya Realty 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
40.	06 Desember 2021 / December 06, 2021	<ol style="list-style-type: none"> Paparan PT Waskita Sriwijaya Tol / Presentation of PT Waskita Sriwijaya Toll Laporan SVP Infrastructure II Division / Infrastructure II Division SVP Report Laporan SVP Marketing Division / SVP Marketing Division Report Laporan SVP Corporate Secretary / SVP Corporate Secretary Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team
41.	20 Desember 2021 / December 20, 2021	<ol style="list-style-type: none"> Laporan SVP QHSE & System Division / QHSE & System Division SVP Report Laporan SVP Accounting Division / SVP Accounting Division Report 	<ul style="list-style-type: none"> Board of Director SVP Corporate Office SVP/IVP Business Unit Direktur Utama Anak Perusahaan / President Directors of Subsidiaries Tim Strategic Delivery Unit (SDU) / Strategic Delivery Unit (SDU) Team

Rapat Gabungan Board of Commissioners dengan Board of Directors

Selama tahun 2021, Board of Directors Waskita turut menghadiri rapat gabungan dengan anggota Board of Commissioners sebanyak 17 (tujuh belas) kali.

Frekuensi dan Tingkat Kehadiran Board of Directors dalam Rapat Gabungan Board of Commissioners dengan Board of Directors

Berikut ini merupakan frekuensi dan tingkat kehadiran masing-masing anggota Board of Directors dalam Rapat Gabungan Board of Commissioners dengan Board of Directors yang diselenggarakan selama tahun 2021:

Frekuensi dan Tingkat Kehadiran Board of Directors dalam Rapat Gabungan Board of Commissioners dengan Board of Directors Tahun 2021

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Jumlah Kehadiran / Total Attendance	Tingkat Kehadiran / Attendance Rate
Destiawan Soewardjono	President Director	17	17	100%
Taufik Hendra Kusuma	Director of Finance and Risk Management	17	17	100%
Hadjar Seti Adji	Director of Human Capital Management & System Development	17	17	100%
Fery Hendriyanto*	Director of Business Development & Quality, Safety, Health & Environment	5	5	100%
Luki Theta Handayani**	Director of Business Development & Quality, Safety, Health & Environment	7	7	100%
Arijanti Erfin***	Director of Business Development & Quality, Safety, Health & Environment	5	5	100%
Didit Oemar Prihadi*	Director of Operation I	5	5	100%
I Ketut Pasek Senjaya Putra****	Director of Operation I	5	5	100%
Bambang Rianto	Director of Operation II	17	17	100%
Gunadi	Director of Operation III	17	17	100%
Rata-rata Kehadiran / Average Attendance Rate				100%
Keterangan: / Description:				
*) Masa jabatan sebagai Director Waskita resmi berakhir pada tanggal 16 April 2021. / Tenure as Waskita's Director officially ended on April 16, 2021.				
**) Efektif menjabat sebagai Director Waskita sejak tanggal 16 April hingga 21 September 2021. / Officially holds the position as Waskita's Director since April 16, to September 21, 2021.				
***) Efektif menjabat sebagai Director Waskita sejak tanggal 21 September 2021. / Officially holds the position as Waskita's Director since September 21, 2021.				
****) Efektif menjabat sebagai Director Waskita sejak tanggal 16 April 2021. / Officially holds the position as Waskita's Director since April 16, 2021.				

Risalah Rapat Gabungan Board of Commissioners dengan Board of Directors

Informasi mengenai risalah Rapat Gabungan Board of Commissioners dengan Board of Directors telah diuraikan di pembahasan Board of Commissioners pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

Joint Meeting of the Board of Commissioners with the Board of Directors

In 2021, Waskita's Board of Directors attended 17 (seventeen) joint meetings with the Board of Commissioners.

Frequency and Attendance Rate of the Board of Directors in the Joint Meetings of the Board of Commissioners and the Board of Directors

The frequency and attendance rate of each member of the Board of Directors in the Joint Meetings of the Board of Commissioners and the Board of Directors held in 2021 can be seen in the following table.

Frequency and Attendance of the Board of Directors at the Joint Meeting of the Board of Commissioners and the Board of Directors in 2021

Minutes of the Joint Meetings of the Board of Commissioners and the Board of Directors

Information regarding the minutes of the Joint Meetings of the Board of Commissioners and the Board of Directors is available in the Board of Commissioners part in the Good Corporate Governance Chapter in this Annual Report



Laporan Pelaksanaan Tugas Board of Directors

Selama tahun 2021, *Board of Directors* telah mengeluarkan berbagai keputusan baik di bidang operasional, keuangan, maupun beberapa penunjang usaha melalui perangkat kebijakan berupa Keputusan *Board of Directors* dan Surat Edaran dengan uraian sebagai berikut:

Keputusan/Perangkat Kebijakan yang Dikeluarkan Board of Directors Selama Tahun 2021

Uraian / Description	Jumlah / Total
Keputusan Direksi / Board of Director Decrees	61
Surat Edaran / Circular Letters	84

Penilaian Kinerja Board of Directors

Perseroan melakukan penilaian atas implementasi GCG *Board of Directors* yang dilaksanakan dengan beberapa metode penilaian, yaitu penilaian kinerja *Board of Directors* oleh assessment penerapan GCG aspek *Board of Directors* dan penilaian kinerja berdasarkan *Key Performance Indicator* (KPI).

Penilaian Kinerja Board of Directors Berdasarkan Assessment Penerapan GCG

Perseroan melakukan penilaian atas implementasi GCG aspek *Board of Directors* yang dilaksanakan sesuai kerangka acuan pelaksanaan *assessment* GCG yang dikembangkan oleh Kementerian Negara BUMN berdasarkan Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Prosedur Penilaian Kinerja Board of Directors melalui Assessment GCG

Pelaksanaan *assessment* GCG untuk aspek *Board of Directors* melalui beberapa tahapan, di antaranya penyampaian dokumen, pengisian kuesioner dan wawancara, pelaporan kinerja, capaian, dan rekomendasi terhadap kinerja *Board of Directors*.

Kriteria, Assessor, dan Hasil Penilaian Kinerja Board of Directors melalui Assessment GCG

Assessment Board of Directors sebagaimana tercantum dalam Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 terdiri dari 13 indikator dan 52 parameter. Pada tahun 2021, *assessment* GCG Perseroan dilakukan secara mandiri (*self-assessment*) dengan skor pencapaian sebesar 92,38%.

Board of Directors Report of Duty Implementation

Throughout 2021, the Board of Directors has issued various decisions in the fields of operations, finance, as well as several business supports through policy tools in the form of Board of Directors Decisions and Circular Letters with the following descriptions:

Decisions/Policies Issued by the Board of Directors in 2021

Board of Directors Performance Assessment

The Company assesses the implementation of the GCG Board of Directors which is carried out using several assessment methods, namely the Board of Directors performance assessment through GCG aspects implementation assessment of the Board of Directors and performance assessment based on the Key Performance Indicators (KPI).

Board of Directors Performance Assessment Based on the GCG Implementation Assessment

The Company assesses the implementation of GCG aspects of the Board of Directors which is carried out in accordance with reference framework for the GCG implementation assessment issued by the Ministry of State-Owned Enterprises based on the Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises.

Procedure for the Board of Directors Performance Assessment through GCG Assessment

The GCG assessment of the Board of Directors aspect goes through several stages, such as submitting documents, filling out questionnaires and interviews, reporting on the performance, achievements, and recommendations on the performance of the Board of Directors.

Criteria, Assessor, and Result of the Board of Directors Performance Assessment through GCG Assessment

The Board of Directors assessment as stated in the Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 consists of 13 indicators and 52 parameters. In 2021 the Company's GCG assessment was carried out independently (*self-assessment*) with score of 92.38%.



Penilaian Kinerja Board of Directors Berdasarkan Key Performance Indicator (KPI)

Setiap tahun, Perseroan secara berkala menyusun penilaian kinerja Board of Directors berdasarkan Key Performance Indicators (KPI) dengan berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-11/MBU/11/2020 tanggal 23 November 2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara.

Kriteria Penilaian Kinerja Board of Directors Berdasarkan KPI

KPI yang digunakan untuk mengukur dan menilai kinerja Direksi secara kolegal dalam pengurusan perusahaan terdiri dari 5 (lima) perspektif, yaitu:

1. Nilai Ekonomi dan Sosial untuk Indonesia;
2. Inovasi Model Bisnis;
3. Kepemimpinan Teknologi;
4. Peningkatan Investasi;
5. Pengembangan Talenta;

Hasil Penilaian Kinerja Board of Directors Berdasarkan KPI

Berikut hasil capaian Key Performance Indicators (KPI) sesuai dengan Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-11/MBU/11/2020 tanggal 23 November 2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara:

Board of Directors Performance Assessment Based on the Key Performance Indicator (KPI)

The Company annually conduct an assessment on the Board of Directors' performance based on the Key Performance Indicator (KPI) which refers to the Excellent Performance Assessment Criteria (KPKU). The assessment is carried out in accordance with the SOE Ministry Letter No. PER-II/MBU/II/2020 dated November 23, 2020 regarding Management Contract and Annual Management Contract of Board of Directors of State-owned Enterprises.

Criteria of the Board of Directors Performance Assessment Based on the KPI

KPI used to measure and assess the Board of Directors performance collegially in management of the Company consist of 5 (five) perspectives, namely:

1. Social and Economic Values for Indonesia;
2. Business Model Innovation;
3. Technology Leadership;
4. Investment Improvement;
5. Talent Development;

Result of the the Board of Directors Performance Assessment Based on the KPI

Achievement of Key Performance Indicator (KPI) in line with Regulation of the Ministry of State-Owned Enterprises No. PER-II/MBU/II/2020 dated November 23, 2020 on Management Contract and Annual Management Contract of the Board of Directors of State-Owned Enterprises:

No	KPI	Formula	Satuan / Unit	Target	Polaritas / Polarity	Bobot / Value		Realisasi / Realization	Prestasi / Achievement	Skor / Score
						Sub	Total			
A	Nilai Ekonomi dan Sosial untuk Indonesia / Social and Economic Values for Indonesia						40,00			41,29
1	EBITDA	EBITDA	Rp Juta	Rp4.127.681	Min	5		Rp4.825.717	110,00%	5,50
2	Cash Flow from Operation	Cash Flow from Operation (Tidak Termasuk Pengeluaran Kas Untuk Beban Keuangan) / Cash Flow from Operation (Excluding Cash Expenditures for Financial Charges)	Rp Juta	Rp133.923	Min	5		Rp3.790.697	110,00%	5,50
3	Interest Bearing Debt (IBD) to EBITDA	IBD / EBITDA	Kali	15,13	Maks	5		14,05	107,65%	5,38
4	ROIC dengan Tingkat Jangka Panjang (ROIC > WACC)	ROIC minus WACC	%	-3,17%	Maks	5		-2,94%	108,00%	5,40
5	Debt-Service Coverage Ratio (DSCR)	EBITDA / Total Debt Service	Kali	0,66	Min	4		0,40	59,73%	2,39
6	Percentage Turnkey Projects of Total Project	Total Proyek Turnkey / Total Proyek Berjalan / Total Turnkey Projects/ Total Ongoing Projects	%	25,00%	Maks	4		20,61%	110,00%	4,40
7	Operasional: OnTime On Budget	Beban Pokok Pendapatan / Pendapatan Usaha / Cost of Revenue/Revenues	%	90,98%	Maks	4		84,47%	107,70%	4,31
8	Persentase Market Share pada Proyek Strategis Nasional / Percentage of Market Share in National Strategic Project	Total Proyek Strategis Nasional / Total Proyek Berjalan / Total National Strategic Projects/Total Ongoing Projects	%	15,00%	Min	4		51,91%	110,00%	4,40
9	Nilai Perolehan Kontrak Baru / New Contract Acquisition Value	Nilai Perolehan Kontrak Baru / New Contract Acquisition Value	Rp Juta	Rp20.452.640	Min	4		Rp20.493.557	100,20%	4,01



No	KPI	Formula	Satuan / Unit	Target	Polaritas / Polarity	Bobot / Value		Realisasi / Realization	Prestasi / Achievement	Skor / Score
						Sub	Total			
B Inovasi Model Bisnis / Business Model Innovation							21,50			22,73
1	Persentase Revenue from Focus & Champion Segment / Percentage of Revenue from Focus & Champion Segment	Total Pendapatan Waskita Dari Fokus & Champion Segmen Sesuai BCG / Total Pendapatan / Waskita's Total Revenue From Focus & Segment Champion According to BCG / Total Revenue	%	50,00%	Min	2,5		57,92%	110,00%	2,75
2	Implementasi Restrukturisasi Keuangan / Implementation of Financial Restructuring	Persetujuan Prinsip Penjaminan dari Pemerintah / Guarantee Principle Approval from the Government	Waktu	Desember 2021	Maks	6,5		Q2, Q3, dan Q4 Tahun 2021	110,00%	7,15
3	Implementasi Restrukturisasi Keuangan / Implementation of Financial Restructuring	Proses Pengalihan Aset BUJT melalui RDPT atau dengan Skema lain yang Dianggap Sama / The process of transferring BUJT assets through RDPT or other schemes that are considered the same	Waktu	Juli 2021	Maks	6,5		Juni 2021	105,00%	6,83
4	Pembaharuan Prosedur Terkait Proses Bisnis / Updating Procedures Related to Business Process	(Realisasi / Rencana Pembaharuan Prosedur) x 100% / (Realization / Planned Update Procedure) x 100%	%	100,00%	Min	3		100,00%	100,00%	3,00
5	Persentase Penyampaian Laporan Manajemen Risiko Triwulanan Tepat Waktu / Percentage of Timely Quarterly Risk Management Report Submission	(Jumlah Laporan Manajemen Risiko Triwulanan yang Tepat Waktu / 4) x 100% / (Quantity of Timely Quarterly Risk Management Reports / 4) x 100%	%	100,00%	Min	3		100,00%	100,00%	3,00
C Kepemimpinan Teknologi / Technology Leadership							12,50			12,50
1	Persentase Completion of Technology Implementation / Percentage of Completion of Technology Implementation	Jumlah Proyek Menggunakan SAP S4 HANA / Jumlah Proyek Berjalan / Number of Projects Using SAP S4 HANA / Number of Ongoing Projects	%	100,00%	Min	7,5		100,00%	100,00%	7,50
2	Persentase Project Using New Technology / Percentage of Projects Using New Technology	Jumlah Proyek Menerapkan BIM/ Jumlah Proyek Berjalan / Number of Projects Implementing BIM/ Number of Ongoing Projects	%	100,00%	Min	5		100,00%	100,00%	5,00
D Peningkatan Investasi / Investment Increase							11,00			10,23
1	Nilai Divestasi / Divestment Value	Nilai Divestasi / Divestment Value	Rp Juta	7.980.234	Min	5		6.847.674	85,81%	4,29
2	Skor GCG / GCG Score	Skor GCG / GCG Score	Skor	89,00	Min	3		89,75	100,84%	3,03
3	Project Milestone Completion for Corporate Actions Planned	Persentase Penyelesaian Pembangunan Jalan Tol Yang Dimiliki Waskita Group Sesuai Target / Waskita Group's Percentage of Completion of Toll Road Construction in Accordance with the Target	%	81,01%	Min	3		78,80%	97,27%	2,92
E Pengembangan Talenta / Talent Development							15,00			15,34
1	Employee Engagement Index	Employee Engagement Index	Index	86,65	Min	5		83,80	96,71%	4,84
2	Persentase Milenial (<40Tahun) dalam Top Talent / Percentage of Millennials (<40 Years old) in Top Talent	Jumlah Top Talent Milenial (<40Tahun) / Jumlah BOD-I / Total Millennial Top Talent (<40 Years Old) / Total BOD-I	%	15,00%	Min	5		15,00%	100,00%	5,00
3	Persentase Perempuan dalam Nominated Talent / Percentage of Women in Nominated Talent	Perempuan dalam BOD-I / Jumlah BOD-I / Women in BOD-I / Total BOD-I	%	10,00%	Min	5		12,50%	110,00%	5,50
							100,00			102,08

REMUNERASI BOARD OF COMMISSIONERS DAN BOARD OF DIRECTORS

Kebijakan Penetapan Remunerasi Board of Commissioners dan Board of Directors

Penetapan remunerasi Board of Commissioners dan Board of Directors ditetapkan berdasarkan keputusan RUPS dengan mempertimbangkan rekomendasi Board of Commissioners melalui prosedur yang diatur dalam Pasal 96 ayat (1) Undang-Undang Perseroan Terbatas No. 40 Tahun 2007 serta Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tanggal 24 September 2021 tentang Perubahan Keenam atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/2014 Tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara.

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION

Remuneration Policy of the Board of Commissioners and the Board of Directors

The remuneration for the Board of Commissioners and the Board of Directors is determined based on the GMS resolutions by considering the Board of Commissioners' recommendations through the procedures stipulated in Article 96 paragraph (1) of Limited Liability Company Law No. 40 of 2007 and Regulation of the Minister of SOE No. PER-06/MBU/06/2018 Jo. PER01/MBU/05/2019 dated May 31, 2019 concerning the Guidelines of Income for Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises.

Prosedur Penetapan Remunerasi *Board of Commissioners* dan *Board of Directors*

Prosedur penetapan remunerasi *Board of Commissioners* dan *Board of Directors* adalah sebagai berikut:

1. Remunerasi *Board of Commissioners* yang mencakup honorarium dan tantiem dibahas di Rapat Umum Pemegang saham Tahunan Tahun Buku 2020 Perseroan dengan memperhatikan Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tanggal 24 September 2021 tentang Perubahan Keenam atas Peraturan Menteri Badan Usaha Milik Negara No. PER-04/MBU/2014 Tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara;
2. *Board of Directors* mengusulkan struktur gaji/penghasilan untuk tahun 2021 serta usulan tantiem tahun buku 2020 bagi *Board of Directors* dan *Board of Commissioners* kepada *Board of Commissioners*;
3. *Remuneration and Nomination Committee (KNR)* membahas usulan tersebut dalam Rapat KNR;
4. Hasil telaah KNR disampaikan kepada *Board of Commissioners*;
5. *Board of Commissioners* menyampaikan usulan struktur gaji/penghasilan untuk tahun 2021 serta usulan tantiem tahun buku 2020 bagi *Board of Directors* dan *Board of Commissioners* kepada Pemegang Saham.

Indikator Penetapan Remunerasi *Board of Commissioners* dan *Board of Directors*

Penetapan remunerasi *Board of Commissioners* dan *Board of Directors* memperhatikan indikator-indikator sebagai berikut:

1. Tingkat perolehan keuntungan Perseroan pada tahun buku;
2. Perkembangan pasar industri konstruksi;
3. Hasil pengukuran kinerja *Board of Commissioners* dan *Board of Directors* yang sesuai dengan tugas dan tanggung jawab;
4. Kinerja keuangan dan pencapaian;
5. Pencapaian prestasi kerja dan *Key Performance Indicator (KPI)* individu;
6. Kewajaran dengan *peer* Perseroan di industri konstruksi;
7. Pertimbangan sasaran dan strategi jangka panjang Perseroan.

Procedures for Determining the Board of Commissioners and the Board of Directors Remuneration

The procedures for determining the Board of Commissioners and the Board of Directors Remuneration are as follows:

1. The Board of Commissioners remuneration which includes honorarium and tantiem, is discussed at the Company's 2020 Fiscal Year Annual General Meeting of Shareholders with due observance of the Regulation of Minister of SOE No. PER-13/MBU/09/2021 dated September 24, 2021 concerning the Sixth Amendment to the Regulation of Minister for State-Owned Enterprises No. PER-04/MBU/2014 on Guidelines to Determine the Income of Board of Directors, Board of Commissioners and Supervisory Board of State-Owned Enterprises;
2. The Board of Directors proposed the salary/income structure for 2021 as well as the proposed 2020 fiscal year tantiem for the Board of Commissioners and the Board of Directors to the Board of Commissioners;
3. The Remuneration and Nomination Committee discussed the proposal at KNR the Meeting;
4. The results of the KNR review were submitted to the Board of Commissioners;
5. The Board of Commissioners submitted a proposed salary/income structure for 2021 as well as a proposed tantiem for the 2020 fiscal year for the Board of Commissioners and the Board of Directors to the Shareholders.

Indicators for Determining the Board of Commissioners and the Board of Directors Remuneration

The Board of Commissioners and the Board of Directors remuneration is conducted by taking into account the following indicators:

1. The Company's profitability in the fiscal year;
2. Market development of the construction industry;
3. Results of the Board of Commissioners and Board of Directors performance assessment in accordance with their duties and responsibilities;
4. Financial performance and achievements;
5. Achievement of work performance and individual Key Performance Indicators (KPI);
6. Fairness with *peer* Companies in the construction industry;
7. Consideration of the Company's long-term goals and strategies



Struktur dan Komponen Remunerasi Board of Commissioners dan Board of Directors

Berdasarkan Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tanggal 24 September 2021 tentang Perubahan Keenam atas Peraturan Menteri Badan Usaha Milik Negara No. PER-04/MBU/2014 Tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara, struktur dan komponen remunerasi Board of Commissioners dan Board of Directors adalah sebagai berikut:

Structure and Components of the Board of Commissioners and the Board of Directors Remuneration

In accordance with the Minister of SOE Regulation No. PER-04/MBU/2014 PER-13/MBU/09/2021 dated September 24, 2021 concerning the Sixth Amendment to the Regulation of Minister for State-Owned Enterprises No. PER-04/MBU/2014 on Guidelines to Determine the Income of Board of Directors, Board of Commissioners and Supervisory Board of State-Owned Enterprises; the remuneration structure of the Company's Board of Commissioners and Board of Directors consists of:

Struktur dan Komponen Remunerasi Board of Commissioners dan Board of Directors Tahun 2021

Structure and Components of the Board of Commissioners and the Board of Directors Remuneration in 2021

Struktur Remunerasi / Remuneration Structure	Keterangan / Description	Nominal / Nominal Value
Board of Commissioners		
Honorarium		
• Honorarium	Perhitungan Honorarium <i>President Commissioner</i> sebesar 45% dari gaji <i>President Director</i> . / 45% of <i>President Director's</i> Salary	President Commissioner: Rp115.650.000 per bulan. / Rp115,650,000 per month.
	Perhitungan Honorarium Anggota <i>Board of Commissioners</i> sebesar 90% dari Honorarium <i>President Commissioner</i> . / Honorarium calculation of the Members of the Board of Commissioners is accumulated to 90% of the <i>President Commissioners' Honorarium</i> .	Anggota Board of Commissioners: / Board of Commissioners Members Rp104.085.000 per bulan. / Rp104,085,000 per month.
Tunjangan / Allowances		
• Tunjangan Hari Raya (THR) / Religious Day Allowances	Sebesar 1 kali Honorarium. / 1 time of the Honorarium	President Commissioner: Rp115.650.000 Anggota Board of Commissioners: / Board of Commissioners Members: Rp104.085.000
• Tunjangan Transportasi / Transportation Allowances	Sebesar 20% kali Honorarium per bulan. / 20% of Honorarium per Month	President Commissioner: Rp23.130.000 per bulan. / Rp23,130,000 per month. Anggota Board of Commissioners: / Board of Commissioners Members: Rp20.817.000 per bulan. / Rp20,817,000 per month.
• Asuransi Purna Jabatan / Post-Employment Insurance	Maksimum 25% dari Honorarium Setahun, termasuk Premi Asuransi Kecelakaan dan Kematian. / Maximum 25% of Honorarium in a year including Life and Accident Insurance Premium.	
Fasilitas / Facilities		
• Fasilitas Kesehatan / Healthcare Facilities	At cost.	
• Fasilitas Bantuan Hukum / Legal Assistance Facilities	At cost.	
Tantiem/Insentif Kinerja (IK) / Tantiem / Work Incentives (IK)		
• Tantiem/IK Tahun Buku 2020 / Tantiem/IK for the 2020 Fiscal Year	1. Perhitungan tantiem/IK <i>President Commissioner</i> sebesar 45% dari <i>President Director</i> . / Calculation of the <i>President Commissioner's</i> tantiem/IK is accumulated to 45% of the <i>President Director's</i> . 2. Perhitungan tantiem/IK <i>Commissioner</i> sebesar 90% dari <i>President Commissioner</i> . / Calculation of a <i>Commissioner's</i> tantiem/IK is accumulated to 90% of the <i>President Commissioner's</i>	
Board of Directors		
Gaji / Salareis		
• Gaji / Salaries	Gaji <i>President Director</i> telah ditetapkan dalam Keputusan Direksi Nomor 139/SK/WK/PEN/2021 tanggal 15 Oktober 2021 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Waskita Karya (Persero) Tbk / The salary of the <i>President Director</i> has been determined in the Decree of the Board of Directors No. 139/SK/WK/PEN/2021 dated October 15, 2021 regarding the Determination of the Income of the Board of Directors and the Board of Commissioners of PT Waskita Karya (Persero) Tbk	President Director: Rp257.000.000 per bulan. / Rp257,000,000 per month.
	Perhitungan gaji <i>Director</i> lainnya sebesar 85% dari gaji <i>President Director</i> . / The salaries for other <i>Directors</i> is 85% of the <i>President Director's</i> salary	Director Lainnya: Rp218.450.000 per bulan. / Rp218,450,000 per month.



Struktur Remunerasi / Remuneration Structure	Keterangan / Description	Nominal / Nominal Value
Tunjangan / Allowances		
• Tunjangan Hari Raya (THR) / Religious Day Allowances	Sebesar 1 kali Gaji. / 1 time of the Salary	President Director: Rp257.000.000 Director Lainnya: Rp218.450.000
• Tunjangan Transportasi / Transportation Allowances	Seluruh anggota <i>Board of Directors</i> mendapatkan Tunjangan Transportasi senilai Rp15.000.000 per bulan. / All members of the Board of Directors received Transportation Allowances with a total value of Rp15,000,000 per month.	
• Asuransi Purnajabatan / Post- Employment Insurance	Maksimum 25% dari Gaji Setahun, termasuk Premi Asuransi Kecelakaan dan Kematian. / Maximum 25% of Salary in a Year including Life and Accident Insurance Premium	
Fasilitas / Facilities		
• Fasilitas Kendaraan / Healthcare Facilities	1 unit Kendaraan Dinas dan Biaya Operasional. / 1 unit of Official Vehicle and Operational Costs	
• Fasilitas Kesehatan / Legal Assistance Facilities	At cost.	
• Fasilitas Bantuan Hukum / Post- Employment Insurance	At cost.	
Tantiem/Insentif Kinerja (IK) / Tantiem and Work Incentives (IK)		
• Tantiem/IK Tahun Buku 2020 / Tantiem /IK for the 2020 Fiscal Year	1. Tantiem/IK <i>President Director</i> ditetapkan sebesar Rp 583.296.214 sesuai dengan Surat Keputusan Direksi Nomor 32/SK/WK/2021 Tanggal 19 Oktober 2021 / Tantiem/IK <i>President Director</i> is set at Rp583,296,214 in accordance with the Decree of the Board of Directors No. 32/SK/WK/2021 dated October 19, 2021. 2. Perhitungan tantiem/IK <i>Director</i> lainnya sebesar 85% dari <i>President Director</i> . / The Tantiem/IK for other Directors is 85% of the <i>President Director's</i>	

Nilai Remunerasi Board of Commissioners dan Board of Directors Tahun 2021

Rincian jumlah nominal remunerasi yang diterima oleh masing-masing *Board of Commissioners* dan *Board of Directors* selama tahun 2021 adalah sebagai berikut:

Remuneration Value for the Board of Commissioners and the Board of Directors in 2021

Details on the nominal amount of remuneration received by the *Board of Commissioners* and the *Board of Directors* throughout 2021 are presented in the following table:

Remunerasi Board of Commissioners Tahun 2021

Board of Commissioners Remuneration in 2021

Nama / Name	Periode Menjabat di Tahun 2021 / Service Period in 2021	Perhitungan per Bulan / Calculation per Month		Jumlah Gaji, Tunjangan, dan Fasilitas per Bulan / Total Salaries, Allowances, and Facilities per Month	Jumlah Gaji, Tunjangan, dan Fasilitas per Bulan Selama 1 Tahun / Total Salaries, Allowances, and Facilities per 1 Year	Tantiem	Tunjangan Hari Raya Keagamaan / Religious Day Allowances	Asuransi Purna Jabatan / Post-Employment Insurance	Jumlah Remunerasi Tahun 2021 / Total Remunerations in 2021
		Honorarium	Tunjangan Transportasi / Transportation Allowances						
Badrodin Haiti (<i>President Commissioner/ Independent Commissioner</i>)	Selama 1 tahun penuh / 1 whole year	115.650.000	23.130.000	138.780.000	1.665.360.000	262.483.296	115.650.000	315.000.000	2.358.493.296
Danis Hidayat Sumadilaga (<i>Commissioner</i>)	1 Januari – 16 April 2021 / January 1 – April 16, 2021	104.085.000	20.817.000	124.902.000	499.608.000	236.234.967	-	-	735.842.967
Robert Leonard Marbun (<i>Commissioner</i>)	1 Januari – 21 September 2021 / January 1 – September 21, 2021	104.085.000	20.817.000	124.902.000	1.124.118.000	236.234.967	104.085.000	-	1.464.437.967
Mochamad Fadjroel Rachman (<i>Commissioner</i>)	Selama 1 tahun penuh / 1 whole year	104.085.000	20.817.000	124.902.000	1.498.824.000	133.327.132	104.085.000	285.525.000	2.021.761.132
Ahmad Erani Yustika (<i>Commissioner</i>)	16 April – 31 Desember 2021 / April 16 – December 31, 2021	104.085.000	20.817.000	124.902.000	999.216.000	-	104.085.000	285.525.000	1.388.826.000
T. Iskandar (<i>Commissioner</i>)	16 April – 31 Desember 2021 / April 16 – December 31, 2021	104.085.000	20.817.000	124.902.000	999.216.000	-	104.085.000	285.525.000	1.388.826.000



Nama / Name	Periode Menjabat di Tahun 2021 / Service Period in 2021	Perhitungan per Bulan / Calculation per Month		Jumlah Gaji, Tunjangan, dan Fasilitas per Bulan / Total Salaries, Allowances, and Facilities per Month	Jumlah Gaji, Tunjangan, dan Fasilitas per Bulan Selama 1 Tahun / Total Salaries, Allowances, and Facilities per 1 Year	Tantiem	Tunjangan Hari Raya Keagamaan / Religious Day Allowances	Asuransi Purna Jabatan / Post-Employment Insurance	Jumlah Remunerasi Tahun 2021 / Total Remunerations in 2021
		Honorarium	Tunjangan Transportasi / Transportation Allowances						
		(Rp)	(Rp)						
Dedi Syarif Usman (Commissioner)	21 September – 31 Desember 2021 / September 21 – December 31, 2021	104.085.000	20.817.000	124.902.000	249.804.000	-	-	285.525.000	535.329.000
Muradi (Independent Commissioner)	Selama 1 tahun penuh / 1 whole year	104.085.000	20.817.000	124.902.000	1.498.824.000	236.234.967	104.085.000	285.525.000	2.124.668.967
Bambang Setyo Wahyudi (Independent Commissioner)	Selama 1 tahun penuh / 1 whole year	104.085.000	20.817.000	124.902.000	1.498.824.000	133.327.132	104.085.000	285.525.000	2.021.761.132

Remunerasi Board of Directors Tahun 2021

Board of Directors Remuneration in 2021

Nama / Name	Periode Menjabat di Tahun 2021 / Service Period in 2021	Perhitungan per Bulan / Calculation per Month		Jumlah Gaji, Tunjangan, dan Fasilitas per Bulan / Total Salaries, Allowances, and Facilities per Month	Jumlah Gaji, Tunjangan, dan Fasilitas per Bulan Selama 1 Tahun / Total Salaries, Allowances, and Facilities per 1 Year	Tantiem	Tunjangan Hari Raya Keagamaan / Religious Day Allowances	Asuransi Purna Jabatan / Post-Employment Insurance	Jumlah Remunerasi Tahun 2021 / Total Remunerations in 2021
		Gaji / Salary	Tunjangan Utilitas & Fasilitas Perumahan / Housing Utility & Facilities Allowance						
		(Rp)	(Rp)						
Destiawan Soewardjono (President Director)	Selama 1 tahun penuh / 1 whole year	257.000.000	27.500.000	284.500.000	3.414.000.000	329.202.795	257.000.000	705.000.000	4.705.202.795
Taufik Hendra Kusuma (Director of Finance and Risk Management)	Selama 1 tahun penuh / 1 whole year	218.450.000	27.500.000	245.950.000	2.951.400.000	279.822.375	218.450.000	599.250.000	4.048.922.375
Hadjar Seti Adji (Director of Human Capital Management & System Development)	Selama 1 tahun penuh / 1 whole year	218.450.000	27.500.000	245.950.000	2.951.400.000	495.801.782	218.450.000	666.859.500	4.332.511.282
Fery Hendriyanto (Director of Business Development & Quality, Safety, Health & Environment)	1 Januari – 16 April 2021 / January 1 – April 16, 2021	218.450.000	27.500.000	245.950.000	983.800.000	495.801.782	200.245.833	-	1.679.847.615
Luki Theta Handayani (Director of Business Development & Quality, Safety, Health & Environment)	16 April – 21 September 2021 / April 16 – September 21, 2021	218.450.000	27.500.000	245.950.000	1.229.750.000	-	18.204.167	-	1.247.954.167
Arijanti Erfin (Director of Business Development & Quality, Safety, Health & Environment)	21 September – 31 Desember 2021 / September 21 – December 31, 2021	218.450.000	27.500.000	245.950.000	737.850.000	-	-	599.250.000	1.337.100.000

Nama / Name	Periode Menjabat di Tahun 2021 / Service Period in 2021	Perhitungan per Bulan / Calculation per Month		Jumlah Gaji, Tunjangan, dan Fasilitas per Bulan / Total Salaries, Allowances, and Facilities per Month	Jumlah Gaji, Tunjangan, dan Fasilitas per Bulan Selama 1 Tahun / Total Salaries, Allowances, and Facilities per 1 Year	Tantiem	Tunjangan Hari Raya Keagamaan / Religious Day Allowances	Asuransi Purna Jabatan / Post-Employment Insurance	Jumlah Remunerasi Tahun 2021 / Total Remunerations in 2021
		Gaji / Salary	Tunjangan Utilitas & Fasilitas Perumahan / Housing Utility & Facilities Allowance						
		(Rp)	(Rp)						
Didit Oemar Prihadi (Director of Operation I)	1 Januari – 16 April 2021 / January 1 – April 16, 2021	218.450.000	27.500.000	245.950.000	983.800.000	495.801.782	200.245.833	-	1.679.847.615
I Ketut Pasek Senjaya Putra (Director of Operation I)	16 April – 31 Desember 2021 / April 16 – December 31, 2021	218.450.000	27.500.000	245.950.000	1.967.600.000	-	18.204.167	599.250.000	2.585.054.167
Bambang Rianto (Director of Operation II)	Selama 1 tahun penuh / 1 whole year	218.450.000	27.500.000	245.950.000	2.951.400.000	495.801.782	218.450.000	599.250.000	4.264.901.782
Gunadi (Director of Operation III)	Selama 1 tahun penuh / 1 whole year	218.450.000	27.500.000	245.950.000	2.951.400.000	495.801.782	218.450.000	591.812.500	4.257.464.282

Jumlah Remunerasi Board of Commissioners dan Board of Directors Tahun 2021

Total Board of Commissioners and Board of Directors Remuneration in 2021

Uraian / Description	Jumlah (Rp) / Total (Rp)
Jumlah Remunerasi Board of Commissioners / Total Board of Commissioners	Rp10.117.521.010,-
Jumlah Remunerasi Board of Directors / Total Board of Directors Remuneration	Rp19.470.750.009,-
Jumlah Remunerasi Board of Commissioners dan Board of Directors Tahun 2021 / Total Board of Commissioners and Board of Directors Remuneration in 2021	Rp29.588.271.019,-

Informasi mengenai rasio remunerasi Board of Commissioners, Board of Directors, dan pegawai Perseroan adalah sebagai berikut:

Information on the remuneration ratio of the Company's Board of Commissioners, Board of Directors and employees are as follows:

Rasio Remunerasi Board of Commissioners, Board of Directors, dan Pegawai Waskita Tahun 2021

Remuneration Ratio of Waskita's Board of Commissioners, Board of Directors and Employees in 2021

Uraian / Description	2021
President Director terhadap Board of Directors / President Director to the Board of Directors	1:0,85
President Commissioner terhadap Board of Commissioners / President Commissioner to the Board of Commissioners	1:0,9
President Director terhadap President Commissioner / President Director to the President Commissioner	1:0,45
President Director terhadap Pegawai Tertinggi / President Director to the Highest employee	1:0,28
President Director terhadap Pegawai Terendah / President Director to the Lowest employee	1:0,0228
Pegawai Tertinggi terhadap Pegawai Terendah / Highest Employee to the Lowest Employee	1:0,82
Pegawai Terendah terhadap Upah Minimum Provinsi (UMP) / Lowest Employee to the Minimum Provincial Wage (UMP)	1:0,75

Yang dimaksud dengan Pegawai Tertinggi pada tabel di atas adalah Rp71.766.074, sedangkan Pegawai Terendah adalah Rp5.853.305.

The Highest Employee mentioned in the table above is Rp71,766,074, while the Lowest Employee is Rp5,853,305.



KEBERAGAMAN KOMPOSISI BOARD OF COMMISSIONERS DAN BOARD OF DIRECTORS

Keberagaman komposisi *Board of Commissioners* dan *Board of Directors* merupakan bagian dari upaya Perseroan untuk mendorong proses pengambilan keputusan yang lebih objektif, komprehensif, optimal, dan memiliki dampak positif terhadap pengawasan dan pengelolaan Perseroan. Keberagaman ini diharapkan dapat memperkaya sudut pandang dan kepentingan dalam proses pengambilan keputusan baik di tubuh *Board of Commissioners* maupun *Board of Directors*, sehingga mampu memberikan nilai tambah bagi aspek operasional dan usaha Perseroan, serta penerapan Tata Kelola Perusahaan di lingkup Perseroan.

Keberagaman komposisi *Board of Commissioners* dan *Board of Directors* Perseroan telah sesuai dengan rekomendasi Otoritas Jasa Keuangan yang dituangkan dalam Lampiran Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka memperhatikan keberagaman karakteristik dan komposisi *Board of Commissioners* dan *Board of Directors* berdasarkan usia, latar belakang pendidikan, pengalaman kerja, keahlian, serta jenis kelamin.

Keberagaman komposisi *Board of Commissioners* dan *Board of Directors* tercermin dalam latar belakang pendidikan, keahlian, usia, dan jenis kelamin yang dapat dilihat pada tabel sebagai berikut:

Keberagaman Komposisi Board of Commissioners dan Board of Directors Tahun 2021

Nama / Name	Usia / Age	Jenis Kelamin / Gender	Pendidikan / Education	Pengalaman / Experience	Keahlian / Expertise
Board of Commissioners					
Badrodin Haiti (President Commissioner/ Independent Commissioner)	63 tahun / years old	Laki-laki / Male	<ul style="list-style-type: none"> Lemhanas Republik Indonesia (2003) Sekolah Staf dan Pimpinan Polri (SESPIM) (1998) Perguruan Tinggi Ilmu Kepolisian (1989) Akademi Kepolisian (1982) Lemhanas of the Republic of Indonesia (2003) Police Staffs and Leaders School (SESPIM) (1998) College of Police Science (1989) Police Academy (1982) 	<ul style="list-style-type: none"> Perwira Tinggi Kepolisian Republik Indonesia dengan jabatan terakhir sebagai Kapolri (2015-2016) Wakapolri (2014-2015) Kabaharkam Polri (2013-2014) Asisten Operasi Kapolri (2011-2013) General Officer of the Indonesian National Police with the latest position as Chief of Police (2015-2016) Deputy of Chief of Police (2014-2015) Chief of Security Maintenance Board (Kabarhakam) of the Indonesian National Police (2013-2014) Operational Assistant to the Chief of Police (2011-2013) 	Kepemimpinan dan Strategi / Leadership and Strategy
Mochamad Fadjoel Rachman (Commissioner)	57 tahun / years old	Laki-laki / Male	<ul style="list-style-type: none"> Doktor Ilmu Komunikasi Universitas Indonesia (2015) Magister Hukum Ekonomi Universitas Indonesia (2011) Sarjana Ekonomi Universitas Indonesia (1995) Doctor of Communication Science, University of Indonesia (2015) Master of Economic Law, University of Indonesia (2011) Bachelor of Economics, University of Indonesia (1995) 	<ul style="list-style-type: none"> Staf Khusus dan Juru Bicara Presiden Republik Indonesia (2019-sekarang) Komisaris Utama PT Adhi Karya (Persero) Tbk (2015-2019) Special Staff and Spokesperson for the President of The Republic of Indonesia (2019-present) President Commissioner of PT Adhi Karya (Persero) Tbk (2015-2019) 	Ekonomi dan Komunikasi / Economics and Communications

DIVERSITY IN THE COMPOSITION OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Diversity in the composition of Board of Commissioners and Board of Directors is one of the Company's efforts to promote a more objective, comprehensive, and optimal decision-making process with a positive impact on the supervision and management of the Company. This diversity is expected to enrich the viewpoints and interests of the decision-making process both within the Board of Commissioners and the Board of Directors, so as to provide added value to the operational and business aspects of the Company, as well as the implementation of Corporate Governance within the Company.

The diversity of composition of the Company's Board of Commissioners and Board of Directors is in accordance with the recommendations of the Financial Services Authority as outlined in the Attachment to the Circular Letter of Financial Services Authority No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance in Paying Attention to the diversity of characteristics and composition of the Board of Commissioners and Board of Directors based on age, educational background, work experience, expertise, and gender.

The composition of the diversity of the Board of Commissioners and Board of Directors is reflected in the educational background, expertise, age, and gender that can be seen in the table, as follows:

Diversity in the Board of Commissioners and Board of Directors Composition in 2021



Nama / Name	Usia / Age	Jenis Kelamin / Gender	Pendidikan / Education	Pengalaman / Experience	Keahlian / Expertise
Ahmad Erani Yustika (Commissioner)	48 tahun / years old	Laki-laki / Male	<ul style="list-style-type: none"> Doktor Institute fuer Rurale Entwicklung dari Universitaet Gottingen, Jerman (2005) Master Institute fuer Rurale Entwicklung dari Universitaet Gottingen, Jerman (2001) Sarjana Ekonomi Universitas Brawijaya (1996) Doctoral Degree from Institute fuer Rural Entwicklung, Universitaet Gottingen, Germany (2005) Master's Degree from Institute fuer Rural Entwicklung, Universitaet Gottingen, Germany (2001) Bachelor of Economics, Universitas Brawijaya 	<ul style="list-style-type: none"> Ketua Focus Group Infrastruktur Pengurus Pusat ISEI (2012-sekarang) Anggota Dewan Nasional FITRA (2011-sekarang) Anggota BSBI (2010-2013) Ketua Departemen Fiskal dan Anggota (merangkap Sekretaris), dan Staf Ahli KADIN Jawa Timur (2009-sekarang) Central Management Infrastructure Focus Group Head of ISEI (2012-present) National Council Member of FITRA (2011-present) Fiscal Department Head and Member (also as Secretary), and Expert Staff of KADIN East Java (2009-present) 	Ekonomi dan / Economics and
T. Iskandar (Commissioner)	57 tahun / years old	Laki-laki / Male	<ul style="list-style-type: none"> Magister Pengembangan Sumber Daya Air Institut Teknologi Bandung (2005) Sarjana Teknik Sipil Universitas Syiah Kuala (1990) Master in Water Resources Development Bandung Institute of Technology (2005) Bachelor of Civil Engineering from Syiah Kuala University (1990) 	<ul style="list-style-type: none"> Inspektur Jenderal Kementerian PUPR Sekretaris Direktorat Jenderal Cipta Karya Kementerian PUPR Kepala Balar Besar Wilayah Sungai Pompengan Jeneberang Direktorat Jenderal Sumber Daya Air Kementerian PUPR Kepala Balai Besar Wilayah Sungai Ciliwung-Cisadane Direktorat Jenderal Sumber Daya Air Kementerian PUPR General Inspector of the PUPR Ministry Secretary of the Directorate General of Human Settlements of the PUPR Ministry Head of Balar Besar Pompengan Jeneberang River Basin, Directorate General of Water Resources of the PUPR Ministry Head of the Center for the Ciliwung-Cisadane River Basin, Directorate General of Water Resources of the PUPR Ministry 	Pengembangan Sumber Daya Air dan Teknik Sipil / Water Resources Development and Civil Engineering
Dedi Syarif Usman (Commissioner)	56 tahun / years old	Laki-laki / Male	<ul style="list-style-type: none"> Master of Arts in Economics, Universitas Colorado (1998) Sarjana Akuntansi Universitas Katolik Parahyangan (1991) Master of Arts in Economics, University of Colorado (1998) Bachelor of Accounting, Parahyangan Catholic University (1991) 	<ul style="list-style-type: none"> Sekretaris Direktorat Jenderal Kekayaan Negara (2019-sekarang) Direktur Kekayaan Negara Dipisahkan Direktorat Jenderal Kekayaan Negara (2013-2019) Direktur Barang Milik Negara Direktorat Jenderal Kekayaan Negara (2012-2013) Secretary of the Directorate General of State Assets (2019-present) Director of State Assets Separated by the Directorate General of State Assets (2013-2019) Director of State Property Directorate General of State Assets (2012-2013) 	Ekonomi dan Akuntansi / Economics and Accounting
Muradi (Independent Commissioner)	46 tahun / years old	Laki-laki / Male	<ul style="list-style-type: none"> Doktor Faculty of Social and Behavioral Sciences, Flinders University, Australia (2012) Master Kajian Strategic dari S. Rajaratnam, School of International Studies, NTU, Singapore (2008) Magister Ilmu Politik Universitas Indonesia (2003) Sarjana dari Universitas Padjadjaran, Bandung (2000) Doctoral Degree from the Faculty of Social and Behavioral Sciences, Flinders University, Australia (2012) Master of Strategic Studies, S. Rajaratnam, School of International Studies, NTU, Singapore (2008) Master of Political Science, University of Indonesia (2003) Bachelor's Degree from Padjadjaran University, Bandung (2000) 	<ul style="list-style-type: none"> Ketua Komite Pemantau Manajemen Risiko, GCG & Investasi PT LEN Industri (2017-2018) Staf Ahli Bidang Politik, Pertahanan & Keamanan, Kantor Staf Presiden (KSP) (2016-2018) Komisaris PT LEN Industri (Persero) (2015-2018) Head of Risk Management Monitoring, GCG & Investment Committee of PT LEN Industri (2017-2018) Senior Staff in Politics, Defense & Security of the Presidential Staff Office (KSP) (2016-2018) Commissioner of PT LEN Industri (Persero) (2015-2018) 	Ilmu Politik dan Humaniora / Political Science and Humanities
Bambang Setyo Wahyudi (Independent Commissioner)	64 tahun / years old	Laki-laki / Male	<ul style="list-style-type: none"> Magister Manajemen dari Sekolah Tinggi Ilmu Ekonomi IPWI (2000) Sarjana Hukum dari Universitas Sebelas Maret (1983) Master of Management, IPWI College of Economics (2000) Bachelor of Law, Sebelas Maret University (1983) 	<ul style="list-style-type: none"> Komisaris PT Pelabuhan Indonesia I (Persero) (2017-2019) Jaksa Agung Muda Perdata dan Tata Usaha Negara Kejaksaan RI (2015) Sekretaris JAM Perdata dan Tata Usaha Negara Kejaksaan RI (2014) Commissioner of PT Pelabuhan Indonesia I (Persero) (2017-2019) Junior Attorney General for Civil and State Administration of the Republic of Indonesia (2015) Secretary of JAM Civil and State Administration of the Attorney General's Office of The Republic of Indonesia (2014) 	Manajemen dan Hukum / Management and Law
Board of Directors					
Destiawan Soewardjono (President Director)	60 tahun / years old	Laki-laki / Male	<ul style="list-style-type: none"> Magister Manajemen dari Universitas Gadjah Mada, Yogyakarta (2008) Sarjana Teknik Sipil, Universitas Brawijaya, Malang (1987) Master of Management, Gadjah Mada University, Yogyakarta (2008) Bachelor of Civil Engineering, Brawijaya University, Malang (1987) 	<ul style="list-style-type: none"> Direktur Investment, Building and International Business PT Wijaya Karya (Persero) Tbk (2014-2020) Komisaris Utama PT Wijaya Karya Bangun Gedung Tbk (2014-2020) General Manager Departemen Luar Negeri PT Wijaya Karya (Persero) Tbk (2012-2013) Director of Investment, Building and International Business of PT Wijaya Karya (Persero) Tbk (2014-2020) President Commissioner of PT Wijaya Karya Bangun Gedung Tbk (2014-2020) General Manager of Foreign Affairs Department of PT Wijaya Karya (Persero) Tbk (2012-2013) 	Manajemen dan Ilmu Teknik Sipil / Management and Civil Engineering



Nama / Name	Usia / Age	Jenis Kelamin / Gender	Pendidikan / Education	Pengalaman / Experience	Keahlian / Expertise
Taufik Hendra Kusuma (Director of Finance and Risk Management)	45 tahun / years old	Laki-laki / Male	<ul style="list-style-type: none"> Doktor Ilmu Ekonomi dan Keuangan Islam dari Universitas Trisakti & Markfield Institute of Higher Education (2018) Doctor of Business Administration (DBA) Manajemen Strategik dari Prague University of Economics and Business (2022) Master of Business Administration (MBA) Keuangan dari Universitas Gadjah Mada (2010) Master in Laws dari Leeds Beckett University (2022) Sarjana Sains Terapan Akuntansi dari Sekolah Tinggi Akuntansi Negara (2002) PhD in Islamic Economics and Finance from Universitas Trisakti & Markfield Institute of Higher Education (2018) DBA in Strategic Management from Prague University of Economics and Business (2022) MBA in Finance from Universitas Gadjah Mada (2010) Master in Laws from Leeds Beckett University Bachelor of Applied Accounting Science from Sekolah Tinggi Akuntansi Negara (2002) 	<ul style="list-style-type: none"> Auditor Badan Pengawasan Keuangan dan Pembangunan (1996-2004) Direktur & Senior Management Radiant Utama Group Direktur PT HK Realtindo (2014-2017) Komisaris PT Menara Antam Sejahtera (2015-2017) Direktur & CEO PT Starone Mitra Telekomunikasi Kepala Grup Pajak PT Indosat Tbk (2017-2020) Komisaris PT Aplikasi Lintasarta (2019-2020) Komisaris PT Artajasa Pembayaran Elektronik (2020) Auditor of the Indonesia's National Government Internal Auditor (1996-2004) Director & Senior Management at Radiant Utama Group (2005-2014) Director at PT HK Realtindo (2014-2017) Commissioner at PT Menara Antam Sejahtera (2015-2017) Director & CEO PT Starone Mitra Telekomunikasi (2019-2020) Group Head Tax PT Indosat Tbk (2017-2020) Commissioner at PT Aplikasi Lintasarta (2019-2020) Commissioner at PT Artajasa Pembayaran Elektronik (2020) 	Ekonomi, Manajemen, dan Akuntansi / Economics, Management, and Accounting
Hadjar Seti Adji (Director of Human Capital Management & System Development)	56 tahun / years old	Laki-laki / Male	<ul style="list-style-type: none"> Master Engineering of Science, University of New South Wales (2002) Sarjana Teknik Sipil dari Universitas Diponegoro (1991) Master Engineering of Science, University of New South Wales (2002) Bachelor of Civil Engineering, Diponegoro (1991) 	<ul style="list-style-type: none"> Director of Human Capital Management & System Development PT Waskita Karya (Persero) Tbk (2018-2019) Kepala Divisi Pengembangan Bisnis PT PP (Persero) Tbk (2016-2018) Kepala Divisi Riset & Teknologi PT PP (Persero) Tbk (2014-2018) Kepala Divisi Manajemen Risiko PT PP (Persero) Tbk (2014-2015) Kepala Cabang Utama Region Jakarta (2008-2014) Kepala Divisi Sumber Daya Manusia PT PP (Persero) Tbk (2007-2008) Kepala Bagian Teknik Divisi Operasi II PT PP (Persero) Tbk (Jakarta & Jawa Barat) (2006-2007) Director of Human Capital Management & System Development of PT Waskita Karya (Persero) Tbk (2018-2019) Head of Business Development Division of PT PP (Persero) Tbk (2016-2018) Head of Research & Technology Division of PT PP (Persero) Tbk (2014-2018) Head of Risk Management Division of PT PP (Persero) Tbk (2014-2015) Head of HC of PT PP (Persero) Tbk (2007- 2008) Head of Engineering Section, Operation II Division of PT PP (Persero) Tbk 	Pengelolaan SDM dan Strategi Pengembangan Bisnis / HR Management and Business Development Strategy
Arijanti Erfin (Director of Business Development & Quality, Safety, Health & Environment)	52 tahun / years old	Perempuan / Female	Sarjana Administrasi Publik dari Universitas Indonesia (1998) / Bachelor of Public Administration, University of Indonesia (1998)	<ul style="list-style-type: none"> Direktur HC & QHSE PT Waskita Beton Precast Tbk (2021-sekarang) Direktur Pemasaran PT Asuransi ASEI Indonesia (2021) Direktur Pemasaran PT Asuransi Jiwa Taspen (2017-2020) Director of HC & QHSE of PT Waskita Beton Precast Tbk (2021-present) Director of Marketing of PT Asuransi ASEI Indonesia (2021) Director of Marketing of PT Asuransi Jiwa Taspen (2017-2020) 	Administrasi Publik dan Manajemen / Public Administration and Management
I Ketut Pasek Senjaya Putra (Director of Operation I)	49 tahun / years old	Laki-laki / Male	<ul style="list-style-type: none"> Magister Manajemen dari Sekolah Bisnis Institut Pertanian Bogor (2017) Sarjana Teknik Sipil dari Universitas Gadjah Mada (1997) Master of Management, School of Business, IPB University (2017) Bachelor of Civil Engineering, Gadjah Mada University (1997) 	<ul style="list-style-type: none"> Direktur Operasi & Supply Chain Management PT Wika Beton Tbk (2019-2021) General Manager of Business Synergy Department PT Wijaya Karya (Persero) Tbk (2018-2019) General Manager of Marketing Department PT Wijaya Karya (Persero) Tbk (2017-2018) Division Manager of Division Operation I of General Civil 2 Department PT Wijaya Karya (Persero) Tbk (2016-2017) Director of Operations & Supply Chain Management of PT Wika Beton Tbk (2019-2021) General Manager of Business Synergy Department of PT Wijaya Karya (Persero) Tbk (2018-2019) General Manager of Marketing Department of PT Wijaya Karya (Persero) Tbk (2017-2018) Division Manager of Division Operation I of General Civil 2 Department of PT Wijaya Karya (Persero) Tbk (2016-2017) 	Manajemen dan Ilmu Teknik Sipil / Management and Civil Engineering
Bambang Rianto (Director of Operation II)	49 tahun / years old	Laki-laki / Male	Sarjana Teknik Sipil dari Universitas Borobudur, Jakarta (1997) / Bachelor of Civil Engineering, Borobudur University, Jakarta (1997)	<ul style="list-style-type: none"> Direktur Operasi III Kantor PT Waskita Karya (Persero) Tbk (2017-2018) Direktur Utama PT PP Urban (2016-2017) Kepala Divisi Pemasaran PT PP (Persero) Tbk (2014-2016) Head of Marketing for Private Sector PT PP (Persero) Tbk (2013-2014) Direktur Utama PT Gutanusa Sarana Niaga (Anak Perusahaan PT PP (Persero) Tbk) (2011-2013) Director of Operation III of PT Waskita Karya (Persero) Tbk (2017-2018) Director of PT PP Urban (2016-2017) Head of Marketing Division of PT PP (Persero) Tbk (2014- 2016) Head of Marketing for Private Sector of PT PP (Persero) Tbk dan/and President Director of PT Gutanusa Sarana Niaga (Subsidiary of PT PP (Persero) Tbk) (2011-2013) 	Pemasaran dan Ilmu Teknik Sipil / Marketing and Civil Engineering



Nama / Name	Usia / Age	Jenis Kelamin / Gender	Pendidikan / Education	Pengalaman / Experience	Keahlian / Expertise
Gunadi (Director of Operation III)	52 tahun / years old	Laki-laki / Male	<ul style="list-style-type: none"> S2 Manajemen Keuangan di Institut Bisnis Nusantara (IBN) (2019) Sarjana Teknik Sipil dari Universitas Sebelas Maret, Surakarta (1993) Master's Degree in Financial Management, Nusantara Business Institute (IBN) (2019) Bachelor of Civil Engineering, Sebelas Maret University, Surakarta (1993) 	<ul style="list-style-type: none"> Direktur Utama PT Waskita Karya Infrastruktur (2019) Senior Vice President – Division VI PT Waskita Karya (Persero) Tbk (2018-2019) Kepala Divisi VI PT Waskita Karya (Persero) Tbk (2017-2018) Wakil Kepala Divisi VI PT Waskita Karya (Persero) Tbk (2016-2017) Kepala Proyek Utama Proyek Jalan Tol PPKA Palembang Divisi Gedung PT Waskita Karya (Persero) Tbk (2015-2016) Kepala Cabang Malaysia PT Waskita Karya (Persero) Tbk (2013-2016) President Director PT Waskita Karya Infrastruktur (2019) Senior Vice President – Division VI of PT Waskita Karya (Persero) Tbk (2018-2019) Head of Division VI of PT Waskita Karya (Persero) Tbk (2017-2018) Deputy Head of Division VI of PT Waskita Karya (Persero) Tbk (2016-2017) Head of Main Project PPKA Palembang Toll Road Building Division (2015-2016) Head of Malaysia Branch of PT Waskita Karya (Persero) Tbk (2013-2016) 	Manajemen dan Ilmu Teknik Sipil

HUBUNGAN KERJA ANTARA BOARD OF COMMISSIONERS DAN BOARD OF DIRECTORS

Hubungan kerja yang harmonis antara *Board of Commissioners* dengan *Board of Directors* merupakan salah satu hal yang sangat penting agar masing-masing organ Perseroan tersebut dapat bekerja sesuai fungsi masing-masing dengan efektif dan efisien.

Hubungan *Board of Commissioners* dengan *Board of Directors*, sebagaimana diatur Pedoman Hubungan Kerja *Board of Commissioners* dan *Board of Directors* No. 26.I/SK/WK/2021 tanggal 20 Agustus 2021, mencakup antara lain:

- Board of Commissioners* harus menghormati fungsi dan peranan *Board of Directors* dalam mengurus Perusahaan sebagaimana telah diatur dalam peraturan perundang-undangan maupun Anggaran Dasar Perusahaan;
- Board of Directors* harus menghormati fungsi dan peranan *Board of Commissioners* untuk melakukan pengawasan dan memberikan nasihat terhadap kebijakan pengurusan Perseroan oleh *Board of Directors*;
- Setiap hubungan kerja antara *Board of Commissioners* dengan *Board of Directors* harus merupakan hubungan yang bersifat formal, dalam arti harus senantiasa dilandasi oleh suatu mekanisme baku atau korespondensi yang dapat dipertanggungjawabkan;
- Setiap hubungan kerja yang bersifat informasi dapat dilakukan oleh masing-masing Anggota *Board of Commissioners* dan *Board of Directors*, namun tidak dapat dipakai sebagai kebijakan formal sebelum melalui mekanisme atau korespondensi yang dapat dipertanggungjawabkan;
- Board of Commissioners* berhak memperoleh akses atas informasi Perusahaan secara tepat waktu dan lengkap.
- Board of Directors* bertanggung jawab untuk memastikan bahwa informasi mengenai Perusahaan diberikan kepada *Board of Commissioners* secara tepat waktu dan lengkap.

WORK RELATIONS BETWEEN THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

A harmonious working relationship between the Board of Commissioners and the Board of Directors is crucial for each of the Company's organs to be able to work according to their respective functions effectively and efficiently.

The relationship between the Board of Commissioners and the Board of Directors, as stipulated in the Guidelines for the Work Relations of the Board of Commissioners and Board of Directors No. 26.I/SK/WK/2021 dated August 20, 2021, include:

- The Board of Commissioners must respect the function and role of the Board of Directors in managing the Company as regulated in the laws and regulations and the Company's Articles of Association;
- The Board of Directors must respect the functions and roles of the Board of Commissioners to supervise and provide advice on the Company's management policies by the Board of Directors;
- Every working relationship between the Board of Commissioners and the Board of Directors must be a formal relationship, in the sense that it must always be based on a standard mechanism or correspondence that can be accounted for;
- Each member of the Board of Commissioners and the Board of Directors can carry out an informational working relationship, but it cannot be used as a formal policy before going through an accountable mechanism or correspondence;
- The Board of Commissioners has the right to obtain timely and complete access to Company information.
- The Board of Directors is responsible for ensuring that information regarding the Company is provided to the Board of Commissioners in a timely and complete manner.

7. Setiap hubungan kerja antara *Board of Commissioners* dan *Board of Directors* merupakan hubungan kelembagaan dalam arti bahwa *Board of Commissioners* dan *Board of Directors* sebagai jabatan kolektif yang mempresentasikan keseluruhan anggota-anggotanya sehingga setiap hubungan kerja antara Anggota *Board of Commissioners* dengan *Directors* harus diketahui oleh Anggota *Board of Commissioners* dan *Directors* lainnya.
8. *Board of Directors* harus mendapat persetujuan tertulis dari *Board of Commissioners* untuk melakukan kegiatan yang sebagaimana telah diatur dalam peraturan perundang-undangan maupun Anggaran Dasar Perusahaan.

ORGAN PENDUKUNG BOARD OF COMMISSIONERS

Pelaksanaan fungsi pengawasan *Board of Commissioners* dibantu oleh *Secretary of Board of Commissioners* sebagai unit kerja yang menjalankan fungsi kesekretariatan dan *Committee* Pendukung, yaitu *Audit Committee* dan *Risk Management Committee*, dan *Nomination and Remuneration Committee*. *Committee* di bawah *Board of Commissioners* tersebut membantu pengawasan terhadap kegiatan audit dan pemantauan manajemen risiko Perseroan.

Keberadaan *Committee* di bawah *Board of Commissioners* telah sesuai dengan ketentuan-ketentuan yang berlaku serta bertujuan untuk menyempurnakan implementasi prinsip-prinsip GCG dalam kegiatan operasional Perseroan.

SECRETARY OF BOARD OF COMMISSIONERS

Secretary of Board of Commissioners secara khusus bertugas dan bertanggung jawab sebagai penghubung *Board of Commissioners* dan *Board of Directors*, mendokumentasikan surat-surat, menyusun risalah rapat *Board of Commissioners*, menjalankan tugas kesekretariatan, memberikan bantuan dalam penyusunan ringkasan laporan manajemen, mempersiapkan bahan rapat *Board of Commissioners*, mengumpulkan bahan dan informasi yang relevan dengan pelaksanaan tugas *Board of Commissioners*, dan melakukan koordinasi dengan *Board of Commissioners* dan *Board of Directors*.

Kriteria *Secretary of Board of Commissioners*

Mengacu pada peraturan yang berlaku, *Secretary of Board of Commissioners* harus memenuhi persyaratan yang meliputi:

1. Memahami sistem pengelolaan, pengawasan dan pembinaan BUMN;
2. Memiliki integritas yang baik;
3. Memahami fungsi kesekretariatan;
4. Memiliki kemampuan untuk berkomunikasi dan berkoordinasi dengan baik.

BOARD OF COMMISSIONERS SUPPORTING ORGANS

In implementing the supervisory function, the Board of Commissioners is assisted by the Secretary of Board of Commissioners as a work unit that carries out the secretarial function and Supporting Committees, namely the Audit Committee, Risk Management Committee, and Nomination and Remuneration Committee. The committees under the Board of Commissioners take part in assisting the supervision on audit activities and monitoring the Company's risk management.

The committees under Board of Commissioners was established in line with prevailing regulations with the objective of improving the implementation of GCG principles in the Company's operational activities.

SECRETARY OF BOARD OF COMMISSIONERS

The Secretary of Board of Commissioners is specifically assigned and responsible for being a liaison between the Board of Commissioners and the Board of Directors, documenting letters, preparing minutes of the Board of Commissioners meeting, carrying out secretarial duties, providing assistance in preparing the management report summary, preparing the Board of Commissioners meeting materials, collecting materials and information relevant to the implementation of the Board of Commissioners duties, and coordinating with the Board of Commissioners and the Board of Directors.

Secretary of Board of Commissioners Criteria

In accordance with the prevailing regulations, the Secretary of Board of Commissioners is required to:

1. Have an understanding of the management system, supervision, and development of SOE;
2. Have good integrity;
3. Have an understanding of secretariat functions;
4. Have the ability in conducting proper communication and coordination.

Profil Secretary of Board of Commissioners

Erwin Fajrin

Warga Negara Indonesia, usia 34 tahun, berdomisili di Jakarta. Diangkat sebagai *Secretary of Board of Commissioners* berdasarkan Surat Keputusan *Board of Commissioners* No. 08/SK/WK/DK/2020 tanggal 1 Desember 2020 tentang Pengangkatan dan Pemberhentian *Secretary of Board of Commissioners* PT Waskita Karya (Persero) Tbk. Meraih gelar S1 dan S2 Ilmu Komunikasi.

Sebelumnya, beliau menjabat sebagai Kepala Subbagian Publikasi dan Hubungan Media Massa (9 Januari 2019-8 Juni 2020), Plt. Kepala Subbagian Protokol (15 Januari 2019-8 Juni 2020), dan Kepala Bagian Dukungan Strategis dan Protokol Kementerian BUMN (9 Juni 2020-sekarang)

Tugas dan Tanggung Jawab Secretary of Board of Commissioners

Pelaksanaan tugas *Secretary of Board of Commissioners* sebagaimana diatur dalam Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung *Board of Commissioners* dan Dewan Pengawas Badan Usaha Milik Negara meliputi:

1. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Board of Commissioners;
2. Membuat risalah rapat *Board of Commissioners* sesuai ketentuan Anggaran Dasar Perusahaan;
3. Mengadministrasikan dokumen *Board of Commissioners*, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya;
4. Menyusun Rancangan Rencana Kerja dan Anggaran *Board of Commissioners*;
5. Menyusun rancangan laporan-laporan *Board of Commissioners*;
6. Melaksanakan tugas lain dari *Board of Commissioners*;
7. Memastikan bahwa *Board of Commissioners* mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip GCG;
8. Memberikan informasi yang dibutuhkan oleh *Board of Commissioners* secara berkala dan/atau sewaktu-waktu apabila diminta;
9. Mengkoordinasikan anggota *Committee*, jika diperlukan, dalam rangka memperlancar tugas *Board of Commissioners*;
10. Memastikan dokumen penyelenggaraan kegiatan tersimpan dengan baik di Perusahaan;
11. Berperan sebagai penghubung (*liaison officer*) *Board of Commissioners* dengan pihak lain.

Secretary of Board of Commissioners Profile

Erwin Fajrin

Indonesian citizen, 34 years old, domiciled in Jakarta. Appointed as *Secretary of Board of Commissioners* based on Board of Commissioners Decree. No. 08/SK/WK/DK/2020 dated December 1, 2020 regarding the Appointment and Dismissal of PT Waskita Karya (Persero) Tbk's *Secretary of Board of Commissioners*. Obtained both of her Bachelor's and Master's Degrees in Communications.

Previously served as Head of the Publications and Mass Media Relations Subsection (January 9, 2019 - June 8, 2020), Act. Head of the Protocol Subsection (January 15, 2019-June 8, 2020), and Head of Division of Strategic Support and Protocol to the Ministry of SOE (June 9, 2020-present)

Secretary of Board of Commissioners Duties and Responsibilities

Duties of the *Secretary of Board of Commissioners* are regulated in the Minister of State-Owned Enterprises Regulation No. PER12/MBU/2012 dated August 24, 2012 on Supporting Organs of Board of Commissioners and Supervisory Board, which consist of:

1. Preparing meetings, including meeting materials (*briefing sheets*) for the Board of Commissioners meeting;
2. Preparing minutes of the Board of Commissioners meetings in accordance with the Company's Articles of Association;
3. Administering documents of the Board of Commissioners, such as incoming mails, outgoing mails, minutes of meetings, and other documents;
4. Preparing the draft of the Board of Commissioners Work Plan and Budget;
5. Preparing the draft of the Board of Commissioners reports;
6. Performing other duties from the Board of Commissioners;
7. Ensuring that the Board of Commissioners complies with the laws and regulations and implements the GCG principles;
8. Providing necessary information for the Board of Commissioners periodically and/or at any time if requested;
9. Coordinating members of committee, if necessary, to expedite the Board of Commissioners duties;
10. Ensuring that the documents of activities are stored properly in the Company;
11. Acting as a liaison officer between Board of Commissioners and other parties

Pelaksanaan Tugas *Secretary of Board of Commissioners* Tahun 2021

Sepanjang tahun 2021, *Secretary of Board of Commissioners* telah melaksanakan kegiatan antara lain:

1. Membantu *Board of Commissioners* dalam menjaga agar pelaksanaan tata tertib *Board of Commissioners* secara teknis dapat dilakukan secara tertib.
2. Membuat risalah rapat baik rapat internal *Board of Commissioners* maupun rapat gabungan *Board of Commissioners* dan *Board of Directors*.
3. Bekerja sama dengan *Corporate Secretary* dalam hal pembuatan risalah rapat *Board of Commissioners* dan *Board of Directors*.
4. Menyampaikan kepada *President Commissioner* setiap surat yang masuk ke Sekretariat *Board of Commissioners* untuk mendapatkan disposisi dari *President Commissioner*.
5. Mengevaluasi setiap laporan perusahaan bersama-sama dengan Komite yang dibentuk oleh *Board of Commissioners*.
6. Mengoreksi dan memberikan paraf pada setiap surat yang ditandatangani oleh *Board of Commissioners*.
7. Membantu setiap kegiatan komite-komite di bawah *Board of Commissioners* demi kelancaran tugas-tugas yang dimaksud.
8. Berkoordinasi dengan pihak manajemen setiap bulan Agustus untuk mempersiapkan Rencana Kerja Anggaran Dewan Komisaris (RKAK) untuk tahun berikutnya.
9. Membuat laporan ke *Board of Commissioners* tentang realisasi penggunaan anggaran *Board of Commissioners* setiap semester.
10. Mengumpulkan data-data teknis yang berasal dari Komite-komite dan tenaga ahli *Board of Commissioners* untuk keperluan *Board of Commissioners*.

Penilaian Kinerja *Secretary of Board of Commissioners*

Evaluasi kinerja *Secretary of Board of Commissioners* sepenuhnya dilakukan oleh *Board of Commissioners*. Di sepanjang tahun 2021, *Board of Commissioners* menilai kinerja *Secretary of Board of Commissioners* dalam menjalankan tugas dan tanggung jawab sebagai penghubung *Board of Commissioners* dengan Manajemen Perseroan serta fungsi kesekretariatan sudah dilakukan dengan sangat baik dan memuaskan.

Secretary of Board of Commissioners Duty Implementation in 2021

Throughout 2021, the *Secretary of Board of Commissioners* has carried out several activities, such as:

1. Assisted *Board of Commissioners* in maintaining the rules of *Board of Commissioners* in an orderly manner.
2. Drew-up minutes of meetings, for both *Board of Commissioners* internal meetings and *Board of Commissioners* and *Board of Directors* joint meetings.
3. Worked closely with the *Corporate Secretary* in making minutes of the *Board of Commissioners* and *Board of Directors* meetings.
4. Submitted every incoming mail addressed to the Secretariat of *Board of Commissioners* to the *President Commissioner* to obtain disposition from the *President Commissioner*.
5. Evaluated each company report with the Committees formed by *Board of Commissioners*.
6. Made corrections and initials on each letter signed by the *Board of Commissioners*.
7. Supported the activities of the committees under the *Board of Commissioners* for it to be carried out without any issues.
8. Coordinated with the management on every August to prepare the *Board of Commissioners*' Budget Work Plan (RKAK) for the following year.
9. Drew-up biannual reports to *Board of Commissioners* regarding the realization of the use of *Board of Commissioners* budget.
10. Gathered technical data from the Committees and experts of the *Board of Commissioners* to support the *Board of Commissioners*.

Secretary of Board of Commissioners Performance Assessment

The performance assessment of the *Secretary of Board of Commissioners* is fully conducted by the *Board of Commissioners*. In 2021, the *Board of Commissioners* has assessed that the *Secretary of Board of Commissioners*' performance in carrying out its duties and responsibilities as a liaison of the *Board of Commissioners* with the Company's management as well as in carrying out secretarial functions to be proper and satisfactory.



AUDIT COMMITTEE

Board of Commissioners membentuk *Audit Committee* untuk memperkuat fungsi *Board of Commissioners* dalam melaksanakan tanggung jawab pengawasan atas proses pelaporan keuangan, sistem pengendalian internal, proses audit, implementasi GCG dan proses pemantauan kepatuhan terhadap hukum dan peraturan di Perseroan. *Audit Committee* bersifat mandiri baik pelaksanaan tugas dan dalam pelaporan, serta bertanggung jawab kepada *Board of Commissioners* dan menjalankan fungsinya sesuai dengan peraturan dan instruksi yang diterima dari *Board of Commissioners*.

Dasar Hukum Pengangkatan Audit Committee

Keanggotaan *Audit Committee* ditetapkan berdasarkan Surat Keputusan *Board of Commissioners* No. 07/SK/WK/DK/2018 tanggal 2 Oktober 2018 dan diperbaharui dengan Surat Keputusan *Board of Commissioners* No. 04/SK/WK/DK/2019 tanggal 8 Agustus 2019 tentang Perubahan Keanggotaan *Audit Committee* PT Waskita Karya (Persero) Tbk, dengan mengacu pada Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan *Good Corporate Governance* pada Badan Usaha Milik Negara. *Audit Committee* diangkat dan diberhentikan berdasarkan keputusan *Board of Commissioners*.

Komposisi Audit Committee

Susunan dan komposisi *Audit Committee* per 31 Desember 2021 sebagai berikut:

Nama / Name	Jabatan / Position	Dasar Penetapan / Basis of Appointment	Keahlian / Expertise	Akhir Masa Jabatan / End of Tenure
Bambang Setyo Wahyudi	Ketua / Head	01/SK/WK/DK/2021	Manajemen dan Hukum / Management and Law	RUPS 2025 / AGM 2025
Ihda Muktiyanto	Anggota / Member	07/SK/WK/DK/2018	Akuntansi / Accounting	2 Oktober 2021 / October 2, 2021
Suyanto	Anggota / Member	07/SK/WK/DK/2018	Akuntansi / Accounting	2 Oktober 2021 / October 2, 2021

Profil Audit Committee

Bambang Setyo Wahyudi

Ketua Audit Committee

Profil Bapak Bambang Setyo Wahyudi telah disajikan dan dibahas pada bab Profil Perusahaan, sub bab Profil Board of Commissioners

AUDIT COMMITTEE

The Audit Committee is established by the Board of Commissioners to strengthen the function of Board of Commissioners in carrying out its supervisory responsibilities for the financial reporting process, internal control system, audit process, GCG implementation and monitoring process for its compliance with the laws and regulations in the Company. The Audit Committee carries out its duties and prepares its reports independently, is responsible to the Board of Commissioners, and carries out its functions according to the rules and instructions received from Board of Commissioners.

Legal Basis of Appointment of the Audit Committee

The Audit Committee membership was established pursuant to the Board of Commissioners Decree No. 04/SK/WK/DK/2019 dated August 8, 2019 concerning the Changes in the Audit Committee Membership of PT Waskita Karya (Persero) Tbk by referring to the Minister of SOE Regulation No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State Owned Enterprises. The Audit Committee is appointed and dismissed based on the decree of the Board of Commissioners.

Audit Committee Composition

The Audit Committee's Composition as of December 31, 2021 is described in the following table:

Audit Committee Profile

Bambang Setyo Wahyudi

Audit Committee Head

The profile of Mr. Bambang Setyo Wahyudi has been presented in the Company Profile chapter, Board of Commissioners sub-chapter.

Ihda Muktiyanto

Anggota Audit Committee

Warga Negara Indonesia, usia 48 tahun, berdomisili di Tangerang Selatan. Menjabat sebagai anggota *Audit Committee* berdasarkan SK No. 07/SK/WK/DK/2018 tanggal 2 Oktober 2018. Memperoleh gelar *Doctor of Business Administration* dari Victoria University, Melbourne (2015), *Master of Finance in Finance* dari University of Illinois at Urbana Champaign (2003), Sarjana Akuntansi Satya Negara Indonesia University (1998), dan Sekolah Tinggi Akuntansi Negara (STAN) (1995).

Sebelumnya, beliau pernah menjabat sebagai Kepala Seksi Perencanaan Lindung Nilai, Direktorat Strategi dan Portofolio Pembiayaan (2015), Kepala Sub Direktorat Pengembangan Pengelolaan Pembiayaan, Direktorat Strategi dan Portofolio Pembiayaan (2015-2019), Kepala Sub Direktorat Analisis Keuangan dan Pasar, Direktorat Pembiayaan Syariah, (2019-2020) di Dirjen Pengelolaan Pembiayaan dan Risiko.

Suyanto

Anggota Audit Committee

Warga Negara Indonesia, usia 42 tahun, berdomisili di Yogyakarta. Menjabat sebagai anggota *Audit Committee* berdasarkan SK No. 07/SK/WK/DK/2018. Memperoleh gelar Doktor dari School of Business, University of Dundee (2015), *College of Management* dari National Taiwan University (2008), dan Sarjana Ekonomi dari Universitas Gadjah Mada (2003).

Sebelumnya, beliau pernah menjabat sebagai Internal Auditor di Universitas Gadjah Mada (2003-2008) dan *Committee Member* di Badan Nasional Standar Pendidikan (BNSP) Kementerian Pendidikan Nasional (2009-2011). Saat ini, beliau juga menjabat sebagai *Lecturer* dan *Researcher* di Universitas Gadjah Mada (2009-sekarang) dan *Head of International Accreditation Quality Assurance Office, Faculty of Economics and Business*, Universitas Gadjah Mada (2017-sekarang).

Tugas dan Tanggung Jawab Audit Committee

Tugas, tanggung jawab, wewenang, dan hubungan kerja *Audit Committee* sebagaimana tertuang dalam Piagam *Audit Committee* telah sesuai dengan Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan GCG pada BUMN dan No. PER-05/MBU/2006 tentang Komite Audit bagi Badan Usaha Milik Negara. Ada pun tugas dan tanggung jawab *Audit Committee*, sebagai berikut:

1. Membuat rencana kegiatan tahunan *Audit Committee* yang disetujui oleh *Board of Commissioners*;

Ihda Muktiyanto

Audit Committee Member

Indonesian citizen, 48 years old, domiciled in South Tangerang. Serving as a member of the *Audit Committee* based on Decree No. 07/SK/WK/DK/2018 dated October 2, 2018. Obtained his *Doctor of Business Administration Degree* from Victoria University, Melbourne (2015), *Master of Finance Degree in Finance* from University of Illinois at Urbana Champaign (2003), *Bachelor of Accounting Degree* from Satya Negara Indonesia University (1998), and *State College of Accountancy (STAN)* (1995).

Previously served as *Head of Hedging Planning Section, Directorate of Financing Portfolio and Strategy, Directorate of Strategy and Financing Portfolio* (2015), *Head of Sub-Directorate for Development of Financing Management, Directorate of Strategy and Financing Portfolio* (2015-2019), *Head of Sub-Directorate of Financial and Market Analysis, Directorate of Sharia Financing*, (2019-2020) at the *Directorate General of Financing and Risk Management*.

Suyanto

Audit Committee Member

Indonesian citizen, 42 years old, currently resides in Yogyakarta. Serving as member of the *Audit Committee* pursuant to Decree No. 07/ SK/WK/DK/2018. Earned his *Doctoral Degree* from the School of Business of the University of Dundee in 2015, *Master's Degree* from the College of Management of National Taiwan University in 2008 and *Bachelor Degree in Economics* from Gadjah Mada University in 2003.

Previously has served as *Internal Auditor* at Gadjah Mada University (2003-2008) and *Committee Member* at National Education Standards Agency (BNSP) of the Ministry of National Education (2009-2011). Currently also serves as *Lecturer* and *researcher* at Gadjah Mada University (2009-present) and *Head of International Accreditation Quality Assurance Office, Faculty of Economics and Business, Gadjah Mada University* (2017-present).

Duties and Responsibilities of the Audit Committee

Duties, responsibilities, authorities, and work relations of the *Audit Committee* as stipulated in the *Audit Committee Charter* are in accordance with the Minister of SOE Regulation No. PER01/MBU/2011 concerning the Implementation of GCG in SOEs and No. PER-05/MBU/2006 concerning the *Audit Committee of State-Owned Enterprises*. The duties and responsibilities of the *Audit Committee* are as follows:

1. Planning annual *Audit Committee* activities which have been approved by the *Board of Commissioners*;

2. Melakukan penilaian kegiatan serta hasil audit yang dilakukan oleh Internal Audit;
 3. Menilai peranan dan pelaksanaan tugas Auditor Eksternal dengan cara sebagai berikut:
 - a. Melakukan penyusunan Kerangka Acuan Kerja (KAK), khususnya Auditor Eksternal yang berasal dari Kantor Akuntan Publik;
 - b. Melakukan proses penunjukan Kantor Akuntan Publik (KAP) dengan panitia yang diketuai oleh Ketua *Audit Committee*;
 - c. Melakukan evaluasi terhadap pelaksanaan audit oleh Auditor Eksternal (KAP), terutama berkaitan dengan kegiatan sesuai dengan standar profesi;
 - d. Melakukan pembahasan hasil audit dengan Auditor Eksternal tentang temuan audit dan tindak lanjutnya, jika dipandang perlu;
 - e. Menilai pendapat Auditor Eksternal tentang mutu dan prinsip akuntansi yang diterapkan dalam pelaporan keuangan;
 - f. Melakukan pembahasan dengan manajemen mengenai Sistem Pengendalian Internal yang melingkupi penyusunan laporan keuangan;
 - g. Melakukan komunikasi dengan Internal Audit untuk membahas temuan dan isu-isu pengendalian internal dalam proses penyusunan laporan keuangan maupun hasil *review* terhadap laporan keuangan Perseroan;
 - h. Melakukan komunikasi dengan Auditor Eksternal untuk membahas temuan-temuan dan isu-isu pengendalian internal dan akuntansi yang perlu mendapat perhatian.
 4. Membuat rekomendasi mengenai sistem pengendalian intern manajemen Perseroan serta pelaksanaannya;
 5. Memberikan masukan kepada *Board of Commissioners* tentang penyusunan dan penyempurnaan *Piagam Audit Committee* secara berkala;
 6. Memberikan masukan kepada *Board of Commissioners* dan Auditor Eksternal tentang:
 - a. Laporan Keuangan Tahunan dan catatan atas laporan keuangan;
 - b. Laporan Audit dari Auditor Eksternal mengenai laporan keuangan tahunan;
 - c. Temuan penting dan rekomendasi Auditor Eksternal.
 7. Memberikan masukan kepada *Board of Commissioners* sebagai bahan kajian bersama *Board of Directors* dan Internal Audit, khususnya tentang perubahan penting di dalam RKAP, perubahan signifikan dalam lingkup kerja audit, kepatuhan pada *Piagam Auditor Internal*, dan Independensi Auditor Internal.
2. Evaluating the audit results and implementation conducted by the Internal Audit;
 3. Evaluating the role and implementation of duties of the External Auditor with the following method:
 - a. Drawing up the Terms of Reference (KAK), especially for the External Auditor from Public Accounting Firms (KAP);
 - b. Processing the appointment of Public Accounting Firm with a team led by the Audit Committee Head;
 - c. Evaluating the audit implementation by the External Auditor (KAP), especially its compliance with the professional standards;
 - d. Discussing the audit result with the External Auditor on audit findings and their follow-ups, if deemed necessary;
 - e. Assessing the External Auditor's opinion about the quality of work and accounting principles adopted in financial reporting;
 - f. Discussing matters on the Internal Control System including the preparation of financial statements with the management;
 - g. Communicating with the Internal Auditor to discuss findings and internal control issues in the process of preparing financial statements and its reviews;
 - h. Communicating with the External Auditor to discuss the findings and issues of internal control and accounting that require attention.
 4. Providing recommendations on the Company's internal control system as well as its implementation.
 5. Providing inputs to the Board of Commissioners on the preparation and completion of the Audit Committee Charter on a regular basis.
 6. Providing inputs to the Board of Commissioners and the External Auditor on:
 - a. Annual Financial Statements and notes to the financial statements;
 - b. Audit Report on the annual financial statements prepared by the External Auditor;
 - c. Important findings and recommendations of the External Auditor.
 7. Providing inputs to the Board of Commissioners as a joint review of the Board of Directors and the Internal Auditor, especially on important changes in the RKAP, significant changes in the scope of audit work, compliance with the Internal Audit Charter, and the Independence of the Internal Auditor.

8. Melaksanakan tugas lain yang berkaitan dengan pengawasan terhadap Perseroan yang diberikan oleh *Board of Commissioners*.

Wewenang Audit Committee

Dalam menjalankan tugasnya, *Audit Committee* juga dibekali dengan wewenang yang dimiliki. Wewenang *Audit Committee* meliputi:

1. Mengakses dokumen, data, dan informasi Perseroan tentang pegawai, dana, aset, dan sumber daya Perseroan yang diperlukan;
2. Berkomunikasi langsung dengan *Board of Directors* Perseroan, pegawai dan pihak yang menjalankan fungsi audit internal, manajemen risiko, dan Akuntan terkait tugas dan tanggung jawab *Audit Committee*;
3. Melibatkan pihak independen di luar anggota *Audit Committee* untuk membantu pelaksanaan tugasnya (apabila diperlukan);
4. Bekerja sama dengan Internal Audit dalam menjalankan kewenangannya.

Hubungan Kerja

1. Hubungan kerja Audit Committee dengan Internal Audit dilaksanakan dalam kerangka sebagai berikut:
 - a. Mengevaluasi independensi, objektivitas, dan efektivitas Internal Audit;
 - b. Memonitor ketaatan Kode Etik Profesi Auditor Internal (Internal Audit Charter);
 - c. Melaksanakan kegiatan dan koordinasi yang terkait pelaksanaan tugas-tugas pengendalian internal khususnya dalam kaitannya dengan Audit Committee seperti diatur dalam Piagam Audit Committee.
2. Hubungan kerja Audit Committee dengan Auditor Eksternal dilaksanakan dalam kerangka sebagai berikut:
 - a. Mengevaluasi sistem penunjukan, penunjukan kembali, dan pemberhentian Auditor Eksternal dengan memperhatikan aspek independensi, objektivitas dan efektivitas;
 - b. Melakukan pengkajian tentang tujuan dan ruang lingkup audit;
 - c. Mengevaluasi pelaksanaan audit yang dilakukan oleh Auditor Eksternal;
 - d. Dapat berkonsultasi secara berkala dengan Auditor Eksternal untuk membahas Sistem Pengendalian Internal serta pemenuhan dan ketepatan Laporan Keuangan.
3. Hubungan kerja Audit Committee dengan Board of Directors dilaksanakan dalam rangka sebagai berikut:
 - a. Sebagai organ yang dibentuk oleh Board of Commissioners, hubungan antara Board of Directors dengan Audit Committee dilakukan melalui Board of Commissioners;
 - b. Board of Commissioners memfasilitasi pertemuan/pertemuan secara berkala antara Audit Committee dengan Board of Directors;

8. Performing other duties on the Company's supervision assigned by the Board of Commissioners.

Authorities of the Audit Committee

In performing its duties, the Audit Committee holds a number of authorities, which include:

1. Accessing the documents, data, and information of the Company on employees, funds, assets, and resources required.
2. Communicating directly with the Board of Directors of the Company, employees and parties conducting the internal audit, risk management, and relevant Accountant to the Audit Committee's duties and responsibilities.
3. Involving independent parties other than the Audit Committee members to assist the implementation of duties (if required).
4. Working with Internal Audit in exercising its authority.

Work Relations

1. Work relationship between Audit Committee and the Internal Auditor is conducted within the framework as follows:
 - a. Evaluating the independence, objectivity and effectiveness of the Internal Auditor;
 - b. Monitoring the compliance with the Internal Audit Charter;
 - c. Carrying out activities and coordination related to the implementation of internal control duties, especially in matters related to the Audit Committee as set forth in the Audit Committee Charter.
2. Work relationship between Audit Committee and the External Auditor is conducted within the following framework:
 - a. Evaluating the system of appointment, reappointment, and dismissal of External Auditor by considering the aspects of independence, objectivity, and effectiveness;
 - b. Reviewing the objectives and scope of the audit;
 - c. Evaluating the audit conducted by the External Auditor;
 - d. Consulting regularly with the External Auditor to develop the Internal Control System as well as the fulfillment and accuracy of the Financial Statements.
3. Work relationship between Audit Committee and the Board of Directors is conducted within the framework, as follows:
 - a. As an organ established by the Board of Commissioners, the relationship between the Board of Directors and the Audit Committee is conducted through the Board of Commissioners;
 - b. The Board of Commissioners facilitates regular meetings between the Audit Committee and the Board of Directors;



- c. Board of Directors dapat meminta pertimbangan dan saran Audit Committee menyangkut aspek-aspek yang terkait dengan lingkup keahlian Audit Committee yaitu keuangan, pengendalian internal dan penerapan GCG.

Piagam Audit Committee

Pelaksanaan tugas dan fungsi *Audit Committee* dilengkapi dengan Piagam *Audit Committee* berdasarkan Keputusan *Board of Commissioners* PT Waskita Karya (Persero) Tbk 06.I/SK/WK/DK/2018 tanggal 30 Oktober 2018 tentang Perubahan Piagam *Audit Committee* PT Waskita Karya (Persero) Tbk yang memuat Visi dan Misi, Struktur dan Kedudukan, Tugas & Tanggung Jawab, Lingkup dan Wewenang, Hubungan Kerja, Keanggotaan dan Persyaratan Auditor, Rapat dan pelaporan, Kode Etik, Standar Atribut & Standar Kinerja, Penilaian Kinerja, Imbalan dan Pembebanan Biaya, serta Mekanisme Kerja dan Supervisi.

Independensi Audit Committee

Seluruh anggota *Audit Committee* merupakan pribadi profesional yang tidak memiliki hubungan afiliasi dengan Perseroan guna menjaga independensi dan objektivitas pelaksanaan tugas dan tanggung jawabnya. Seluruh anggota *Audit Committee* Perseroan telah memenuhi kriteria independensi, keahlian, integritas, dan pengalaman yang ditetapkan peraturan yang berlaku.

- c. The Board of Directors may request consideration and advice from Audit Committee concerning the aspects related to the Audit Committee's expertise: finance, internal control, and GCG implementation.

Audit Committee Charter

The implementation of duties and functions of the *Audit Committee* is stipulated in the *Audit Committee Charter* in accordance with PT Waskita Karya (Persero) Tbk's Board of Commissioners Decree No. 06.I/SK/WK/DK/2016 concerning Changes in *Audit Committee Charter* of PT Waskita Karya (Persero) Tbk containing the Company's Vision and Mission, Structure and Position, Duties & Responsibilities, Scope and Authority, Work Relations, Auditor Membership and Requirements, Meetings and Reports, Code of Conduct, Performance Standards & Attributes, Performance Assessment, Rewards and Charges, as well as Work Mechanism and Supervision.

Independency of the Audit Committee

All members of *Audit Committee* are professional individuals who have no affiliation with the Company. This serves as a commitment in maintaining independence and objectivity while performing their duties and responsibilities. All members of *Audit Committee* have met the criteria of independency, expertise, and experience as determined by the prevailing regulations.

Aspek Independensi / Aspects of Independency	Viktor S. Sirait	Ihda Muktiyanto	Suryanto
Tidak memiliki hubungan keuangan dengan <i>Board of Commissioners</i> dan <i>Board of Directors</i> / Having no financial relations with the Board of Commissioners and the Board of Directors.	x	x	x
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi / Having no managerial relationship with the Company or its partners	x	x	x
Tidak memiliki hubungan kepemilikan saham di Perseroan / Having no share ownership in the Company	x	x	x
Tidak memiliki hubungan keluarga dengan <i>Board of Commissioners</i> , <i>Board of Directors</i> , dan/atau sesama anggota <i>Audit Committee</i> / Having no family relations with the Board of Commissioners, the Board of Directors, and/or fellow members of the <i>Audit Committee</i>	x	x	x
Tidak menjabat sebagai pengurus partai politik dan/atau pejabat pemerintah / Not serving as officials in any political parties and as government officials	x	x	x

Pelaporan Audit Committee

Sebagaimana diatur dalam Pasal 7 Piagam *Audit Committee* tentang Pelaporan, *Audit Committee* melakukan pelaporan secara berkala sebagai berikut:

- I. Laporan wajib kepada *Board of Commissioners*, berupa:
 - a. Laporan atas aktivitas yang disampaikan secara berkala sekurang-kurangnya setiap 3 (tiga) bulan;

Audit Committee Report

In accordance with Article 7 of the *Audit Committee Charter* on Reporting, the *Audit Committee* regularly submit the following reports:

- I. Obligatory reports to the Board of Commissioners, such as:
 - a. Report on activities, submitted periodically at least every 3 (three) months;

- b. Laporan khusus yang berisi temuan yang diperkirakan mengganggu kegiatan Perseroan. Laporan khusus ini wajib disampaikan kepada *Board of Commissioners* selambat-lambatnya 10 (sepuluh) hari kerja sejak tanggal temuan diketahui, dan dalam tempo paling lama 3x24 jam disampaikan oleh *Board of Commissioners* kepada Menteri BUMN.
 2. Laporan Tahunan kepada *Board of Commissioners* mengenai pelaksanaan kegiatan *Audit Committee* dan dimuat dalam Laporan Tahunan Perseroan, antara lain sebagai berikut:
 - a. Pelanggaran yang dilakukan oleh Perseroan terhadap peraturan perundang-undangan yang berlaku (jika ada);
 - b. Kesalahan/kekeliruan penyajian Laporan Keuangan, Sistem Pengendalian Internal, dan Independensi Auditor Eksternal (jika ada).
- b. Special report on findings that could interfere the Company's activities. The special report shall be submitted to Board of Commissioners within ten (10) working days from the date of discovery, and within 3x24 hours shall be reported by the Board of Commissioners to the Minister of SOE.
 2. Annual Reports to the Board of Commissioners regarding the *Audit Committee's* activities which include:
 - a. Violations committed by the Company against the applicable laws and regulations (if any);
 - b. Errors/misrepresentations of the Financial Statements, Internal Control System, and the External Auditor's Independency (if any).

Peran Audit Committee terkait Pemilihan Akuntan Publik

Audit Committee memberikan rekomendasi kepada *Board of Commissioners* dalam rangka pengadaan Kantor Akuntan Publik untuk mengaudit laporan keuangan tahun 2021. *Audit Committee* melakukan proses lelang dan berdasarkan hasil lelang pengadaan Kantor Akuntan Publik mengusulkan KAP "Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan" sebagai auditor eksternal tahun buku 2021. *Audit Committee* juga diberikan kewenangan dalam hal penunjukan kembali ataupun pembatalan penugasan kerja KAP.

Rapat Audit Committee

Audit Committee secara berkala melaksanakan kegiatan rapat untuk melakukan koordinasi, evaluasi serta bertujuan memastikan pelaksanaan tugas dan tanggung jawab *Audit Committee* berjalan dengan baik. Rapat *Audit Committee* wajib dilaksanakan sekurang-kurangnya 1 (satu) kali setiap 3 (tiga) bulan. Rapat dipimpin oleh anggota *Audit Committee* yang paling senior, dalam hal Ketua *Audit Committee* berhalangan hadir. Pengambilan keputusan dalam rapat *Audit Committee* wajib dihadiri oleh lebih dari setengah (50%) dari jumlah anggota dengan menggunakan metode musyawarah untuk mufakat.

Pelaksanaan rapat *Audit Committee* dapat dilakukan dengan dihadiri anggota *Board of Commissioners* dan mengundang Auditor Eksternal apabila diperlukan. *Audit Committee* juga dapat mengundang *Board of Directors* atau pegawai Perseroan untuk menghadiri rapat dan memberikan informasi yang diperlukan. Dalam hal *Audit Committee* meminta pegawai Perseroan untuk menghadiri rapat dan memberikan informasi yang diperlukan dilaksanakan atas sepengetahuan *Board of Directors*.

Audit Committee's Role in Appointing the Public Accountant

The *Audit Committee* provided recommendation to the Board of Commissioners in the service procurement of Public Accounting Firm to audit the 2021 financial statements. After conducting the offering process and looking at the result of the tender for Public Accounting Firm service procurement, the *Audit Committee* proposed KAP "Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan" as the external auditor for the 2021 fiscal year. The *Audit Committee* also has the authority to reappoint or dismiss the KAP if necessary.

Audit Committee Meeting

The *Audit Committee* regularly holds meetings to carry out coordination and evaluation, as well as to ensure that the implementation of duties and responsibilities of the *Audit Committee* runs well. *Audit Committee* meetings must be held at least 1 (one) meeting every 3 (three) months. The meeting is chaired by the most senior *Audit Committee* member, in the event that the *Audit Committee* Head is absent. For the decision-making process, the *Audit Committee* meeting must be attended by more than a half (50%) of the total number of members and carried out in deliberation for consensus method.

The *Audit Committee* meetings can be held in the presence of the Board of Commissioners members and by inviting the External Auditor if necessary. The *Audit Committee* may also invite the Company's Board of Directors or employees to attend meetings and provide necessary information. In the event that *Audit Committee* requested the Company's employees to attend meetings and provide necessary information, it shall be under the consent of the Board of Directors.



Hasil rapat *Audit Committee* harus dituangkan ke dalam risalah rapat, termasuk apabila terdapat perbedaan pendapat (*dissenting opinion*) dan dilaporkan kepada *Board of Commissioners*. Selama tahun 2021, *Audit Committee* telah menyelenggarakan rapat sebanyak 39 (tiga puluh sembilan) kali dengan tingkat kehadiran dan agenda rapat sebagai berikut:

The result of *Audit Committee* meeting must be included in the minutes of the meeting by also stating the dissenting opinions (if any) to be reported to *Board of Commissioners*. Throughout 2021, the *Audit Committee* held 39 (thirty nine) meetings with the attendance rate and agendas described as follows:

Nama / Name	Jabatan / Position	Jumlah Rapat / Number of Meetings	Jumlah Kehadiran / Number of Attendance	Persentase Kehadiran / Percentage of Attendance
Bambang Setyo Wahyudi	Ketua / Head	32	32	100%
Ihda Muktiyanto	Anggota / Member	39	39	100%
Suyanto	Anggota / Member	39	39	100%

Agenda Rapat Audit Committee

Audit Committee Meeting Agenda

No	Tanggal / Date	Perihal / Agenda
1.	05 Januari 2021 / January 05, 2021	ASEAN Corporate Governance Scorecard (ACGS)
2.	18 Januari 2021 / January 18, 2021	Entry Meeting Asesmen Penerapan GCG PT Waskita Karya (Persero) Tbk / Entry Meeting on GCG Implementation Assessment of PT Waskita Karya (Persero) Tbk
3.	19 Januari 2021 / January 19, 2021	RKAP 2021 pasca pembahasan dengan Kementerian BUMN / RKAP 2021 after discussions with the Ministry of SOEs
4.	21 Januari 2021 / January 21, 2021	Hasil Penilaian ASEAN CG Scorecard PT Waskita Karya (Persero) Tbk 2020 / PT Waskita Karya (Persero) Tbk 2020 ASEAN CG Scorecard Assessment Results
5.	26 Januari 2021 / January 26, 2021	Rapat Internal Membahas Hasil ACGS / Internal Meeting to Discuss ACGS Results
6.	02 Februari 2021 / February 02, 2021	Rapat dengan tim asesor BPKP kelengkapan dokumen GCG / Meeting with the BPKP assessor team for the completeness of GCG documents
7.	24 Februari 2021 / February 24, 2021	Pendalaman GCG & BPKP / In-depth study on GCG & BPKP
8.	28 Februari 2021 / February 28, 2021	Telaahan terhadap Pembahasan Lapmen Januari 2021, Update Persetujuan Prinsip Dewan Komisaris atas rencana Share Swap dan Update Rencana PUB IV / Review of the January 2021 Management Report Discussion, Update on the Board of Commissioners' approval in principle on the plan
9.	08 Maret 2021 / March 08, 2021	Exit Meeting BPKP / BPKP Exit Meeting
10.	09 Maret 2021 / March 09, 2021	Evaluasi KAP 2020 dan Rencana Pengadaan KAP 2021 / KAP 2020 Evaluation and KAP 2021 Procurement Plan
11.	13 Maret 2021 / March 13, 2021	Telaah atas bahan radirkom terkait dengan update Restrukturisasi Keuangan dan Pengajuan PMN dan Rencana / Review of radio communication materials related to updates on Financial Restructuring and Submission of PMN and Plans RUPST Waskita Group
12.	24 Maret 2021 / March 24, 2021	Pendalaman usulan pembukaan kantor perwakilan luar negeri. / In-depth study of the proposal for the opening of a foreign representative office.
13.	06 April 2021 / April 06, 2021	Telaah atas Audit SGS ISO 31000:2018 dan Aplikasi WaRM, Progres Pengadaan KAP Tahun 2021 dan Pembahasan Lapmen Februari 2021 / Review of SGS ISO 31000:2018 Audit and WaRM Application, Procurement Progress of KAP in 2021 and Discussion on Management Discussion in February 2021
14.	13 April 2021 / April 13, 2021	Telaah Kinerja Anak Perusahaan (PT Waskita Karya Realty) Tahun 2020 dan Triwulan I/2021 / Review of Subsidiary Performance (PT Waskita Karya Realty) in 2020 and Quarter I/2021
15.	04 Mei 2021 / May 04, 2021	Telaah Lapmen Triwulan I/2021 / Review of Quarter I/2021 Management Report
16.	18 Mei 2021 / May 18, 2021	Pemaparan Laporan Hasil Audit Internal Triwulan I/2021 / Presentation of the Quarter I/2021 Internal Audit Report
17.	20 Mei 2021 / May 20, 2021	Penjelasan Direktur Keuangan terkait Perubahan Peruntukan atas Pengajuan Tambahan PMN Tahun 2021, dan Perubahan Pengajuan Tambahan PMN Tahun 2022 / Explanation of the Director of Finance regarding the Changes in Allotment for the 2021 PMN Additional Submission, and the 2022 PMN Additional Submission Change
18.	25 Mei 2021 / May 25, 2021	Telaahan Lapmen April 2021 dan Telaahan terkait Perubahan Batasan Kewenangan/Threshold / Review of the April 2021 Management Report and Review related to Changes in the Limits of Authority/Threshold
19.	08 Juni 2021 / June 08, 2021	Pemaparan Perencanaan Divestasi dan Mitigasi Risikonya / Exposure to Divestment Planning and its Risk Mitigation
20.	15 Juni 2021 / June 15, 2021	Strategi Pemulihan Keuangan Perusahaan dan Progresnya / Corporate Financial Recovery Strategy and Progress
21.	22 Juni 2021 / June 22, 2021	Telaah atas Pedoman Tata Kelola Investasi, Pemanfaatan Aplikasi WaRM dan Implementasi WBS dan SMAP / Review of Investment Governance Guidelines, Utilization of WaRM Application, and Implementation of WBS and SMAP



No	Tanggal / Date	Perihal / Agenda
22.	13 Juli 2021 / July 13, 2021	Pemaparan Komite mengenai Tindak Lanjut Permohonan Persetujuan untuk Pengalihan Aktiva dalam rangka Restrukturisasi Perusahaan dan Kepemilikan saham WTR pada cucu perusahaan / Presentation of the Committee regarding the Follow-up to Application for Approval for Transfer of Assets in the context of Company Restructuring and WTR's share ownership in a second-tier subsidiary
23.	27 Juli 2021 / July 27, 2021	Pembahasan Lapmen Semester I dan Progres 8 Stream Inisiatif / Semester I Discussion and Progress of 8 Initiative Streams
24.	10 Agustus 2021 / August 10, 2021	Update 8 Strategi Penyehatan Waskita / Update 8 Waskita Health Strategy
25.	24 Agustus 2021 / August 24, 2021	Telaah Transformasi Bisnis PT Waskita Karya (Persero) Tbk -- kelanjutan pembahasan tanggal 10 Agustus tentang Strategi Penyehatan Keuangan dan Telaah Progres Kinerja PT Waskita Toll Road, Rencana Peningkatan Pendapatan dan Mitigasi Risikonya / Review of PT Waskita Karya (Persero) Tbk Business Transformation -- continuation of the discussion on August 10 regarding the Financial Restructuring Strategy and Review of PT Waskita Toll Road's Performance Progress, Revenue Increase Plan, and Risk Mitigation
26.	31 Agustus 2021 / August 31, 2021	Telaah Komite atas materi Radirkom, atas Laporan Manajemen Bulan Juli 2021 dan update 8 Strategi Penyehatan Keuangan Waskita / The Committee's review of the Board of Directors and Board of Commissioners meeting material in July 2021 Management Report and the update on Waskita's 8 Financial Restructuring Strategy
27.	07 September 2021 / September 07, 2021	Pembahasan Revisi RKAP / RKAP Revision Discussion
28.	14 September 2021 / September 14, 2021	Telaah Pembahasan Rencana Peningkatan Pendapatan WTR dan Mitigasi Risikonya / Review on the WTR Revenue Increase Plan and its Risk Mitigation
29.	27 September 2021 / September 27, 2021	Telaah Komite atas materi Radirkom atas Laporan Manajemen Bulan Agustus 2021 dan Update 8 Strategi Penyehatan Keuangan Waskita / The Committee's review of Board of Directors and Board of Commissioners meeting material on the August 2021 Management Report and Waskita's Update 8 Financial Restructuring Strategy
30.	05 Oktober 2021 / October 05, 2021	Materi Penyesuaian Angka Revisi RKAP 2021 sesuai Perjanjian Komitmen Kinerja Berkelanjutan / Material for Adjusting the 2021 RKAP Revised Figures according to the Sustainable Performance Commitment Agreement
31.	19 Oktober 2021 / October 19, 2021	Pembahasan Permohonan Persetujuan Pedoman Tata Kelola Kegiatan Konstruksi dan Investasi dan Paparan telaah Komite Audit atas Laporan Hasil Audit Internal s.d TW III serta Tindaklanjutnya / Discussion on Application for Approval of Governance Guidelines for Construction and Investment Activities and Exposure to the Audit Committee's review of the Internal Audit Report up to Q3 III and its follow-up
32.	6 Oktober 2021 / October 6, 2021	Telaah Komite atas materi Radirkom atas Laporan Manajemen s.d Bulan September 2021 dan update 8 Strategi Penyehatan Keuangan WSKT / Committee's review of Board of Directors and Board of Commissioners meeting material on Management Reports up to September 2021 and updates on 8 Waskita Financial Restructuring Strategies
33.	02 November 2021 / November 02, 2021	Kunker BOC ke Proyek MRMP Subang / BOC Work Visit to Subang MRMP Project
34.	16 November 2021 / November 16, 2021	Pemaparan Komite Audit terkait Aspek Kepatuhan terhadap Perundang-undangan / Exposure of the Audit Committee regarding Aspects of Compliance with laws and regulations
35.	23 November 2021 / November 23, 2021	Telaah atas update rights issue Waskita (bersama DirkeuMR) dan Progres Kinerja WKI (bersama Dirops II dan manajemen WKI) / Review of Waskita's rights issue update (with Director of Finance and RM) and WKI Performance Progress (with Director of Operation II and WKI management)
36.	30 November 2021 / November 30, 2021	Telaah Komite atas materi Radirkom atas Laporan Manajemen s.d bulan Oktober 2021 dan update 8 Strategi Penyehatan Keuangan WSKT / Committee's review of Board of Directors and Board of Commissioners meeting material on Management Reports up to October 2021 and updates on 8 WSKT Financial Restructuring Strategies
37.	04 December 2021 / December 04, 2021	Meeting Persiapan Self Assessment GCG / GCG Self Assessment Preparation Meeting
38.	07 December 2021 / December 07, 2021	Telaahan Komite atas Rencana Penerbitan EBUS dengan Penjaminan Pemerintah, Prognosa 2021, RKAP 2022 dan Indikasi RJPP / Committee Review on EBUS Issuance Plan with Government Guarantee, 2021 Prognosis, 2022 RKAP and RJPP Indications
39.	14 December 2021 / December 14, 2021	Meeting Komite Dekom Waskita Karya terkait Progres Realisasi Program Kerja Dewan Komisaris dan Komite Tahun 2021 dan Usulan Rencana Asesmen Dewan Komisaris dan Organ Pendukung / Waskita Karya Board of Commissioners Committee Meeting related to the Progress of Work Program Realization of the Board of Commissioners and Committees in 2021 and Proposed Assessment Plans for the Board of Commissioners and Supporting Organs

Pengembangan Kompetensi Audit Committee

Perseroan membekali pengetahuan dan kompetensi *Audit Committee* melalui pengikutsertaan dalam pelatihan dan pendidikan, baik yang diselenggarakan secara formal maupun informal. Informasi mengenai program pelatihan dan pendidikan *Audit Committee* telah disajikan dalam Laporan Tahunan, bab Profil Perusahaan, sub bab Pelatihan dan/atau Pendidikan *Board of Commissioners, Board of Directors, Corporate Secretary, Audit Committee, Risk Management Committee*, dan Internal Audit.

Audit Committee Competence Development

The Company supports the *Audit Committee* members in gaining more knowledge and developing their competences through the participation of trainings and education, both formal and informal. Information on the *Audit Committee*'s training and education programs has been presented in the Annual Report, Company Profile chapter, Training and/or Education of Board of Commissioners, Board of Directors, Corporate Secretary, *Audit Committee*, Risk Management Committee, and Internal Audit sub-chapter.

Laporan Singkat Pelaksanaan Tugas dan Kegiatan Audit Committee di Tahun 2021

Laporan Pelaksanaan Tugas *Audit Committee* Selama tahun 2021, *Audit Committee* telah melakukan kegiatan dan program sebagai berikut:

1. Memantau dan mengevaluasi progress dan hasil audit laporan keuangan tahun buku 2020.
2. Melakukan telaahan dan memberi rekomendasi atas Pedoman Manual IKU Waskita.
3. Melakukan pertemuan dengan Asesor BPK dan menyiapkan dokumentasi assesmen GCG PT Waskita Karya.
4. Melakukan telaahan dan memberi rekomendasi atas RKAP pasca pembahasan dengan Kementerian BUMN.
5. Melakukan telaahan dan memberi rekomendasi atas hasil Penilaian ASEAN CG Scorecard PT Waskita Karya.
6. Membahas dan memberi rekomendasi Rencana Kerja Internal Audit 2021.
7. Pengisian FUP GCG Komite dan Sekdekom.
8. Menghadiri Radirkom.
9. Melakukan telaahan dan memberi rekomendasi atas bahan rapat radirkom.
10. Melakukan pengadaan Kantor Akuntan Publik (KAP) untuk Audit Laporan Keuangan 2021.
11. Melakukan evaluasi atas hasil audit internal TW I dan TW II.
12. Melakukan hasil evaluasi Sistem Pengendalian Internal (SPIN) PT Waskita Karya (Persero) Tbk oleh Internal Audit.
13. Memberikan rekomendasi atas Permohonan Persetujuan Share Swap dan Divestasi.
14. Memberikan rekomendasi atas Permohonan Persetujuan Pembukaan Cabang di Cameroon, Philippines dan Bangladesh.
15. Memberikan rekomendasi atas Usulan Penerbitan Obligasi/Sukuk.
16. Memberikan rekomendasi atas Permohonan Penambahan Penyertaan Modal Negara (PMN) PT Waskita Karya Tbk (Persero) Tahun 2021 dan 2021.
17. Melakukan telaahan serta turut memantau proses penyusunan dokumen dan tata kelola rencana penjaminan pemerintah untuk pinjaman dan obligasi Tahun 2021.
18. Melakukan Evaluasi atas Kantor Akuntan Publik (KAP) untuk Audit Laporan Keuangan 2020.
19. Menyusun Laporan Tahunan Komite Audit Tahun 2020.
20. Menindaklanjuti hasil audit dan rekomendasi audit GCG Tahun 2020 oleh BPKP.
21. Menyusun Laporan Triwulan Komite Audit Tahun 2021.
22. Melakukan telaahan atas memberikan masukan dalam pembentukan komite yang menangani risiko konstruksi dan investasi.

Brief Report on the Audit Committee's Implementation of Duties and Activities in 2021

In 2021, the Audit Committee has carried out the following activities and programs:

1. Monitored and evaluated the progress and results of the audit of the financial statements for the 2020 fiscal year.
2. Reviewed and provided recommendations on the Waskita KPI Manual.
3. Held meeting with BPK assessors and prepared PT Waskita Karya GCG assessment documentation.
4. Reviewed and provided recommendations on the RKAP after discussions with the Ministry of SOEs.
5. Reviewed and provided recommendations on the results of the ASEAN CG Scorecard Assessment of PT Waskita Karya.
6. Discussed and provided recommendations for the 2021 Internal Audit Work Plan.
7. Filled out the GCG FUP for the Committee and the Secretary of the Commission.
8. Attended Board of Commissioners and Board of Directors meeting.
9. Reviewed and provided recommendations on the materials for radio and communication meetings.
10. Procurement of a Public Accounting Firm (KAP) for the 2021 Financial Statement Audit.
11. Evaluated the results of the internal audit in TW I and TW II.
12. Conducted an evaluation of the Internal Control System (SPIN) of PT Waskita Karya (Persero) Tbk by the Internal Audit.
13. Provided recommendation on Application for Share Swap and Divestment Approval.
14. Provided recommendations on Applications for Approval of Branch Opening in Cameroon, Philippines and Bangladesh.
15. Provided recommendations on the Proposed Issuance of Bonds/Sukuk.
16. Provided recommendations on the Application for Additional State Equity Participation (PMN) of PT Waskita Karya Tbk (Persero) in 2021 and 2021.
17. Reviewed and monitored the process of preparing documents and governance of the government guarantee plan for 2021 loans and bonds.
18. Evaluated the Public Accounting Firm (KAP) for the 2020 Financial Statement Audit.
19. Prepared the 2020 Audit Committee Annual Report.
20. Followed up on the results of the 2020 GCG audit and audit recommendations by BPKP.
21. Prepared the Audit Committee 2021 Quarterly Report.
22. Conducted a review of providing input in the formation of a committee that handles construction and investment risks.



23. Melakukan komunikasi dan koordinasi dengan manajemen melalui Divisi Internal Audit, Akuntansi, Bisnis Strategis, Legal, Keuangan, PMO, Overseas, Sekretaris Perusahaan dan Pemasaran.
24. Melakukan telaahan terkait dengan dukungan sistem terintegrasi melalui pengembangan informasi dan teknologi.

Penilaian Kinerja Audit Committee dalam Mendukung Tugas Board of Commissioners

Berdasarkan hasil *self assessment* oleh PPAK, *Audit Committee* dinilai telah melaksanakan tugasnya dengan baik sesuai dengan Anggaran Dasar dan peraturan yang berlaku. Hal ini tercermin dari perolehan nilai GCG gabungan *Board of Commissioners* dengan organ pendukungnya yang meraih capaian skor sebesar 31,36 atau mencapai 89,59% dari bobot aspek *Board of Commissioners* sebesar 35,00.

Struktur Remunerasi Audit Committee

Informasi mengenai struktur remunerasi *Audit Committee* telah ditetapkan dalam Surat Keputusan *Board of Commissioners* No.02/SK/WK/DK/2018 tanggal 2 Oktober 2018 (Bapak Ihda Muktiyanto dan Bapak Suyanto).

RISK MANAGEMENT COMMITTEE

Dalam menggenapi kecukupan fungsi pengawasan, *Board of Commissioners* membentuk *Risk Management Committee* untuk memastikan proses mitigasi risiko berjalan dengan baik. Keberadaan Komite ini sekaligus bertujuan mendukung pelaksanaan tugas dan tanggung jawab *Board of Commissioners* terkait penerapan dan pengawasan manajemen risiko di Perseroan.

Dasar Hukum Pembentukan Risk Management Committee

Pembentukan *Risk Management Committee* didasarkan pada Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan *Good Corporate Governance* pada Badan Usaha Milik Negara dan komposisi anggotanya ditetapkan melalui Surat Keputusan *Board of Commissioners* No. 06/SK/WK/2019 tanggal 02 Desember 2019 tentang Perubahan Keanggotaan *Risk Management Committee* PT Waskita Karya (Persero) Tbk.

Komposisi Risk Management Committee

Anggota *Risk Management Committee* berasal dari 2 (dua) orang *Commissioner* dan 2 (dua) anggota komite independen yang memiliki latar belakang pendidikan akuntansi atau keuangan dan memahami manajemen risiko, serta memiliki keahlian terkait operasional Perseroan.

23. Communicated and coordinated with management through the Divisions of Internal Audit, Accounting, Strategic Business, Legal, Finance, PMO, Overseas, Corporate Secretary and Marketing.
24. Reviewed system support integrated through the development of information and technology.

Audit Committee Performance Assessment in Supporting the Board of Commissioners Duties

Based on the result of self-assessment by the PPAK, the Audit Committee has carried out its duties properly in accordance with the Articles of Association and applicable regulations. This is reflected in the acquisition of combined GCG scores of the Board of Commissioners and its supporting organs which achieved a score of 31.36 or 89.59% of the Board of Commissioners' aspect weight of 35.00.

Audit Committee Remuneration Structure

Information regarding the Audit Committee's remuneration structure is stipulated in the Board of Commissioners Decree No. 02/SK/WK/DK/2018 dated October 2, 2018 (Mr. Ihda Muktiyanto and Mr. Suyanto).

RISK MANAGEMENT COMMITTEE

To further enhancing its supervisory function, the Board of Commissioners established the Risk Management Committee for the risk mitigation process to run properly. This committee aims to support the implementation of duties and responsibilities of the Board of Commissioners regarding the implementation and supervision of risk management in the Company.

Legal Basis of Appointment of the Risk Management Committee

The establishment of Risk Management Committee is based on the Minister of SOE Regulation No. PER-01/MBU/2011 regarding Implementation of Good Corporate Governance in State-Owned Enterprises and its members was appointed in reference to the Board of Commissioners Decree No. 06/SK/WK/2019 dated December 2, 2019 regarding Changes in Membership of PT Waskita Karya (Persero) Tbk's Risk Management Committee.

Risk Management Committee Composition

Members of the Risk Management Committee consist of 2 commissioners and 2 independent commissioners with the educational background in accounting or finance, comprehension of risk management, as well as expertise related to the Company's operations.

Adapun susunan dan komposisi *Risk Management Committee* per 31 Desember 2021 adalah sebagai berikut:

The Risk Management Committee Composition as of December 31, 2021 is as follows:

Nama / Name	Jabatan / Position	Dasar Penetapan / Basis of Appointment	Keahlian / Expertise	Akhir Masa Jabatan / End of Tenure
Muradi	Ketua / Head	SK No. 04/SK/WK/DK/2018	Manajemen / Management	2 Oktober 2021 / October 2, 2021
Djaka Kusmartata	Anggota / Member	SK No. 05/SK/WK/DK/2019	Manajemen / Management	11 November 2021 / November 11, 2021
Apri Artoto	Anggota / Member	SK No. 14/SK/WK/DK/2021	Manajemen / Management	16 November 2022 / November 16, 2022

Profil Anggota Risk Managemen Committee

Muradi

Ketua

Profil Bapak Muradi telah disajikan dan dibahas pada bab Profil Perusahaan, sub bab Profil *Board of Commissioners*.

Djaka Kusmartata

Anggota

Warga Negara Indonesia, usia 52 tahun. Menjabat sebagai anggota *Risk Management Committee* berdasarkan Surat Keputusan No.05/SK/WK/DK/2019 tanggal 1 Desember 2019. Memperoleh gelar Sarjana Ekonomi Manajemen dari Universitas Kartanegara (2002) dan Magister (S2) Manajemen dari STI Manajemen LPMI Jakarta (2006).

Sebelumnya, beliau pernah menjabat sebagai Kepala Bidang Kebijakan Kepabeanan Internasional PKPN, BKF (2015), Kepala Bidang Kepabeanan dan Cukai II, PKPN, BKF (2012-2015), Plt. Kepala Bidang Kebijakan Kepabeanan dan Cukai II, PKPN, BKF (2009-2012), Kepala Sub Bidang Fasilitas Kepabeanan, Bidang Kebijakan Kepabeanan dan Cukai II, PKPN, BKF (2008-2009), Kepala Sub Bidang Fasilitas Kepabeanan, Bidang Analisis Kepabeanan dan Cukai, PKPN, BKF (2007-2008), Kepala Seksi Perencanaan dan Evaluasi Audit, Bidang Verifikasi dan Audit, Kantor Wilayah III DJBC Palembang (2006-2007), Pelaksana di Kantor Wilayah IV DJBC Jakarta (2002-2006), Pelaksana pada Direktorat Verifikasi DJBC (1996-2002), dan Pelaksana pada Kanwil X DJBC (Kalsel dan Kaltim) Balikpapan, DJBC (1993-1996).

Apri Artoto

Anggota

Warga Negara Indonesia berusia 52 tahun diangkat sebagai anggota berdasarkan SK No. 14/SK/WK/DK/2021 tanggal 16 November 2021. Memperoleh gelar Magister Manajemen dari University of Southern California serta Sarjana Teknik Sipil dari Universitas Trisakti. Sempat menjabat sebagai Kepala Bidang Perencanaan dan Peralatan II di Kementerian PUPR (2019-2020) serta menjabat sebagai Kepala Sub Direktorat Strategi, Program, dan Anggaran sejak tahun 2021 di Kementerian PUPR.

Risk Management Committee Member Profile

Muradi

Head

Mr. Muradi's profile has been presented and discussed in the Company Profile chapter, the Board of Commissioners profile section.

Djaka Kusmartata

Member

Indonesian Citizen, 52 years old. Serves as member of Risk Management Committee pursuant to Decree No. 05/SK/WK/DK/2019 dated December 1, 2019. Obtained his Bachelor's Degree in Economic Management from Kartanegara University (2002) and his Master's Degree in Management from STI Manajemen LPMI Jakarta (2006).

Previously, he had served as Head of PKPN International Customs Policy, BKF (2015), Head of Customs and Excise II, PKPN, BKF (2012-2015), Acting Head of Customs and Excise Policy II, PKPN, BKF (2009-2012), Head of Customs Facilities Subdivision, Customs and Excise Policy Division II, PKPN, BKF (2008-2009), Head of Customs Facilities Sub-Division, Customs and Excise Analysis Division, PKPN, BKF (2007-2008), Head of the Audit Planning and Evaluation Section, Verification and Audit Division, Regional Office III DJBC Palembang (2006-2007), Officer at Office IV Regional Office DJBC Jakarta (2002-2006), Officer at the Directorate of Verification DJBC (1996-2002), and Officer at Regional Office X DJBC (South Kalimantan and East Kalimantan) Balikpapan, DJBC (1993-1996).

Apri Artoto

Member

Indonesian citizen, 52 years old. He was appointed as member pursuant to Decree No. 14/SK/WK/DK/2021 dated November 16, 2021. He earned a Master's Degree in Management from University of Southern California and Bachelor's Degree in Civil Engineering from Universitas Trisakti. He had served as Head of Planning and Equipment II at the Ministry of PUPR (2019-2020) and as Head of Sub Directorate of Strategy, Program, and Budget since 2021 at the Ministry of PUPR.

Tugas dan Tanggung Jawab Risk Management Committee

Risk Management Committee memfokuskan aktivitasnya pada usaha untuk meningkatkan efektivitas manajemen risiko dengan melakukan penilaian secara berkala dan memberikan rekomendasi kepada *Board of Commissioners* tentang risiko usaha dan mitigasi risiko usaha. Selain itu, *Risk Management Committee* memiliki rincian tugas sebagai berikut:

1. Membuat rencana kegiatan tahunan *Risk Management Committee* yang disetujui oleh *Board of Commissioners*;
2. Melakukan penilaian secara berkala dan memberikan rekomendasi tentang risiko usaha jenis jumlah asuransi yang ditutup oleh Perseroan dalam hubungan dengan risiko usaha;
3. Menilai peranan dan pelaksanaan tugas *Risk Management Unit*.
4. Memberikan masukan kepada *Board of Commissioners* tentang penyusunan Piagam *Risk Management Committee* secara berkala.

Piagam Risk Management Committee

Pelaksanaan tugas dan fungsi pengawasan manajemen risiko yang dijalankan *Risk Management Committee* telah dilengkapi dengan Piagam *Risk Management Committee* yang ditetapkan Surat Keputusan *Board of Commissioners* No. 08/SK/WK/DK/2018 tentang Perubahan Piagam *Risk Management Committee*.

Independensi Risk Management Committee

Risk Management Committee senantiasa melaksanakan fungsi dan tugasnya secara profesional dan independen, tanpa campur tangan dari pihak mana pun yang tidak sesuai dengan peraturan perundang-undangan serta Anggaran Dasar Perseroan. Kualifikasi independensi dari anggota *Risk Management Committee* harus memenuhi kriteria sebagai berikut:

Aspek Independensi / Aspects of Independency	Muradi	Djala Kusmartata	Apri Artoto
Tidak memiliki hubungan keuangan dengan <i>Board of Commissioners</i> dan <i>Board of Directors</i> / Having no financial relations with the Board of Commissioners and the Board of Directors.	x	x	x
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi / Having no managerial relationship with the Company or its partners	x	x	x
Tidak memiliki hubungan kepemilikan saham di Perseroan / Having no share ownership in the Company	x	x	x
Tidak memiliki hubungan keluarga dengan <i>Board of Commissioners</i> , <i>Board of Directors</i> , dan/atau sesama anggota <i>Audit Committee</i> / Having no family relations with the Board of Commissioners, the Board of Directors, and/or fellow members of the Audit Committee	x	x	x
Tidak menjabat sebagai pengurus partai politik dan/atau pejabat pemerintah / Not serving as officials in any political parties and as government officials	x	x	x

Duties and Responsibilities of the Risk Management Committee

The *Risk Management Committee* focuses its activities on improving the effectiveness of risk management by providing periodical assessments and recommendations to the Board of Commissioners regarding business risks and its mitigation. The duties and responsibilities of the *Risk Management Committee* are further described, as follows:

1. Preparing an annual work plan of *Risk Management Committee* with the approval of the Board of Commissioners.
2. Periodically providing assessments and recommendations on business risks and types of insurance covered by the Company in connection with business risks.
3. Assessing the implementation of roles and duties in the *Risk Management Unit*.
4. Periodically providing inputs to the Board of Commissioners on the preparation of *Risk Management Committee Charter*.

Risk Management Committee Charter

The *Risk Management Committee's* implementation of supervisory duties and functions of risk management is complemented by the *Risk Management Committee Charter* established by the Board of Commissioners Decree No. 08/SK/WK/DK/2018 concerning Amendments to the *Risk Management Committee Charter*.

Independency of the Risk Management Committee

Risk Management Committee continuously performs its functions and duties professionally and independently, without intervention from any parties that would be deviant to the laws and regulations as well as the Company's Articles of Association. As the independency qualification, Members of the *Risk Management Committee* must fulfill the following criteria:



Rapat Risk Management Committee

Risk Management Committee secara berkala melaksanakan kegiatan rapat untuk melakukan koordinasi, evaluasi serta bertujuan memastikan pelaksanaan tugas dan tanggung jawab Risk Management Committee berjalan dengan baik. Rapat Risk Management Committee wajib dilaksanakan sekurang-kurangnya 1 (satu) kali setiap 3 (tiga) bulan.

Hasil rapat Risk Management Committee harus dituangkan ke dalam risalah rapat, termasuk apabila terdapat perbedaan pendapat (*dissenting opinion*) dan dilaporkan kepada Board of Commissioners.

Selama tahun 2021, Risk Management Committee telah menyelenggarakan rapat sebanyak 37 (tiga puluh tujuh) kali dengan tingkat kehadiran dan agenda rapat sebagai berikut:

Risk Management Committee Meeting

The Risk Management Committee periodically holds meeting to carry out coordination and evaluation, as well as to ensure the duties and responsibilities of the Risk Management are well implemented. The Risk Management Committee must hold at least 1 (one) meeting every 3 (three) months.

The result of the Risk Management Committee meeting must be included in the minutes of meeting, by also stating the dissenting opinions (if any), and are reported to the Board of Commissioners.

In 2021, the Risk Management Committee held 37 (thirty seven) meetings with the following attendance rate and agendas:

Nama / Name	Jabatan / Position	Jumlah Rapat / Number of Meetings	Jumlah Kehadiran / Number of Attendance	Persentase Kehadiran / Percentage of Attendance
Muradi	Ketua / Head	37	37	100%
Djaka Kusmartata	Anggota / Member	37	37	100%
Wilan Oktavian*	Anggota / Member	37	36	96,96%
Apri Artoto**	Anggota / Member	1	1	100%

Keterangan: / Description:
 *Masa jabatan sebagai Anggota Komite Pemantau Manajemen Risiko selesai per tanggal 16 November 2021 / *Term of office as Member of the Risk Management Monitoring Committee ends on November 16, 2021
 **Efektif menjabat sebagai anggota Komite Pemantau Manajemen Risiko per tanggal 16 November 2021. / **Effectively serving as a member of the Risk Management Monitoring Committee as of November 16, 2021.

Agenda Rapat Risk Management Committee

Risk Management Committee Meeting Agenda

No	Tanggal / Date	Kegiatan/Telaahan / Activity/Review
1	05 Januari 2021 / January 05, 2021	Pembahasan KPI Dewan Komisaris / Discussion on Board of Commissioners KPI
2	08 Januari 2021 / January 08, 2021	Pembahasan Short Form Report WSBP / Discussion on WSBP Short Form Report
3	19 Januari 2021 / January 19, 2021	Pembahasan Entry Meeting Assessment Penerapan GCG WSKT dan WSBP / Discussion on Entry Meeting Assessment on GCG Implementation in WSKT and WSBP
4	21 Januari 2021 / January 21, 2021	Pembahasan Hasil Penilaian ASEAN Corporate Governance Scorecard (ACGS) / Discussion on the Assessment Results of the ASEAN Corporate Governance Scorecard (ACGS)
5	27 Januari 2021 / January 27, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko atas Bahan Radirkom Tanggal 28 Januari 2021 terkait dengan kinerja Tahun 2020 / Review of the Audit Committee and Risk Management Monitoring Committee on Board of Directors and Board of Commissioners Meeting Materials dated January 28, 2021 related to the performance of 2020
6	16 Februari 2021 / February 16, 2021	Penyiapan Telaahan Atas Usulan Penerbitan Obligasi/Sukuk / Preparation of a Review on the Proposed Issuance of Bonds/Sukuk
7	22 Februari 2021 / February 22, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko atas Bahan Radirkom Tanggal 23 Februari 2021 terkait dengan Progress Divestasi & Shareswap / Review of the Audit Committee and Risk Management Monitoring Committee on Board of Directors and Board of Commissioners Materials dated February 23, 2021 related to the Divestment & Shareswap Progress
8	24 Februari 2021 / February 24, 2021	Pembahasan Progres Asesmen GCG Bersama BPKP / Discussion on GCG Assessment Progress with BPKP
9	01 Maret 2021 / March 01, 2021	Penyiapan Telaahan Atas Persetujuan Share Swap / Preparation of Review on Share Swap Approval
10	14 Maret 2021 / March 14, 2021	Penyiapan Telaahan Atas Surat Permohonan Penambahan Penyertaan Modal Negara (PMN) Tahun 2021 / Preparation of the Review on the Application for Additional State Equity Participation (PMN) in 2021
11	15 Maret 2021 / March 15, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko atas Bahan Radirkom Tanggal 16 Maret 2021 terkait dengan Update Restrukturisasi Keuangan dan Rencana RUPST Waskita Group / Review of the Audit Committee and Risk Management Monitoring Committee on Board of Directors and Board of Commissioners Meeting Materials dated March 16, 2021 related to the Update on Financial Restructuring and the Waskita Group AGMS Plan
12	25 Maret 2021 / March 25, 2021	Pembahasan Permohonan Persetujuan Pembukaan Cabang di Cameroon, Philippines dan Bangladesh / Discussion on Applications for Approval for Branch Opening in Cameroon, Philippines, and Bangladesh
13	27 Maret 2021 / March 27, 2021	Penyiapan Telaahan Persetujuan Pembukaan Cabang di Cameroon, Philippines dan Bangladesh / Preparation of Review on Approval for Branch Opening in Cameroon, Philippines, and Bangladesh



No	Tanggal / Date	Kegiatan/Telaahan / Activity/Review
14	30 Maret 2021 / March 30, 2021	Laporan Komite Pemantau Manajemen Risiko atas Evaluasi Manajemen Risiko Perusahaan Triwulan I 2021 / Report of the Risk Management Monitoring Committee on the Company's Risk Management Evaluation in Quarter I 2021
15	05 April 2021 / April 05, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko Atas Bahan Radirkom Tanggal 06 April 2021 terkait dengan Kinerja Manajemen Februari 2021 / Review of the Audit Committee and Risk Management Monitoring Committee on Board of Directors and Board of Commissioners Meeting Materials dated April 6, 2021 related to Management Performance in February 2021
16	06 April 2021 / April 06, 2021	Laporan Komite Pemantau Manajemen Risiko kepada Dewan Komisaris / Report of the Risk Management Monitoring Committee to the Board of Commissioners
17	12 April 2021 / April 12, 2021	Tanggapan Komite Audit dan Komite Pemantau Manajemen Risiko atas agenda Radirkom tanggal 13 April 2021 / The response of the Audit Committee and the Risk Management Monitoring Committee on the Board of Directors and Board of Commissioners Meeting agenda on April 13, 2021
18	04 Mei 2021 / May 04, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko atas Bahan Radirkom Tanggal 04 Mei 2021 terkait dengan Kinerja Manajemen Maret 2021 / Review of the Audit Committee and Risk Management Monitoring Committee on Board of Directors and Board of Commissioners Meeting Materials dated May 04, 2021 related to Management Performance in March 2021
19	20 Mei 2021 / May 20, 2021	Penyiapan Telaahan Atas Permohonan Tanggapan Atas Rencana Penambahan PMN Tahun 2021 dan 2022 / Preparation of a Review on Requests for Responses to the Plan to Add PMN in 2021 and 2022
20	21 Mei 2021 / May 21, 2021	Pembahasan Progres Pengembangan WaRM, Analisis Gap Pelaksanaan Manajemen Risiko dan Evaluasi Pencapaian Risk Tolerance TW I-2021 / Discussion on the Progress of WaRM Development, Gap Analysis of Risk Management Implementation and Evaluation of Risk Tolerance Achievement in Q1-2021
21	24 Mei 2021 / May 24, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko atas Bahan Radirkom Tanggal 25 Mei 2021 terkait dengan Kinerja Manajemen April 2021 / Review of the Audit Committee and Risk Management Monitoring Committee on Board of Directors and Board of Commissioners Meeting Materials dated May 25, 2021 related to Management Performance in April 2021
22	07 Juni 2021 / June 07, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko atas Bahan Rapat Dewan Komisaris dengan Direktur Pengembangan Bisnis & QSHE Tanggal 08 Juni 2021 terkait dengan Update Divestasi / Review of the Audit Committee and Risk Management Monitoring Committee on the Materials of the Board of Commissioners' Meeting with the Director of Business Development & QSHE on June 08, 2021 related to the Divestment Update
23	14 Juni 2021 / June 14, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko atas Bahan Radirkom Tanggal 15 Juni 2021 tentang Strategi Pemulihan Keuangan Perusahaan / Review of the Audit Committee and Risk Management Monitoring Committee on Board of Directors and Board of Commissioners Meeting Materials dated June 15, 2021 regarding the Company's Financial Recovery Strategy
24	21 Juni 2021 / June 21, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko atas Bahan Rapat Dewan Komisaris dengan Direktur Tanggal 22 Juni 2021 tentang Pedoman Tata Kelola Investasi dan Implementasi Aplikasi WaRM, SMAP dan WBS / Review of the Audit Committee and Risk Management Monitoring Committee on the Materials of the Board of Commissioners' Meeting with the Directors on June 22, 2021 regarding Investment Governance Guidelines and Implementation of WaRM, SMAP and WBS Applications
25	11 Juli 2021 / July 11, 2021	Penyiapan Tanggapan Rencana Pengalihan Aktiva Dalam Rangka Restrukturisasi Perusahaan (Divestasi CTP) / Preparation of Response to Asset Transfer Plan in the Context of Company Restructuring (CTP Divestment)
26	13 Juli 2021 / July 13, 2021	Pemaparan Komite Mengenai Tindaklanjut Permohonan Persetujuan Untuk Pengalihan Aktiva Dalam Rangka Restrukturisasi Perusahaan (Divestasi CTP) / Committee Presentation Regarding Follow-up on Application for Approval for Transfer of Assets in the Context of Company Restructuring (CTP Divestment)
27	15 Juli 2021 / July 15, 2021	Pembahasan Terkait Posisi Dewan Komisaris Dalam Divestasi CTP / Discussion on the Position of the Board of Commissioners in the CTP Divestment
28	27 Juli 2021 / July 27, 2021	Laporan Komite Pemantau Manajemen Risiko atas Evaluasi Manajemen Risiko Perusahaan Triwulan II 2021 / Report of the Risk Management Monitoring Committee on the Evaluation of the Company's Risk Management in Quarter II of 2021
29	10 Agustus 2021 / August 10, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko atas Bahan Radirkom Tanggal 10 Agustus 2021 tentang Update 8 Strategi Penyehatan Keuangan Waskita / Review of the Audit Committee and Risk Management Monitoring Committee on Board of Directors and Board of Commissioners Meeting Materials dated August 10, 2021 regarding Update on 8 Financial Restructuring Strategy of Waskita
30	13 September 2021 / September 13, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko atas Bahan Radirkom Tanggal 14 September 2021 tentang Pemanfaatan Lahan/ Aset (WTR) dan Paparan Perusahaan WSBP / Review of the Audit Committee and Risk Management Monitoring Committee on Board of Directors and Board of Commissioners Meeting Materials dated September 14, 2021 regarding Land/Asset Utilization (WTR) and WSBP Company Exposure
31	24 September 2021 / September 24, 2021	Laporan Komite Pemantau Manajemen Risiko atas Evaluasi Manajemen Risiko Perusahaan Triwulan III 2021 / Report of the Risk Management Monitoring Committee on the Company's Risk Management Evaluation in Quarter III of 2021
32	04 Oktober 2021 / October 04, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko atas Bahan Radirkom Tanggal 5 Oktober 2021 terkait dengan Bagian I mengenai Revisi RKAP tahun 2021 / Review of the Audit Committee and Risk Management Monitoring Committee on Board of Directors and Board of Commissioners Meeting Materials dated October 5, 2021 related to Part I regarding the Revised 2021 RKAP
33	25 Oktober 2021 / October 25, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko atas Bahan Radirkom Tanggal 25 Oktober 2021 terkait dengan Kinerja Manajemen September 2021 / Review of the Audit Committee and Risk Management Monitoring Committee on Board of Directors and Board of Commissioners Meeting Materials dated October 25, 2021 related to Management Performance in September 2021
34	23 Nopember 2021 / November 23, 2021	Telaah Komite Audit dan Komite Pemantau Manajemen Risiko atas Bahan Radirkom tanggal 23 November 2021 tentang Update Progres Right Issue dan Kinerja WKI Oktober 2021 / Review of the Audit Committee and the Risk Management Monitoring Committee on Board of Directors and Board of Commissioners Meeting Materials dated November 23, 2021 regarding the Update on the Progress of Right Issues and the Performance of WKI in October 2021
35	23 Desember 2021 / December 23, 2021	Laporan Komite Pemantau Manajemen Risiko atas Evaluasi Manajemen Risiko Perusahaan Triwulan IV 2021 / Risk Management Monitoring Committee Report on Company Risk Management Evaluation in Quarter IV of 2021
36	28 Desember 2021 / December 28, 2021	Tanggapan Komite Audit dan Komite Pemantau Manajemen Risiko atas agenda Radirkom tentang RKAP 2022 PT Waskita Karya (Persero) Tbk / The response of the Audit Committee and the Risk Management Monitoring Committee to the Board of Directors and Board of Commissioners agenda regarding 2022 RKAP of PT Waskita Karya (Persero) Tbk
37	28 Desember 2021 / December 28, 2021	Laporan Kunjungan Lapangan Komite Pemantau Manajemen Risiko pada Proyek Pembangunan Koneksi Jalan Tol Bekasi-Cawang-Kampung Melayu dengan Jalan Tol Wiyoto Wiyono / Report of the Field Visit of the Risk Management Monitoring Committee on the Bekasi-Cawang-Kampung Melayu Toll Road Connection Project with the Wiyoto Wiyono Toll Road



Pengembangan Kompetensi Risk Management Committee

Perseroan membekali pengetahuan dan kompetensi *Risk Management Committee* melalui pengikutsertaan dalam pelatihan dan pendidikan, baik yang diselenggarakan secara formal maupun informal. Informasi mengenai program pelatihan dan pendidikan *Risk Management Committee* telah disajikan dalam Laporan Tahunan, bab Profil Perusahaan, sub bab Pelatihan dan/atau Pendidikan *Board of Commissioners*, *Board of Directors*, *Corporate Secretary*, *Audit Committee*, *Risk Management Committee*, dan *Internal Audit*.

Laporan Singkat Pelaksanaan Tugas dan Kegiatan Risk Management Committee di Tahun 2021

Risk Management Committee memiliki tugas dan tanggung jawab untuk memberikan pendapat dan rekomendasi independen serta profesional kepada *Board of Commissioners* mengenai aspek kepatuhan, kebijakan dan pelaksanaan manajemen risiko Perseroan, pelaporan keuangan, serta perencanaan dan kebijakan pengelolaan Perseroan yang dilaporkan oleh *Board of Directors* kepada *Board of Commissioners*. *Risk Management Committee* juga mengidentifikasi hal-hal yang perlu mendapat perhatian *Board of Commissioners*, serta melaksanakan tugas lainnya yang diminta oleh *Board of Commissioners*.

Pada tahun 2021, *Risk Management Committee* telah menyelesaikan program kerja yang direncanakan. Selain itu, seiring dengan tuntutan dari para pihak (*stakeholders*) atas proses *corporate governance* Perseroan dan juga langkah antisipasi dari praktik-praktik yang tidak baik, *Board of Commissioners* meminta dan mendorong *Risk Management Committee* untuk secara proaktif meningkatkan perannya dalam membantu *Board of Commissioners* dalam fungsi pengawasan. Oleh karena itu, pada tahun 2021, *Risk Management Committee* juga melaksanakan tugas-tugas yang diberikan oleh *Board of Commissioners* selain yang telah direncanakan dalam Program Kerja *Risk Management Committee* 2021.

Secara singkat, kegiatan yang dilaksanakan oleh *Risk Management Committee* selama tahun 2021 adalah sebagai berikut:

1. Membuat Program Kerja Komite Pemantau MR Tahunan;
2. Melakukan evaluasi kinerja MR dan evaluasi Prosedur Waskita bidang MR;
3. Melakukan evaluasi Piagam Komite Pemantau MR dan masukan untuk perbaikan;
4. Memantau secara berkala dan merekomendasikan perbaikan manajemen risiko Perseroan;
5. Melakukan penilaian berkala dan memberikan rekomendasi tentang risiko usaha;

Risk Management Committee Competence Development

The Company supports the *Risk Management Committee* members in gaining more knowledge and developing their competences through the participation of trainings and education, both formal and informal. Information on the *Risk Management's* training and education programs has been presented in the Annual Report, Company Profile chapter, Training and/or Education of *Board of Commissioners*, *Board of Directors*, *Corporate Secretary*, *Audit Committee*, *Risk Management Committee*, and *Internal Audit* sub-chapter.

Brief Report on the Risk Management Committee's Implementation of Duties and Activities in 2021

The *Risk Management Committee* has the duty and responsibility to provide independent and professional opinions and recommendations to the *Board of Commissioners* regarding the of compliance, policies, and implementation of the Company's risk management, financial reporting, planning, and management policies of the Company which are reported by the *Board of Directors* to the *Board of Commissioners*. The *Risk Management Committee* is also responsible in identifying matters that require the *Board of Commissioners'* attention, as well as carrying out other tasks assigned by *Board of Commissioners*.

In 2021, the *Risk Management Committee* has completed its planned work programs. Moreover, along with demands from the *stakeholders* regarding the Company's *corporate governance* process as well as anticipative steps of bad practices, the *Board of Commissioners* requests and encourages the *Risk Management Committee* to proactively increase its role in assisting *Board of Commissioners'* supervisory function. Therefore, in 2021, the *Risk Management Committee* also carried out the tasks assigned by the *Board of Commissioners* in addition to those planned in the 2021 *Risk Management Committee* Work Programs.

In short, the *Risk Management Committee's* activities throughout 2021 are, as follows:

1. Creating an Annual MR Monitoring Committee Work Program;
2. Evaluating the MR performance and evaluating the Waskita Procedure in the MR field;
3. Evaluating the MR Monitoring Committee Charter and providing input for improvement;
4. Regularly monitoring and recommending improvements to the Company's risk management;
5. Conducting periodic assessments and providing recommendations on business risks;

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| <ol style="list-style-type: none"> 6. Menilai peranan dan pelaksanaan tugas divisi Manajemen Risiko; 7. Kunjungan proyek/site visit; 8. Rapat Internal Komite; 9. Rapat periodik bersama divisi Manajemen Risiko; 10. Pengembangan Kompetensi terkait Manajemen Risiko; 11. Melakukan penelaahan atas bahan Radirkom dan Tematik; 12. Melakukan penelaahan: <ol style="list-style-type: none"> a. Sistem Informasi b. RKAP 2022 c. Kebijakan Mutu dan Pelayanan d. Tindak lanjut <i>Area of Improvement</i> GCG e. Efektivitas pegendalian internal; 13. Menyusun Laporan Triwulanan; 14. Menyusun Laporan Tahunan. | <ol style="list-style-type: none"> 6. Assessing the role and implementation of the duties of the Risk Management division; 7. Site visits; 8. Internal Committee Meetings; 9. Periodic meetings with the Risk Management division; 10. Development of Competencies related to Risk Management; 11. Reviewing Board of Directors and Board of Commissioners Meeting and Thematic materials; 12. Reviewing: <ol style="list-style-type: none"> a. Information Systems b. 2022 RKAP c. Quality and Service Policy d. Follow-up Area of GCG Improvement e. Internal control effectiveness; 13. Preparing Quarterly Reports; 14. Preparing the Annual Report. |
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Rekomendasi/Tanggapan Risk Management Committee terhadap Penerapan Manajemen Risiko

Committee menilai bahwa Manajemen mempunyai komitmen yang kuat dalam melaksanakan praktik manajemen risiko dan menjadi salah satu alat dalam mengelola perusahaan untuk mencapai visi perusahaan saat ini, yaitu: “Menjadi Perusahaan Indonesia Terpercaya dan Berkelanjutan di Bidang Konstruksi Terintegrasi dan Investasi”. Hal ini ditandai dengan adanya penyesuaian dan penyempurnaan Prosedur bidang Manajemen Risiko dan sistem penerapannya secara terus menerus. Salah satu yang baru di tahun 2021 adalah telah dibentuk Komite Manajemen Risiko Konstruksi dan Komite Investasi melalui Surat Keputusan Direksi tanggal 13 Agustus 2021 dan Implementasi Perubahan Alur Baru Kegiatan Konstruksi dan Investasi.

Indikator lain yang menunjukkan bahwa pelaksanaan praktik Manajemen Risiko di Waskita semakin membaik adalah dari nilai Maturity level, di mana pada tahun 2018 masih di level 1,91 dari skala 5 (assessment oleh EY), meningkat cukup signifikan pada 2021 menjadi 3,50 (hasil *assessment* oleh *Expert*). Selanjutnya, Waskita menargetkan Maturity level bidang Manajemen Risiko terus naik setiap tahun dengan target tahun 2022 di level 4,41; tahun 2023 di level 4,59; dan tahun 2024 di level 4,74.

Recommendations/Opinions of the Risk Management Committee regarding the Implementation of Risk Management

The Committee considers that the Management possess a strong commitment in implementing risk management practices and the capability to support the Company in achieving its vision: “To become a Trusted and Sustainable Indonesian Company in Integrated Construction and Investment”. This is indicated by the continuous adjustments and refinements of the Risk Management procedures and its implementation system with the latest in 2021 being the establishment of Construction Risk Management and Investment Committee by virtue of Decree of the Board of Directors dated August 13, 2021 and Implementation of New Flow of Construction and Investment Activities.

Other indicator that shows the improvement on the implementation of Risk Management practices in Waskita is the Maturity level, which in 2018 was still at the level of 1.91 from a scale of 5 (assessment by EY). This number increased quite significantly in 2021 to 3.50 (assessment by Expert). Furthermore, Waskita is targeting the Maturity level in the field of Risk Management to keep increasing every year with the targets of achieving level 4,41 in 2022; level 4.59 in 2023; and level 4.74 in 2024.

Penilaian Kinerja Risk Management Committee dalam Mendukung Tugas Board of Commissioners

Dalam melaksanakan tugas, fungsi dan tanggung jawab pengawasan terhadap kebijakan dan perencanaan *Board of Directors* dalam mengelola Perseroan, *Board of Commissioners* dibantu oleh *Committees*, salah satunya adalah *Risk Management Committee*. *Committee* ini membantu tugas *Board of Commissioners* dengan secara rutin menelaah laporan manajemen, menyusun kajian dan rekomendasi terkait pengawasan di bidang pengendalian internal dan manajemen risiko yang meliputi aspek finansial, sumber daya manusia, mutu, kesehatan dan keselamatan kerja, operasional, dan sistem informasi.

Risk Management Committee juga memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta penilaian dan rekomendasi terhadap pengelolaan risiko Perseroan. Selain itu, *Risk Management Committee* juga membantu memastikan efektivitas pelaksanaan tugas *Risk Management Division* sehingga dapat meningkatkan pelaksanaan manajemen risiko Perseroan sesuai dengan prosedur yang ada dan sejalan dengan prinsip-prinsip GCG.

Risk Management Committee dalam menjalankan tugasnya telah berkoordinasi secara aktif dengan semua mitra kerja yang berada di lingkungan manajemen sehingga dapat melakukan pendalaman dan memberikan informasi yang diperlukan oleh *Board of Commissioners*. *Risk Management Committee* selalu dapat memberikan telaahan dan rekomendasi atas usulan atau kebijakan yang akan diambil Manajemen yang memerlukan persetujuan *Board of Commissioners*. Dengan demikian, *Board of Commissioners* memandang kinerja dan efektivitas *committees* di bawah organ *Board of Commissioners* sudah sangat baik.

Berdasarkan hasil *self assessment* oleh PPAK (Pusat Pengembangan Akuntansi dan Keuangan), *Risk Management Committee* dinilai telah melaksanakan tugasnya dengan baik sesuai dengan Anggaran Dasar Perseroan dan peraturan yang berlaku. Hal ini tercermin dari perolehan nilai GCG gabungan *Board of Commissioners* dengan organ pendukungnya yang meraih capaian skor sebesar 31,36 atau mencapai 89,59% dari bobot aspek Dewan Komisaris sebesar 35,00.

Struktur Remunerasi Risk Management Committee

Informasi mengenai struktur remunerasi *Risk Management Committee* telah ditetapkan dalam Surat Keputusan *Board of Commissioners* No. 04/SK/WK/DK/2018 tanggal 2 Oktober 2018 tentang Pembentukan *Risk Management Committee* PT Waskita Karya (Persero) Tbk (Bapak Muradi), Surat Keputusan *Board of Commissioners* No. 05/ SK/WK/DK/2019 tanggal 1 Desember 2019 (Bapak Djaka Kusmartata).

Risk Management Committee Performance Assessment in Supporting the Board of Commissioners Duties

In carrying out its duties, functions and responsibilities to supervise Board of Directors' policies and plans in managing the Company, the Board of Commissioners is assisted by Committees, with one of them being the Risk Management Committee. This committee assists the Board of Commissioners' duties by regularly reviewing management reports, and compiling reviews and recommendations related to supervision in the fields of internal control and risk management covering the finance, human capital, quality, occupational health and safety, operations, and information systems.

The Risk Management Committee also provides recommendations regarding improvements to the management control system as well as assessments and recommendations on the Company's risk management. In addition, the Risk Management Committee also takes part in ensuring the effectiveness of the Risk Management Division's duties so as to improve the implementation of the Company's risk management in accordance with existing procedures and in line with the GCG principles.

The Risk Management Committee coordinates actively with all partners within the management to execute its duties for further comprehending the information required by the Board of Commissioners. The Risk Management Committee is constantly able to provide reviews and recommendations on proposals or policies that will be taken by the Management which requires the approval of the Board of Commissioners. Thus, the Board of Commissioners considers that the performance and effectiveness of the committees under the Board of Commissioners to be excellent.

Based on the results of self assessment by PPAK (Accounting and Financial Development Center), the Risk Management Committee is considered to have carried out its duties properly in accordance with the Company's Articles of Association and applicable regulations. This is reflected in the combined GCG score of the Board of Commissioners and its supporting organs, which achieved a score of 31.36 or 89.59% of the weight of Board of Commissioners aspect of 35.00.

Risk Management Committee Remuneration Structure

Information regarding the remuneration structure of Risk Management Committee has been stipulated in the Decree of the Board of Commissioners No. 04/SK/WK/DK/2018 dated October 2, 2018 concerning the Establishment of Risk Management Committee of PT Waskita Karya (Persero) Tbk (Muradi), and the Decree of the Board of Commissioners No. 05/SK/WK/DK/2019 dated December 1, 2019 (Djaka Kusmartata).



NOMINATION AND REMUNERATION COMMITTEE

Dasar Hukum Pembentukan Nomination and Remuneration Committee

Nomination and Remuneration Committee merupakan salah satu organ *Board of Commissioners* yang bertugas dan bertanggung jawab untuk membantu *Board of Commissioners* dengan memberikan pendapat profesional dan independen guna memastikan diterapkannya tugas nominasi, remunerasi dan GCG Perseroan.

Sejalan dengan tantangan serta perkembangan Perseroan yang semakin dinamis, *Board of Commissioners* Waskita membentuk *Nomination and Remuneration Committee* yang ditetapkan melalui Surat keputusan *Board of Commissioners* No. 02/SK/WK/DK/2020 tanggal 15 April 2020 tentang Pembentukan *Nomination and Remuneration Committee* PT Waskita Karya (Persero) Tbk dan telah diperbaharui dengan Surat Keputusan *Board of Commissioners* No. 04/SK/WK/DK/2020 tentang Pemberhentian dan Pengangkatan Anggota *Nomination and Remuneration Committee* PT Waskita Karya (Persero) Tbk tanggal 2 Juli 2020.

Pembentukan *Nomination and Remuneration Committee* ini telah sesuai dengan peraturan dan perundang-undangan yang berlaku, di antaranya:

1. POJK No. 34/POJK.04/2014 tentang *Nomination and Remuneration Committee* Emiten atau Perusahaan Publik.
2. Peraturan Menteri Negara BUMN No. Per-01/MBU/2011 jo No. PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara dan berdasarkan Peraturan Menteri Badan Usaha Milik Negara No. PER-12/BUMN/2012 tentang Organ Pendukung Dewan Komisaris Dewan Pengawas Badan Usaha Milik Negara.

Komposisi Nomination and Remuneration Committee

Sejak pembentukan *Nomination and Remuneration Committee* pada tanggal 15 April 2020, komposisi *Nomination and Remuneration Committee* mengalami 2 (dua) kali perubahan. Susunan keanggotaan *Nomination and Remuneration Committee* beserta perubahannya adalah sebagai berikut:

Nama /	Jabatan / Position	Dasar Penetapan / Basis of Appointment	Keahlian / Expertise	Akhir Masa Jabatan / End of Tenure
Badrodin Haiti	Ketua / Head	02/SK/WK/DK/2020	Kepolisian / Police	15 April 2021 / April 15, 2021
T. Iskandar	Sekretaris/Anggota / Secretary/Member	03.1/SK/WK/DK/2021	Teknik Sipil / Civil Engineering	20 April 2022 / April 20, 2022
Mochamad Fajroel Rachman	Anggota / Member	03.1/SK/WK/DK/2021	Ekonomi / Economics	20 April 2022 / April 20, 2022
Zamroni	Anggota / Member	07/SK/WK/DK/2021	Manajemen / Management	30 Juni 2022 / June 30, 2022

NOMINATION AND REMUNERATION COMMITTEE

Legal Basis of Appointment of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee is one of the Board of Commissioners organs that is assigned and responsible for supporting the Board of Commissioners by providing professional and independent opinions to ensure the implementation of the Company's nomination, remuneration, and GCG duties.

In line with the challenges and the increasingly dynamic development of the Company, Waskita Karya's Board of Commissioners formed the Nomination and Remuneration Committee which was established through the Board of Commissioners Decree No. 02/SK/WK/DK/2020 dated April 15, 2020 concerning the Establishment of Nomination and Remuneration Committee of PT Waskita Karya (Persero) Tbk and has been updated with the Board of Commissioners Decree No. 04/SK/WK/DK/2020 concerning Dismissal and Appointment of PT Waskita Karya (Persero) Tbk's Nomination and Remuneration Committee Members dated July 2, 2020.

The Nomination and Remuneration Committee is formed in accordance with the prevailing laws and regulations, which include:

1. POJK No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.
2. Regulation of the Minister of SOE No. Per-01/MBU/2011 jo No. PER-09/MBU/2012 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises and based on the Regulation of Ministry of State-Owned Enterprises No. PER-12/BUMN/ 2012 concerning the Board of Commissioners or Supervisory Board Supporting Organs of State-Owned Enterprises.

Nomination and Remuneration Committee Composition

Since the establishment of Nomination and Remuneration Committee on April 15, 2020, the composition of the Nomination and Remuneration Committee has undergone 2 (two) changes. The composition of Nomination and Remuneration Committee and its changes are as follows:

Profil Anggota Nominaton and Remueration Committee

Badrodin Haiti

Ketua

Profil Bapak Badrodin Haiti telah disajikan dan dibahas pada bab Profil Perusahaan, sub bab Profil *Board of Commissioners*.

T. Iskandar

Sekretaris/Anggota

Profil Bapak T. Iskandar telah disajikan dan dibahas pada bab Profil Perusahaan, sub bab Profil *Board of Commissioners*.

Mochamad Fajroel Rachman

Anggota

Profil Bapak Mochamad Fajroel Rachman telah disajikan dan dibahas pada bab Profil Perusahaan, sub bab Profil *Board of Commissioners*.

Zamroni

Anggota

Warga Negara Indonesia berusia 44 tahun. Diangkat sebagai anggota berdasarkan SK 07/SK/WK/DK/2021 tanggal 30 Juni 2021. Memperoleh gelar Master Management dari Universitas Indonesia pada tahun 2013 serta Sarjana Teknik Sipil dari Institut Teknologi Sepuluh November pada tahun 2000. Bergabung di Perusahaan dengan menjabat sebagai Anggota Komite sejak tahun 2021. Sempat menjabat sebagai HR General Manager di Hartono Elektronika (2011-2012) dan Manager HR di PT Toyota Motor Manufacturing Indonesia (2001-2011).

Piagam Nomination and Remuneration Committee

Piagam *Nomination and Remuneration Committee* telah disusun dan disahkan pada bulan November 2020. Piagam tersebut ditandatangani oleh semua anggota Committee. Piagam *Nomination and Remuneration Committee* memuat enam bagian utama, yaitu:

1. Pendahuluan;
2. Pembentukan, Organisasi, dan Masa Kerja;
3. Tugas, Tanggung Jawab dan Kewenangan;
4. Penyelenggaraan Rapat dan Sistem Pelaporan Kegiatan;
5. Anggaran;
6. Penutup.

Tugas dan Tanggung Jawab Nomination and Remuneration Committee

Nomination and Remuneration Committee mempunyai 3 (tiga) tugas pokok sebagai berikut:

1. Tugas Pokok Berkaitan Nominasi
 - a. Dengan mengacu pada prinsip GCG, merekomendasi kepada Board of Commissioners mengenai:

Nominaton and Remueration Committee Member Profile

Badrodin Haiti

Head

Mr. Badrodin Haiti's profile can be found on Company Profile Chapter, Board of Commissioners Profile Sub-chapter.

T. Iskandar

Secretary/Member

Mr. T. Iskandar's profile can be found on Company Profile Chapter, Board of Commissioners Profile Sub-chapter.

Mochamad Fajroel Rachman

Member

Mr. Mochamad Fajroel Rachman's profile can be found on Company Profile Chapter, Board of Commissioners Profile Sub-chapter.

Zamroni

Member

Indonesian citizen, 44 years old. He was appointed as a member pursuant to Decree No. 07/SK/WK/DK/2021 dated June 30, 2021. He earned a Master's Degree in Management from Universitas Indonesia in 2013 and a Bachelor's Degree in Civil Engineering from Institut Teknologi Sepuluh November in 2000. He joined the Company by serving as Member of Committee since 2021. He had served as HR General Manager at Hartono Elektronika (2011-2012) and HR Manager at PT Toyota Motor Manufacturing Indonesia (2001-2011).

Nomination and Remuneration Committee Charter

The Nomination and Remuneration Committee has been finalized and ratified on November 2020. The charter was signed by all Committee members Committee. The Nomination and Remuneration Committee contains six main points, namely:

1. Introduction
2. Establishment, Organization, and Service Period;
3. Duties, Responsibilities and Authorities;
4. Meeting and Activity Reporting System;
5. Budget;
6. Closing.

Duties and Responsibilities of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee is responsible for the following 3 (three) main duties:

1. Main Duties on Nomination
 - a. In reference to the GCG principles, providing recommendations to the Board of Commissioners regarding:



- | | |
|---|--|
| <p>i) Komposisi jabatan anggota Board of Directors dan/atau anggota Board of Commissioners;</p> <p>ii) Kebijakan dan kriteria yang dibutuhkan dalam proses nominasi;</p> <p>iii) Kebijakan evaluasi kinerja bagi anggota Board of Directors dan/atau anggota Board of Commissioners;</p> <p>iv) Kebijakan pengelolaan talenta internal Perseroan.</p> <p>b. Dalam hal Committee menganggap perlu menggunakan konsultan independen bidang nominasi untuk melakukan penelaahan kembali atas sistem dan kebijakan nominasi, maka tugas Committee adalah:</p> <p>i) Menentukan kriteria dan kompetensi konsultan berkoordinasi dengan Direktorat Human Capital Management & Business System;</p> <p>ii) Melakukan pemantauan pekerjaan konsultan.</p> <p>2. Tugas Pokok Berkaitan Remunerasi</p> <p>a. Dengan mengacu pada prinsip GCG, merekomendasikan kepada Board of Commissioners mengenai evaluasi terhadap struktur, kebijakan dan besaran remunerasi Perseroan;</p> <p>b. Dalam hal Committee menganggap perlu menggunakan konsultan remunerasi independen untuk melakukan penelaahan kembali atas remunerasi yang telah ditentukan, maka tugas Committee adalah:</p> <p>i) Menentukan kriteria dan kompetensi konsultan berkoordinasi dengan Direktorat Human Capital Management & Business System;</p> <p>ii) Melakukan pemantauan pekerjaan konsultan.</p> <p>3. Tugas Pokok Berkaitan GCG</p> <p>a. Melakukan kajian atas kepatuhan perusahaan (termasuk tapi tidak terbatas pada Standard Operational Procedure/SOP dan Standar Etika Perseroan) terhadap peraturan perundang-undangan dan kode etik yang berlaku;</p> <p>b. Memastikan tindak lanjut hasil penilaian/audit atas praktik GCG Perseroan yang dilakukan oleh instansi berwenang;</p> <p>c. Melaporkan hasil evaluasi dan memberikan rekomendasi yang obyektif, profesional dan independen atas penerapan GCG Perseroan kepada Board of Commissioners;</p> <p>d. Melaksanakan tugas khusus dan tugas lainnya dari Board of Commissioners yang tidak bertentangan dengan peraturan perundang-undangan yang berlaku dan relevan, peraturan perusahaan, Code of Corporate Governance PT Waskita Karya (Persero) Tbk, Kode Etik perusahaan, Board Manual serta ketentuan-ketentuan lain dalam Piagam ini;</p> | <p>i) Position Composition of members of the Board of Directors and/or members of the Board of Commissioners;</p> <p>ii) Policies and criteria required in the nomination process;</p> <p>iii) Performance evaluation policies for members of the Board of Directors and/or members of the Board of Commissioners;</p> <p>iv) The Company's internal talent management policy.</p> <p>b. In the event that the Committee deems the necessity to use an independent consultant in the nomination to conduct a review of the nomination system and policy, the Committee's duties are to:</p> <p>i) Determine criteria and competence of consultants in coordination with the Directorate of Human Capital Management & Business System,</p> <p>ii) Monitor the consultant's work.</p> <p>2. Main Duties on Remuneration</p> <p>a. In reference to the GCG principles, providing recommendations to the Board of Commissioners regarding the evaluation of the Company's remuneration structure, policy and amount;</p> <p>b. In the event that the Committee considers it necessary to use an independent remuneration consultant to review the remuneration that has been determined, the Committee's duties are to:</p> <p>i) Determine criteria and competence of consultants in coordination with the Human Director Capital Management & Business System;</p> <p>ii) Monitor the consultant's work.</p> <p>3. Main Duties on GCG</p> <p>a. Reviewing the Company's compliance (including but not limited to the Standard Operational Procedure/SOP and the Corporate Ethic Standards) with the prevailing laws and regulations and code of conduct;</p> <p>b. Ensuring the follow-up of the assessment/audit result on the Company's GCG practices by the authorized party;</p> <p>c. Reporting the evaluation result and providing objective, professional and independent recommendations on the Company's GCG implementation to the Board of Commissioners;</p> <p>d. Carrying out special duties and other duties of the Board of Commissioners that do not conflict with the applicable and relevant laws and regulations, company regulations, Code of Corporate Governance of PT Waskita Karya (Persero) Tbk, Company Code of Conduct, Board Manual and other provisions in this Charter;</p> |
|---|--|

- e. Dalam hal Committee menganggap perlu menggunakan konsultan independen bidang GCG untuk melakukan penelaahan kembali atas sistem dan kebijakan GCG, maka tugas Committee adalah:
- Menentukan kriteria dan kompetensi konsultan berkoordinasi dengan Direktorat Human Capital Management;
 - Melakukan pemantauan pekerjaan konsultan.

Independensi Nomination and Remuneration Committee

Prinsip Independensi yang dijunjung tinggi oleh *Nomination and Remuneration Committee* seperti yang tertera dalam Piagam *Committee* adalah sebagai berikut:

- Anggota *Nomination and Remuneration Committee* yang kedudukannya sebagai anggota *Board of Commissioners* tidak mempunyai hubungan keluarga sedarah sampai derajat ketiga, baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perkawinan dengan anggota *Board of Commissioners* lainnya atau dengan anggota *Board of Directors*;
- Anggota *Nomination and Remuneration Committee* yang bukan anggota *Board of Commissioners* dilarang mempunyai hubungan keluarga sedarah dan semenda sampai derajat ketiga, baik menurut garis lurus maupun garis ke samping dengan anggota *Board of Commissioners* dan anggota *Board of Directors Perseroan*;
- Tidak memangku jabatan rangkap sebagai pengurus partai politik dan/atau calon/anggota legislatif dan atau calon kepada daerah/wakil kepala daerah, dan jabatan lain sesuai dengan ketentuan peraturan perundang-undangan yang dapat menimbulkan benturan kepentingan;
- Tidak memiliki hubungan usaha, baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PT Waskita Karya (Persero) Tbk yang dapat menimbulkan benturan kepentingan;
- Tidak mempunyai kepentingan pribadi langsung atau tidak langsung dengan informasi material Perseroan.

Independency of the Nomination and Remuneration Committee

The principles of independence upheld by the *Nomination and Remuneration Committee* as stated in the *Committee Charter* are as follows:

- Nomination and Remuneration Committee Members* who are members of the *Board of Commissioners* must not have blood relatives up to the third degree, either vertically or horizontally, or relationships arising from marriage with other members of the *Board of Commissioners* or with members of the *Board of Directors*;
- Nomination and Remuneration Committee Members* who are not members of *Board of Commissioners* are prohibited from having blood relations up to the third degree, either vertically or horizontally with members of the *Board of Commissioners* and members of the *Board of Directors* of the Company;
- Not holding concurrent positions as administrators of political parties and/or candidates/members of legislature and/or candidates for regional/deputy regional heads, and other positions in accordance with the provisions of laws and regulations which may cause conflicts of interest;
- Not having business relationship, either directly or indirectly, related to the business activities of PT Waskita Karya (Persero) Tbk, which may cause conflicts of interest;
- Not having direct or indirect personal interest in the Company's material information.

Aspek Independensi / Aspects of Independency	Badrodin Haiti	Danis Hidayat Sumadilaga	Bambang Setyo Wahyudi	Sari Sitalaksmi
Tidak memiliki hubungan keuangan dengan <i>Board of Commissioners</i> dan <i>Board of Directors</i> / Having no financial relations with the <i>Board of Commissioners</i> and the <i>Board of Directors</i> .	x	x	x	x
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi / Having no managerial relationship with the Company or its partners	x	x	x	x
Tidak memiliki hubungan kepemilikan saham di Perseroan / Having no share ownership in the Company	x	x	x	x

Aspek Independensi / Aspects of Independency	Badrodin Haiti	Danis Hidayat Sumadilaga	Bambang Setyo Wahyudi	Sari Sitalaksmi
Tidak memiliki hubungan keluarga dengan <i>Board of Commissioners, Board of Directors, dan/atau sesama anggota Audit Committee / Having no family relations with the Board of Commissioners, the Board of Directors, and/or fellow members of the Audit Committee</i>	x	x	x	x
Tidak menjabat sebagai pengurus partai politik dan/atau pejabat pemerintah / Not serving as officials in any political parties and as government officials	x	x	x	x

Rapat Nomination and Remuneration Committee

Tata cara penyelenggaraan rapat *Nomination and Remuneration Committee* adalah sebagai berikut:

1. *Committee* sekurang-kurangnya mengadakan rapat sekali dalam 3 (tiga) bulan untuk menyelesaikan Program Kerja *Nomination and Remuneration Committee*;
2. Apabila diperlukan, *Committee* dapat mengundang pihak lain yang terkait dengan materi rapat untuk hadir dalam rapat dengan sepengetahuan anggota *Board of Directors* terkait;
3. Rapat *Committee* dipimpin oleh Ketua *Committee*. Apabila Ketua *Committee* berhalangan hadir maka rapat dipimpin oleh anggota yang paling senior dalam *Nomination and Remuneration Committee*. Bilamana rapat tidak dapat dihadiri oleh Ketua dan atau anggota senior rapat dianggap batal;
4. Pemanggilan rapat dilakukan oleh Ketua *Committee*;
5. Pemanggilan rapat dilakukan sekurang-kurangnya 7 (tujuh) hari dan dalam hal mendesak minimum 2 (dua) hari sebelum tanggal rapat, dengan mencantumkan hari, tanggal, jam, tempat dan agenda rapat yang akan dibicarakan dan diadakan di tempat kedudukan Perseroan atau di tempat lain di wilayah RI yang disepakati;
6. Keputusan rapat *Committee* yang menurut ketua rapat bersifat strategis baru berlaku efektif jika telah diputuskan oleh rapat *Board of Commissioners*;
7. Segala sesuatu yang dibicarakan dan diputuskan dalam rapat *Committee* termasuk pendapat yang berbeda (*dissenting opinion*), dituangkan dalam Risalah Rapat yang ditandatangani oleh seluruh anggota *Committee* yang hadir, sebagai buh yang sah atas keputusan yang diambil dalam rapat;
8. Setiap anggota *Committee* diberi kebebasan seluas-luasnya untuk menyampaikan pendapat profesionalnya dalam pembahasan setiap agenda rapat tanpa intervensi siapa pun;
9. Setiap anggota *Committee* menyampaikan persetujuan atau keberatan dan/atau usul perbaikan atas Risalah Rapat dimaksud dalam jangka waktu 3 (tiga) hari terhitung sejak tanggal pengiriman Risalah Rapat;
10. Setiap anggota *Committee* berhak menerima salinan Risalah Rapat meskipun yang bersangkutan tidak hadir dalam rapat tersebut;

Nomination and Remuneration Committee Meeting

To hold the *Nomination and Remuneration Committee Meetings*, the following procedure shall be applied:

1. The *Committee* must hold at least one meeting in 3 (three) months to complete the *Nomination and Remuneration Committee Work Program*;
2. If necessary, the *Committee* may invite other parties relevant to the meeting material to attend the meeting with the knowledge of members of *Board of Directors*;
3. The *Committee* meetings are led by the *Committee Head*. If the *Committee Head* is unable to attend, the meeting is chaired by the most senior member of the *Nomination and Remuneration Committee*. If the meeting cannot be attended by the *Committee Head* and/or senior members, the meeting shall be canceled;
4. Summons to the meeting shall be made by the *Committee Head*;
5. Summons to the meeting shall be made at least 7 (seven) days and in urgent cases a minimum of 2 (two) days prior to the meeting dated, stating the day, date, hour, place and meeting agenda to be discussed and held at the domicile of the Company or at other approved places in Indonesia;
6. Decisions of the *Committee* meetings which according to the chairperson of are strategic in nature will only be effective if they have been decided by the *Board of Commissioners* meeting;
7. All matters discussed and decided in the *Committee* meetings, including dissenting opinions, is stated in the *Minutes of Meeting* signed by all *Committee* members who are present, as legitimate bodies for the decisions made in the meeting;
8. Each member of the *Committee* is free to express his/her professional opinion in the discussion of each meeting agenda without any intervention;
9. Each member of the *Committee* submits approval or objection and/or proposals for revision of the *Minutes of Meeting* referred to within 3 (three) days from the date that the *Minutes of Meeting* is sent;
10. Each member of the *Committee* is entitled to receive a copy of the *Minutes of Meeting* even though is absent in the meeting;



11. Kehadiran anggota *Committee* dalam rapat, dilaporkan dalam laporan triwulanan dan laporan tahunan *Committee*;
12. Jumlah rapat serta jumlah kehadiran masing-masing anggota *Committee* dalam rapat serta laporan singkat *Committee* yang memuat isu-isu penting yang dibicarakan oleh *Committee* harus diungkapkan dalam Laporan Tahunan (*Annual Report*).

Di sepanjang tahun 2021, *Nomination and Remuneration Committee* telah menyelenggarakan rapat sebanyak 15 (lima belas) kali dengan tingkat kehadiran dan agenda rapat sebagai berikut:

11. Attendance of the *Committee* members at the meetings is reported in the quarterly reports and in the *Committee's* annual reports;
12. The number of meetings and the attendance of each *Committee* member in the meeting as well as the *Committee's* brief report containing important issues discussed by the *Committee* must be disclosed in the *Annual Report*.

Throughout 2021, the *Nomination and Remuneration Committee* held 15 (fifteen) meetings with the following attendance rate and agendas:

Nama / Name	Jabatan / Position	Jumlah Rapat / Number of Meetings	Jumlah Kehadiran / Number of Attendance	Persentase Kehadiran / Percentage of Attendance
Badrodin Haiti	Ketua / Head	15	15	100%
T. Iskandar	Sekretaris/Anggota / Secretary/Member	15	15	100%
Mochamad Fajroel Rachman	Anggota / Member	15	15	100%
Zamroni	Anggota / Member	15	15	100%

Agenda Rapat *Nomination and Remuneration Committee*

Nomination and Remuneration Committee Meeting Agenda

No	Tanggal / Date	Perihal / Agenda
1.	1 Februari 2021 / February 1, 2021	Pembahasan Manajemen Talenta-Manajemen Suksesi terkait bahan radirkom / Discussion on Talent Management-Succession Management related to Board of Directors Board of Commissioners meeting materials
2.	24 Februari 2021 / February 24, 2021	1. Pembahasan Updating <i>Talent Pool</i> Kementerian BUMN / Discussion on Updating <i>Talent Pool</i> of the Ministry of SOEs 2. Laporan top 20% talent BoD-I ternominasi PT Waskita Karya (Persero) Tbk oleh Direktur SDM & Pengembangan Sistem PT Waskita Karya (Persero) Tbk / Report of top 20% talent BoD-I nominated by PT Waskita Karya (Persero) Tbk by Director of HR & System Development of PT Waskita Karya (Persero) Tbk
3.	29 Maret 2021 / March 29, 2021	1. Pembahasan Permohonan Persetujuan Pendirian Kantor Cabang di Cameroon, Philipines dan Bangladesh / Discussion on Application for Approval for Establishment of Branch Offices in Cameroon, Philippines, and Bangladesh 2. Pembahasan Permohonan Persetujuan Perubahan Pengurus PT. Prima Multi Terminal / Discussion of the Application for Approval of Changes in the Management of PT. Prima Multi Terminal 3. Pembahasan usulan Gaji/Honorarium Direksi dan Dewan Komisaris tahun 2021 dan Tantiem bagi Direksi dan Dewan Komisaris Tahun Buku 2020 / Discussion on the proposed Salary/Honorarium for the Board of Directors and the Board of Commissioners for 2021 and Tantiem for the Board of Directors and the Board of Commissioners for the 2020 Fiscal Year
4.	13 April 2021 / April 13, 2021	Pembahasan Permohonan Persetujuan Perubahan Pengurus PT Waskita Karya Infrastruktur / Discussion of the Application for Approval of Changes in the Management of PT Waskita Karya Infrastruktur
5.	20 April 2021 / April 20, 2021	Pembahasan Permohonan Persetujuan Perubahan Pengurus PT Waskita Beton Precast Tbk / Discussion on the Application for Approval of Changes in the Management of PT Waskita Beton Precast Tbk
6.	27 April 2021 / April 27, 2021	1. Pembahasan Permohonan Persetujuan Perubahan Pengurus PT Waskita Karya Infrastruktur / Discussion of the Application for Approval of Changes in the Management of PT Waskita Karya Infrastruktur 2. Pembahasan Permohonan Persetujuan Perubahan Pengurus PT Waskita Toll Road / Discussion on the Application for Approval of Changes in the Management of PT Waskita Toll Road
7.	4 Mei 2021 / May 4, 2021	Pembahasan Penilaian Kinerja Board of Director Anak Perusahaan PT Waskita Karya (Persero) Tbk / Discussion on the Performance Assessment of the Board of Directors of a Subsidiary of PT Waskita Karya (Persero) Tbk
8.	11 Mei 2021 / May 11, 2021	Pembahasan Permohonan Persetujuan Perubahan Pengurus PT Waskita Karya Realty / Discussion of the Application for Approval of Changes in the Management of PT Waskita Karya Realty
9.	18 Mei 2021 / May 18, 2021	Pembahasan Permohonan Persetujuan Perubahan Pengurus PT Waskita Karya Realty / Discussion of the Application for Approval of Changes in the Management of PT Waskita Karya Realty
10.	6 Juli 2021 / July 6, 2021	Pembahasan Perubahan Struktur Organisasi / Discussion of Changes in Organizational Structure
11.	3 Agustus 2021 / August 3, 2021	1. Pembahasan Permohonan Persetujuan Pengangkatan Kembali Komisaris PT.Waskita Karya Toll Road / Discussion of the Application for Approval for Appointment of the Commissioner of PT.Waskita Karya Toll Road 2. Pembahasan Permohonan Persetujuan Perubahan Pengurus PT.Waskita Karya Realty / Discussion of the Application for Approval of Changes in the Management of PT.Waskita Karya Realty 3. Pembahasan Permohonan Persetujuan Perubahan Pengurus PT.Waskita Karya Infrastruktur / Discussion of the Application for Approval of Changes in the Management of PT.Waskita Karya Infrastruktur



No	Tanggal / Date	Perihal / Agenda
12.	17 September 2021 / September 17, 2021	Pembahasan usulan selected calon Direksi / Discussion of the proposed candidates for the Board of Directors
13.	12 November 2021 / November 12, 2021	Pembahasan Key Performance Indicator & Calendar of Event HCM / Discussion of Key Performance Indicators & Calendar of Events HCM
14.	7 Desember 2021 / December 7, 2021	1. Pembahasan Permohonan Persetujuan Perubahan Pengurus PT.Waskita Beton Precast / Discussion of the Application for Approval of Changes in the Management of PT.Waskita Beton Precast 2. Pembahasan Permohonan Persetujuan Perubahan Pengurus PT.Waskita Karya Infrastruktur / Discussion of the Application for Approval of Changes in the Management of PT.Waskita Karya Infrastruktur
15.	12 November 2021 / November 17, 2021	Pembahasan Key Performance Indicator & Calendar of Event HCM / Discussion of Key Performance Indicators & Calendar of Events HCM

Pengembangan Kompetensi

Pengembangan kompetensi dalam hal ini adalah pemberian pengetahuan terkait konsep dan sistem manajemen talenta dan manajemen suksesi. Pada tahun 2021, kegiatan ini dilaksanakan pada tanggal 21 April 2021 dengan meminta anggota *Committee Non Board of Commissioners* yang mempunyai keahlian di bidang sumber daya manusia memberikan paparan teori dan implementasi terkait kedua isu di atas.

Laporan Singkat Pelaksanaan Kegiatan Nomination and Remuneration Committee Tahun 2021

Laporan Pelaksanaan Tugas Nomination and Remuneration Committee selama tahun 2021 adalah sebagai berikut:

1. Telaahan Pembaharuan Visi Misi logo PT Waskita Karya (Persero) Tbk pada tanggal 26 Juli 2021.
2. Telaahan Program Transformasi pada tanggal 7 September 2021.
3. Telaahan Perencanaan Transformasi SDM dan Pengembangan Kompetensi pada tanggal 4 Oktober 2021.

Penilaian Kinerja Nomination and Remuneration Committee dalam Mendukung Tugas Board of Commissioners

Berdasarkan hasil *self assessment* oleh PPAK, *Nomination and Remuneration Committee* dinilai telah melaksanakan tugasnya dengan baik sesuai dengan Anggaran Dasar dan peraturan yang berlaku. Hal ini tercermin dari perolehan nilai GCG gabungan *Board of Commissioners* dengan organ pendukungnya yang meraih capaian skor sebesar 31,36 atau mencapai 89,59% dari bobot aspek *Board of Commissioners* sebesar 35,00. Satu-satunya *Area of Improvement* yang menjadi catatan bagi *Committee* adalah kedalaman pengawasan dan telaah terhadap struktur remunerasi Perseroan yang mencakup BOC, BOD dan Pegawai.

Competence Development

Competence development, in this case, is the Company's support in providing the knowledge related to the concepts and systems of talent management and succession management. This activity was carried out at the beginning of the Committee establishment, on April 21, 2021 by requesting Committee members not serving as Commissioners who have the expertise in the field of human capital to provide theoretical and practical explanations related to the two issues above.

Brief Report on the Nomination and Remuneration Committee Implementation of Duties in 2021

The report on the Nomination and Remuneration Committee Duties in 2021 is as follows:

1. Review of Renewal Vision Mission Logo of PT.Waskita Karya on July 26, 2021.
2. Transformation Program Review on September 7, 2021.
3. Review of HR Transformation Planning and Competency Development on October 4, 2021.

Nomination and Remuneration Committee Performance Assessment in Supporting the Board of Commissioners Duties

Based on the PPAK self assessment result, the Nomination and Remuneration Committee is considered to have carried out its duties properly in accordance with the Articles of Association and applicable regulations. This is reflected in the combined GCG score of Board of Commissioners and its supporting organs, which achieved a score of 31.36 or 89.59% of the Board of Commissioners' aspect weight of 35.00. The only Area of Improvement that is noted for the Committee is the depth of supervision and review of the Company's remuneration structure which includes BOC, BOD and Employees.

Struktur Remunerasi Nomination and Remuneration Committee

Informasi mengenai struktur remunerasi *Nomination and Remuneration Committee* ditetapkan dalam Surat Keputusan *Board of Commissioners* No. 02/SK/WK/DK/2020 tanggal 15 April 2020. Besaran remunerasi yang diberikan adalah 10,6% dari gaji *President Director*. Hal ini diatur dengan Pasal 28 Ayat 2 di mana remunerasi anggota *Committee* yang bukan *Board of Commissioners* maksimal 20% dari gaji *President Director*.

ORGAN PENDUKUNG BOARD OF DIRECTOR CORPORATE SECRETARY

Fungsi kepengurusan dan pengelolaan Perseroan yang menjadi tanggung jawab *Board of Directors* dijalankan dengan membawahi satu unit kerja yaitu *Corporate Secretary*. *Corporate Secretary* bertugas mengembangkan misi untuk mendukung terciptanya citra perusahaan yang baik secara konsisten dan berkesinambungan serta mewujudkan pengelolaan program komunikasi yang efektif kepada segenap pemangku kepentingan.

Corporate Secretary memiliki akses terhadap informasi material dan relevan yang berkaitan dengan Perseroan dan menguasai peraturan perundang-undangan di bidang pasar modal, khususnya yang berkaitan dengan masalah keterbukaan informasi.

Dasar Hukum Corporate Secretary

Pembentukan *Corporate Secretary* didasarkan pada ketentuan yang diatur dalam Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik, Peraturan Bapepam-LK N o. IX.I.4 Lampiran Keputusan Ketua Bapepam No. Kep-63/PM/1996 tanggal 17 Januari 1996 tentang Pembentukan Sekretaris Perusahaan, dan Peraturan Menteri BUMN No. PER-01/MBU/2011 Jo. PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Nomination and Remuneration Committee Remuneration Structure

Information regarding the *Nomination and Remuneration Committee* remuneration structure is stipulated in the *Board of Commissioners Decree* No. 02/SK/WK/DK/2020 dated April 15, 2020. The amount of remuneration given is 10,6% of the *President Director's* salary. This is in accordance with Article 28 Paragraph 2 where it is stated that the remuneration of *Committee* members who are not the *Board of Commissioners* is a maximum of 20% of the *President Director's* salary.

BOARD OF DIRECTORS SUPPORTING ORGAN CORPORATE SECRETARY

The management functions of the Company as the responsibility of the *Board of Directors* are carried out with the support of one work unit, the *Corporate Secretary*. The *Corporate Secretary* is assigned to plan activities that could support the creation of good corporate image in a consistent and continuous manner and to realize effective management of communication programs for all stakeholders.

The *Corporate Secretary* has access to relevant and material information related to the Company and is well-versed in laws and regulations pertaining to the capital market, particularly those related to information disclosure.

Legal Basis of Appointment of the Corporate Secretary

The *Corporate Secretary* is assigned based on the provisions stipulated in *Financial Services Authority Regulation* No. 35/POJK.04/2014 concerning *Corporate Secretary of Issuers or Public Companies*, *Bapepam-LK Regulation* No. IX.I.4 Attachment to the Head of *Bapepam Decree* No. Kep-63/PM/1996 dated January 17, 1996 concerning the Appointment of *Corporate Secretary*, and the *Minister of SOE Regulation* No. PER-01/MBU/2011 Jo. PER-09/MBU/2012 concerning the Implementation of *Good Corporate Governance* in State-Owned Enterprises.

Struktur Organisasi Corporate Secretary Corporate Secretary Organization Structure



Profil SVP Corporate Secretary

Ratna Ningrum

Senior Vice President of Corporate Secretary

Warga Negara Indonesia, usia 52 tahun, berdomisili di Jakarta. Diangkat sebagai SVP - Corporate Secretary berdasarkan Surat Keputusan Board of Directors No. 110/SK/WK/PEN/2020 tanggal 1 November 2020. Meraih gelar S2 MBA di Institut Teknologi Bandung (2008). Sebelumnya, beliau menjabat sebagai SVP – *Human Capital Management Division* (2019-2020).

Fungsi, Tugas dan Tanggung Jawab Corporate Secretary

Corporate Secretary memiliki peranan penting dalam memfasilitasi komunikasi antara Organ Perseroan, hubungan antara dengan seluruh pemangku kepentingan, serta kepatuhan terhadap peraturan dan perundang-undangan yang berlaku. Selain peran tersebut, *Corporate Secretary* juga bertindak sebagai *Liaison Officer* (*Corporate Communication*), *Compliance Officer*, *Investor Relation*, serta administrasi dokumen dan notulensi rapat guna memenuhi ketentuan tata kelola perusahaan yang baik.

Tugas lain *Corporate Secretary* adalah memastikan bahwa Perseroan mematuhi peraturan tentang persyaratan keterbukaan informasi yang sejalan dengan penerapan prinsip GCG, memastikan bahwa laporan tahunan Perseroan telah mencantumkan implementasi GCG di lingkungan Perseroan, serta mengkoordinasikan penyelenggaraan RUPS dan pengelolaan daftar pemegang saham. Selain itu, *Corporate Secretary* bertanggung jawab langsung kepada President Director yang notabene merupakan pihak yang menunjuk dan mengangkatnya sebagai *Corporate Secretary*.

Tugas Corporate Secretary

Tugas khusus *Corporate Secretary* meliputi:

1. Mengikuti perkembangan pasar modal, khususnya peraturan-peraturan yang berlaku di bidang pasar modal;
2. Memberikan pelayanan atas setiap informasi yang dibutuhkan pemodal yang berkaitan dengan kondisi Perseroan;
3. Memberikan masukan kepada *Board of Directors* Perseroan untuk mematuhi ketentuan Undang-Undang No. 8 Tahun 1995 tentang Pasar Modal dan peraturan pelaksanaannya;
4. Sebagai penghubung atau *contact person* antara Perseroan dengan Otoritas Jasa Keuangan (OJK) dan masyarakat;
5. Memastikan pelaporan laporan tahunan tepat waktu dan tepat isi, termasuk laporan mengenai penerapan GCG di Perseroan;
6. Mengkoordinasikan penyelenggaraan RUPS dan mengelola daftar Pemegang Saham sehingga *Corporate Secretary* dapat melakukan komunikasi dua arah.

Corporate Secretary SVP Profile

Ratna Ningrum

Senior Vice President of Corporate Secretary

Indonesian citizen, 52 years old, domiciled in Jakarta. Appointed as SVP – Corporate Secretary based on the Board of Directors Decree. No. 110/SK/WK/PEN/2020 dated November 1, 2020. Obtained her Master's Degree (MBA) at Bandung Institute of Technology (2008). Previously served as SVP - Human Capital Management Division (2019-2020).

Functions, Duties, and Responsibilities of the Corporate Secretary

Corporate Secretary holds the significant roles to facilitate the communication between the Company's Instruments, relationship of the Company with all stakeholders, as well as compliance with prevailing laws and regulations. In addition to those roles, *Corporate Secretary* also acts as *Liaison Officer* (*Corporate Communication*), *Compliance Officer*, *Investor Relation*, as well as administrator of s and meeting minutes and documents to fulfill the requirements of good corporate governance.

Its other duties are ensuring that the Company complies with the regulation on information disclosure requirements which is in line with the implementation of GCG principles, ensuring that the Company's Annual Report includes the GCG implementation within the Company, as well as coordinating the GMS and managing the list of shareholders. Moreover, the *Corporate Secretary* is directly responsible to President Director who is in charge of selecting and appointing *Corporate Secretary*.

Duties of the Corporate Secretary

Special Duties of the *Corporate Secretary*, include:

1. Following the developments in the capital market, particularly prevailing regulations in the capital market;
2. Providing the investors with information related to the Company's conditions.
3. Providing inputs to the Company's Board of Directors to comply with Law No. 8 of 1995 regarding capital market and the implementing regulations.
4. Serving as a contact person between the Company and the Financial Services Authority (OJK) and the public.
5. Ensuring that the Company's annual report is submitted in a timely manner and is delivering the right contents, including the GCG implementation in the Company.
6. Coordinating the GMS and managing the list of shareholders, enabling *Corporate Secretary* to perform a two-way communication.



Pengembangan Kompetensi Corporate Secretary

Perseroan membekali pengetahuan dan kompetensi *Corporate Secretary* melalui pengikutsertaan dalam pelatihan dan pendidikan, baik yang diselenggarakan secara formal maupun informal. Informasi mengenai program pelatihan dan pendidikan *Corporate Secretary* telah disajikan dalam Laporan Tahunan, bab Profil Perusahaan, sub bab Pelatihan dan/atau Pendidikan *Board of Commissioners, Board of Directors, Corporate Secretary, Audit Committee, Risk Management Committee, dan Internal Audit*.

Laporan Singkat Pelaksanaan Tugas dan Kegiatan Corporate Secretary

Dalam memenuhi tugas dan tanggung jawabnya, *Corporate Secretary* menyusun program kerja tahun 2021 yang mencakup 3 Departemen *Corporate Secretary Waskita*, yaitu *Investor Relations Department, Public Relation Department dan Secretariat & General Affairs Department*. Adapun program dan realisasinya, dapat dijelaskan dalam tabel di bawah ini:

Corporate Secretary Competence Development

The Company supports the *Corporate Secretary* in gaining more knowledge and developing its competences through the participation of trainings and education, both formal and informal. Information on the *Corporate Secretary's* training and education programs has been presented in the Annual Report, Company Profile chapter, Training and/or Education of Board of Commissioners, Board of Directors, *Corporate Secretary, Audit Committee, Risk Management Committee, and Internal Audit* sub-chapter.

Brief Report on the Corporate Secretary Implementation of Duties and Activities

In fulfilling its duties and responsibilities, the *Corporate Secretary* prepared the 2021 work program that includes 3 Departments of Waskita's *Corporate Secretary*, namely *Investor Relations Department, Public Relations Department and the Secretariat & General Affairs Department*. The description of the program and its realization, can be seen in the table below:

Program Kerja Tahun 2021 / Work Program in 2021	Realisasi / Realization
Investor Relations Departement	
<p>Peningkatan prinsip transparansi melalui penyampaian keterbukaan informasi: / Improving the principle of transparency through the delivery of information disclosure:</p> <ol style="list-style-type: none"> 1. Menyampaikan kepada OJK dan BEI sesuai dengan peraturan yang berlaku / Submitting to OJK and IDX in accordance with applicable regulations <ol style="list-style-type: none"> a. Pelaporan Rutin / Regular Reporting b. Pelaporan Insidental / Accidental Reporting c. Pelaporan atas aksi korporasi / Reporting on corporate action 2. Rapat Umum Pemegang Saham / General Meeting of Shareholders <ol style="list-style-type: none"> a. Rapat Umum Pemegang Saham Tahunan (RUPST) / Annual General Meeting of Shareholders (AGMS) b. Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) / Extraordinary General Meeting of Shareholders (EGMS) 3. Rapat Umum Pemegang Obligasi (RUPO) / General Meeting of Bondholders (GMB) 4. Public Expose <ol style="list-style-type: none"> a. Public Expose Tahunan / Annual Public Expose b. Public Expose saat Penawaran Umum / Public Expose during Public Offering 5. Analyst meeting 6. Kunjungan Proyek / Project Visit 7. Non Deal Roadshow & Conference <ol style="list-style-type: none"> a. International Roadshow/Conference b. Domestic Conference 8. Monitoring dan analisis harga saham / Monitoring and analysis of share price 9. Analyst/Investor Update Meeting 10. Hubungan dengan Instansi Pemerintah / Relations with Government agencies <ol style="list-style-type: none"> a. Pelaporan Berkala / Periodic Reporting b. Pelaporan Insidental / Accidental Reporting 11. Pengembangan Website Menu Investor Relation / Development of Investor Relation Menu on Website 12. Investor Relations Update pada Media Sosial / Investor Relations Update on Social Media 13. Analisa Fundamental dan Benchmarking / Fundamental Analysis and Benchmarking 	<ol style="list-style-type: none"> 1. <i>Investor Relations</i> telah melakukan <i>update meeting</i> dengan Komunitas Pasar Modal (<i>sell side dan buy side</i>) sebanyak 80 kali pada tahun 2021 / <i>Investor Relations</i> held 80 update meetings with the Capital Market Community (<i>sell side and buy side</i>) in 2021 2. <i>Investor Relations</i> telah melakukan <i>Non Deal Roadshow</i> sebanyak 5 kali dan <i>Deal Roadshow</i> sebanyak 4 kali pada tahun 2021 / <i>Investor Relations</i> held 5 Non Deal Roadshows and 4 Deal Roadshows in 2021 3. <i>Investor Relations</i> telah melakukan <i>Analyst Meeting</i> sebanyak 3 kali dan <i>Public Expose</i> sebanyak 1 kali pada tahun 2021. Selain itu telah diselenggarakan <i>Mini Expose</i> bersama BEI sebanyak 1 kali. / <i>Investor Relations</i> held 3 Analyst Meetings, 1 Public Expose, and 1 Mini Expose with IDX. 4. <i>Investor Relations</i> telah berpartisipasi pada penyelenggaraan <i>Conferences</i> sebanyak 4 kali pada tahun 2021 / <i>Investor Relations</i> participated in 4 Conferences in 2021 5. <i>Investor Relations</i> telah melakukan <i>site visit</i> bersama komunitas pasar modal (<i>sell side</i>) sebanyak 1 kali dan bersama <i>Bondholder (supporting)</i> sebanyak 1 kali pada tahun 2021. / <i>Investor Relations</i> held a site visit with the capital market community (<i>sell side</i>) and once with Bondholders (<i>supporting</i>) in 2021. 6. <i>Investor Relations</i> telah berpartisipasi pada penyelenggaraan Webinar dengan <i>investor retail</i> sebanyak 19 kali pada tahun 2021 / <i>Investor Relations</i> has participated in 19 Webinars with retail investors in 2021 7. <i>Investor Relations</i> telah melakukan pelaporan kepada Manajemen serta komunitas pasar modal sebanyak: / <i>Investor Relations</i> has reported to the Management and the capital market community as many as: <ol style="list-style-type: none"> a. <i>Investor Relations Newsletter</i> sebanyak 18 kali / <i>Investor Relations Newsletter</i> 18 times b. <i>Investor Relations Company Update</i> sebanyak 4 kali / <i>Investor Relations Company Update</i> 4 times c. Pelaporan <i>Market Watch, Insight The Stocks, dan Operational Performance Update</i> sebanyak 11 kali / Reporting on <i>Market Watch, Insight The Stocks, dan Operational Performance Update</i> 11 times d. Informasi lainnya melalui <i>broadcast message</i> sebanyak 21 kali pada tahun 2021. / Other information via broadcast message 21 times in 2021. 8. <i>Investor Relations</i> telah melakukan keterbukaan informasi pada web IDX sebanyak 135 kali pada tahun 2021. Selain itu, <i>Investor Relations</i> telah menyampaikan laporan keuangan secara elektronik melalui web idx sebanyak 4 kali selama tahun 2021 / <i>Investor Relations</i> has disclosed information on the IDX web 135 times in 2021. In addition, <i>Investor Relations</i> has submitted financial reports electronically through the IDX web 4 times throughout 2021. 9. <i>Investor Relations</i> selalu support terkait pembuatan press release sebanyak 34 kali, media relations & gathering sebanyak 5 kali, press conference sebanyak 3 kali, <i>Investor Relations</i> konten untuk media sosial 18 kali, dan Annual Report yang diinisiasi oleh <i>Public Relations</i> sebanyak 1 kali selama tahun 2021 / <i>Investor Relations</i> always supports 34 press releases, 5 media relations & gatherings, 3 press conferences, <i>Investor Relations</i> content for social media 18 times, and an Annual Report initiated by <i>Public Relations</i> once in 2021. 10. <i>Investor Relations</i> selalu support terkait Government Relations, seperti Rapat Dengar Pendapat dengan DPR RI sebanyak 6 kali, serta rapat bersama Kementerian BUMN dan Lembaga Pemerintah Lainnya sebanyak 19 kali. <i>Investor Relations</i> juga telah menyampaikan laporan keuangan secara elektronik pada Portal Silaba sebanyak 4 kali pada tahun 2021 / <i>Investor Relations</i> always supports Government Relations, such as hearings with the DPR RI 6 times, as well as meetings with the Ministry of SOEs and other government institutions for 19 times. <i>Investor Relations</i> has also submitted financial reports electronically on the Silaba Portal 4 times in 2021 11. <i>Investor Relations</i> telah melakukan Training sebanyak 4 kali dan <i>Work Shop</i> sebanyak 7 kali pada tahun 2021 / <i>Investor Relations</i> has conducted training 4 times and <i>Work Shop</i> 7 times in 2021



Program Kerja Tahun 2021 / Work Program in 2021	Realisasi / Realization
Public Relation Departement	
<p>Meningkatkan peran Humas dalam: / Increasing the role of Public Relations in:</p> <ol style="list-style-type: none"> 1. Menjalinkan kerjasama yang baik dengan media (cetak, online dan elektronik) / Establishing good cooperation with media (print, online and electronic) <ol style="list-style-type: none"> a. Media Gathering b. Media visit c. Site visit bersama media / Site visit with media d. Penyematan Press Release / Press Release Embedding 2. Media Handling atau penanganan krisis akibat dari pemberitaan negatif di media (cetak, online maupun elektronik) dan berkoordinasi dengan Corporate Office, Business Unit, Anak Perusahaan terkait / Media Handling or handling of crisis resulting from negative news in the media (print, online and electronic) and coordinating with the Corporate Office, Business Unit, related Subsidiaries 3. Optimalisasi sarana komunikasi untuk internal dan eksternal perusahaan melalui website, media sosial perusahaan dan mengikuti event seperti pameran sesuai program. / Optimizing communication facilities for internal and external companies through the website, company social media, and participating in events such as exhibitions according to the program. 4. Menyiapkan desain media campaign atau media luar ruang yang komunikatif dan menarik. / Preparing a communicative and attractive media campaign or outdoor media design. 5. Melakukan dokumentasi dan liputan peristiwa penting perusahaan seperti: / Conducting documentation and coverage of important company events such as: <ol style="list-style-type: none"> a. Groundbreaking Proyek / Project Groundbreaking b. Topping off Proyek / Project Topping off c. Peresmian Proyek / Project Inauguration d. Signing MoU e. Kegiatan protokol perusahaan / Corporate protocol activities f. Kegiatan internal dan eksternal perusahaan lainnya / Other internal and external activities of the Company 6. Melakukan kerjasama dengan konsultan public relation untuk meningkatkan citra perusahaan. / Cooperating with public relations consultants to improve the Company's image. 	<ol style="list-style-type: none"> 1. Telah dilakukan penyematan Press Release sebanyak 48 kali baik di Media Online maupun WAG Media Waskita Group dari Bulan Januari sampai Desember 2021. Pada bulan Desember release yang dikeluarkan adalah: / The press release has been embedded 48 times in both Online Media and WAG Media Waskita Group from January to December 2021. In December the releases issued were: <ol style="list-style-type: none"> a. 3 Desember, Bendungan Way Sekampung Karya Waskita Kedua yang diresmikan Presiden Jokowi tahun ini ke 17 media / December 3, The Second Way Sekampung Dam of Karya Waskita which was inaugurated by President Jokowi this year to 17 media b. 7 Desember, Waskita raih kontrak baru pembangunan bangunan pengarah bendungan rukoh dengan tunnel irigasi terpanjang di Aceh senilai Rp456 M ke 9 Media / December 7, Waskita won a new contract for the construction of a residential building dam with the longest irrigation tunnel in Aceh, valued at Rp456 billion to 9 Media c. 19 Desember, 21 Bank mendukung penuh restrukturisasi keuangan Waskita ke 61 media / December 19, 21 Banks fully support Waskita's financial restructuring to 61 media d. 22 Desember, Rencana Right Issue Waskita disetujui RUPSLB 2021 ke 14 media / December 22, Waskita's Right Issue Plan was approved by the 2021 EGMS 2021 to 14 media e. 29 Desember, Waskita berhasil lunasi seluruh Obligasi jatuh tempo Tahun 2021 ke 20 media / December 29, Waskita managed to pay off all the bonds due in 2021 to 20 media 2. Media Handling: Melakukan kerja sama dengan konsultan PR Kitacomm dalam penanganan krisis (pemberitaan negatif) / Media Handling: Collaborated with PR consultant Kitacomm in crisis management (negative news) 3. Sarana komunikasi internal dan eksternal perusahaan berupa Media Sosial (Instagram, Twitter, Facebook, Youtube serta website perusahaan) secara rutin dilakukan update dengan konten-konten kegiatan perusahaan / The Company's internal and external communication facilities in the form of Social Media (Instagram, Twitter, Facebook, Youtube and the company website) are regularly updated with the contents of the Company's activities 4. Desain media campaign dilakukan pada media sosial perusahaan baik untuk memperingati hari raya keagamaan, hari besar nasional, maupun ucapan untuk pihak eksternal perusahaan. Pada bulan Maret telah dilakukan campaign berupa: Ucapan Hari Ulang Tahun dan lain-lain. / The design of the media campaign is carried out on the Company's social media, both to commemorate religious holidays, national holidays, as well as greetings for external parties of the Company. In March, campaigns have been carried out in the form of Birthday Greetings and others. 5. Dokumentasi atau liputan kegiatan telah dilakukan di bulan Maret 2021 berupa liputan kegiatan perusahaan, kunjungan presiden RI, signing, kegiatan internal dan eksternal perusahaan, peresmian proyek. / Documentation or coverage of activities has been carried out in March 2021 in the form of coverage of company activities, visits by the President of the Republic of Indonesia, signings, company internal and external activities, project inauguration. 6. Melakukan kerjasama dengan konsultan Public Relation melakukan kerja sama dengan konsultan PR dalam penanganan krisis, placement berita positif melalui konsultan PR (publikasi press release ke 10 - 15 media online tier I) / Cooperating with Public Relations consultants cooperating with PR consultants in handling crisis, placing positive news through PR consultants (publication of press releases to 10 - 15 tier I online media)
Secretariat & General Affairs Department	
<p>Bidang Sekretariat: / Secretariat Field:</p> <ol style="list-style-type: none"> 1. Melakukan pembaharuan PW sebagai standar operasi kegiatan / Updating PW as standard operating activities 2. Implementasi dan monitoring GCG / GCG implementation and monitoring 3. Proses dan monitoring perjanjian ke Direksi dan Dewan Komisaris / Process and monitoring of agreements to the Board of Directors and the Board of Commissioners 4. Penyelenggaraan acara Korporat / Organizing Corporate Events 5. Pengelola Kearsipan / Archive Manager <p>Bidang General Affair: / General Affair Field:</p> <ol style="list-style-type: none"> 1. Melakukan pembaharuan PW sebagai standar operasi kegiatan / Updating PW as standard operating activities 2. Pengelolaan sarana dan prasarana Gedung Kantor Pusat / Management of Central Office Building facilities and infrastructure 3. Pengelolaan ijin investasi kantor pusat (Kendaraan Dinas, Peralatan Kantor & Corporate Identity) / Head office investment permit management (Service Vehicles, Office Equipment & Corporate Identity) 4. Pengelolaan sistem tanggap darurat Gedung Kantor Pusat / Management of the emergency response system of the Head Office Building 5. Pengelolaan Limbah Kantor Pusat / Head Office Waste Management 	<p>Bidang Sekretariat / Secretariat Field</p> <ol style="list-style-type: none"> 1. Dilaksanakan pembaharuan Pedoman dan Prosedur Waskita / Waskita Guidelines and Procedures were updated 2. Dilaksanakan pembuatan Aplikasi GCG dalam tahap Pembuatan Kontrak / Developed GCG Application in Contract Making stage 3. Dilaksanakan / Implemented 4. Dilaksanakan / Implemented 5. Dilaksanakan pengelolaan kearsipan / Carried out archive management <p>Bidang General Affair / General Affair Field</p> <ol style="list-style-type: none"> 1. Dilaksanakan pembaharuan Prosedur Waskita / Waskita procedure was renewed 2. Pemasangan stop fire di area celah shaf elektrikal, elektronik dan busduck serta shaft plumbing / Installation of stop fire in electrical, electronic and busduck shaft areas as well as shaft plumbing 3. Penataan ruang lantai 8 gedung Waskita Heritage / Layout of the 8th floor of the Waskita Heritage building 4. Pengadaan all in obe PC HP Corporate Secretary / Procurement of all in one PC HP Corporate Secretary 5. Pelaksanaan simulasi kebakaran dan gempa bumi / Implementation of fire and earthquake simulation 6. Pengurusan perpanjangan izin penyimpanan sementara limbah B3 / Management of extension of permit for temporary storage of B3 waste

Program Kerja Tahun 2021 / Work Program in 2021	Realisasi / Realization
Archive Management Department	
<ol style="list-style-type: none"> 1. Melakukan pembaharuan Prosedur Waskita (PW) sebagai standar operasi kegiatan / Renewing the Waskita Procedure (PW) as a standard operating activity 2. Pengelolaan Arsip Dinamis / Dynamic Archive Management 3. Melakukan evaluasi sistem kearsipan Perusahaan / Evaluating the Company's filing system 	<ol style="list-style-type: none"> 1. Pembaharuan Prosedur Tata Persuratan: / Renewal of Correspondence Procedures: <ul style="list-style-type: none"> • Proses draft tata naskah dinas ke <i>System Department</i> / Process of drafting the official document to the System Department • Proses Draft Pedoman Arsip Dinamis ke <i>System Department</i> / Process of Drafting Dynamic Archive Guidelines to the System Department • Berkoordinasi lanjutan dengan Tim ANRI terkait Klasifikasi Arsip dan Jadwal Retensi Arsip / Continued coordination with the ANRI Team regarding Archive Classification and Archive Retention Schedule 2. Aplikasi E-Office Terintegrasi dengan Digital Signature: / Integrated E-Office Application with Digital Signature: <ul style="list-style-type: none"> • E-Office/E-sign • Pemrosesan PDF tanpa SmartTag & penambahan role "penyusun" guna keperluan <i>sign verbal</i> / PDF processing without SmartTag & adding a "compiler" role for verbal sign purposes • Pemenuhan aspek integrasi Log BSRe / Fulfillment of BSRe Log integration aspects • Pemenuhan PIC untuk proses distribusi dokumen dan distribusi otomatis dari sistem / Fulfillment of PIC for document distribution process and automatic distribution of the system • Integrasi dengan BSRE untuk uji kesesuaian direncanakan tanggal 30 November 2021 dan di <i>rescheduled</i> oleh pihak BSRE menjadi 9 Desember 2021 / Integration with BSRE for conformity testing is planned for November 30, 2021 and has been rescheduled by BSRE to December 9, 2021 E-Arsip / E-Archive <ul style="list-style-type: none"> • UI & mekanisme berkas <i>vital Single Sign On</i> / UI & Single Sign On vital file mechanism • Proses Integrasi <i>Single Sign On</i> / Single Sign On Integration Process • Final refinement struktur / Final structure refinement Kontrak / Contract <ul style="list-style-type: none"> • Proses tanda tangan untuk addendum kontrak / Signature process for contract addendum 3. Evaluasi sistem kearsipan Perusahaan – Pemindahan Arsip / Evaluation of the Company's filing system – File Transfer <ul style="list-style-type: none"> • Record Center WRT lantai 10 dan Penataan Arsip / 10th floor WRT Record Center and Archive Management • Proses Layout Ruang Arsip, Ruang Kerja serta Pemindahan Posisi Lemari Arsip dan perapihan pendukung ruang kearsipan lantai 10 WRT / Process of Layout of Archives Room, Workspace and Transfer of Position of Filing Cabinets and tidying of supporting archives on the 10th floor of the WRT • Mencari beberapa calon rekanan untuk pengajuan Proposal Penawaran terkait rencana perapihan arsip / Looking for several potential partners to submit Bid Proposals related to archive tidying plans • KAK telah dibuat dan rencana Pengadaan dimulai awal Januari 2022 sesuai arahan Tim SCM Division / KAK has been made and the Procurement plan begins in early January 2022 according to the direction of the SCM Division Team • Record Center Ciputat / Ciputat Record Center • Telah berkoordinasi dengan Tim Building Division rencana berbarengan dengan Pelaksanaan Lelang / Have coordinated with the Building Division Team to plan concurrently with the Implementation of the Tender • Telah Berkoordinasi dengan Asset Management Department untuk Perapihan barang-barang maksimal Desember 2021 / Coordinated with the Asset Management Department to tidy up goods by December 2021 • Telah dilaksanakan foto via udara dengan personil dari Infra II Division / An aerial photo has been taken with personnel from the Infra II Division

Pertemuan Investor

Corporate Secretary melaksanakan kegiatan *investor meeting* yang bertujuan untuk memberikan informasi yang kredibel mengenai kondisi dunia usaha terkini, khususnya di sektor konstruksi serta kaitannya dengan kebijakan strategis yang dijalankan oleh Perseroan kepada investor maupun calon investor Perseroan. Kegiatan tersebut dilaksanakan dengan menghadirkan beberapa pakar dan hasil pembahasannya dipublikasikan secara luas melalui media-media yang dimiliki oleh Perseroan (website, buletin, dan media publikasi lain) ataupun melalui media massa.

Rekapitulasi kegiatan *investor meeting* yang dilakukan *Corporate Secretary* selama tahun 2021 ditampilkan dalam tabel berikut:

Tabel Investor yang Dilakukan di Dalam Negeri

Triwulan / Quarter	Jumlah Rapat / Total Meetings
Triwulan I / 1st Quarter	18
Triwulan II / 2nd Quarter	19
Triwulan III / 3rd Quarter	10
Triwulan IV / 4th Quarter	33

Investor Meeting

The *Corporate Secretary* organizes *investor meetings* with the aim of providing credible information regarding the current condition of the business world, especially in construction sector and its relation with the strategic policies that have been implemented by the Company to investors and potential investors. Such activities are conducted by inviting a number of experts and the discussion results are published either through media owned by the Company (website, bulletin, and other publications) or the mass media.

Recapitulation of *investor meeting* organized by *Corporate Secretary* throughout 2021 is as follows:

Table on Investment Meetings Held in Indonesia

Triwulan / Quarter	Jumlah Rapat / Total Meetings
Triwulan I / 1st Quarter	18
Triwulan II / 2nd Quarter	19
Triwulan III / 3rd Quarter	10
Triwulan IV / 4th Quarter	33



Tabel Conference & Non-Deal Roadshow

No	Arranger	Tempat Pelaksanaan / Location	Tanggal Pelaksanaan / Date	Jumlah Investor / Number of Investors
1	IR WSKT & Corporate Secretary Team	Jakarta	04 Oktober 2021 / October 04, 2021	35
2	IR WSKT	Bali	09 Desember 2021 / December 09, 2021	25
3	BNI Sekuritas	Jakarta	29 Desember 2021 / December 29, 2021	35

Table on Conferences & Non-Deal Roadshows

Akses Informasi Data Perusahaan

Sebagai bagian dari fungsi komunikasi *Corporate Secretary*, Perseroan telah menyediakan berbagai sarana informasi yang dapat diakses dengan mudah oleh para pemangku kepentingan maupun para investor. Penyediaan akses informasi ini merupakan bagian dari budaya perusahaan yang senantiasa mengedepankan prinsip keterbukaan dan transparansi dalam menjalankan kegiatan usaha yang dilakukan.

Akses informasi yang disediakan oleh Perseroan dengan mudah diakses melalui situs-situs www.waskita.co.id. Dalam situs tersebut, telah memuat berbagai informasi mengenai profil Perseroan, produk dan jasa, finansial highlight, stock information, dan lain-lain. Informasi lainnya dapat diperoleh dengan menghubungi kantor pusat Perseroan secara langsung dengan alamat sebagai berikut:

Kantor Pusat

Gedung Waskita Heritage
Jl. MT Haryono kav. No. 10, Cawang
Jakarta, 13340, Indonesia
Telp. +62 21 850 8510/20
Fax . +62 21 850 8506

Kegiatan Komunikasi Eksternal

Dalam rangka pemenuhan prinsip transparansi dan keterbukaan informasi, Perseroan memiliki kebijakan tersendiri sehingga pelaksanaan penyampaian informasi ke pihak eksternal lebih terarah dan terukur. Kebijakan ini mengatur tentang penyampaian informasi ke eksternal yang ditujukan ke pemangku kepentingan melalui Surat Keputusan No. 33/SK/WK/2017 tanggal 28 November 2017.

Media yang digunakan Perseroan dalam penyampaian komunikasi eksternal antara lain sebagai berikut:

1. Media Cetak dan *Online*

Perseroan menggunakan media cetak untuk menyampaikan informasi kepada publik, seperti Laporan Keuangan dan paparan publik. Media cetak yang biasa digunakan Perseroan untuk menyampaikan informasi adalah surat kabar harian nasional, seperti Bisnis Indonesia, Investor Daily, Kontan dan lain-lain.

Access to the Company's Data and Information

As a part of the Corporate Secretary's communication function, the Company has provided various means of information that can be easily accessed by stakeholders and investors. The provision of this information access is a part of corporate culture that always prioritizes transparency in running the business.

Access to information provided by the Company can be easily accessed on www.waskita.co.id. The website contains information on the Company's profile, products and services, financial highlights, stock information, etc. Other information can be obtained by contacting the Company's head office in the following address:

Head Office

Waskita Heritage Building
Jl. MT Haryono kav. No. 10, Cawang
Jakarta, 13340, Indonesia
Telp. +62 21 850 8510/20
Fax . +62 21 850 8506

External Communication Activities

For the purpose of fulfillment of transparency and information disclosure principles, the Company has issued a policy to provide a more directed and measured information delivery to the external parties. This policy regulates information delivery to stakeholders by virtue of the Decree No: 33/SK/WK/2017 dated November 28, 2017.

The media used for information delivery to external parties are, as follows:

1. Printed Media and Online

The Company utilizes printed media to deliver information such as Financial Statements and public expose. Printed media commonly used by the Company to convey information is the daily national newspaper, such as Business Indonesia, Investor Daily, Kontan, etc.



2. Hubungan Media

Perseroan senantiasa menjalin kemitraan yang baik dengan rekan-rekan media, baik media cetak, elektronik, maupun *online*. Hal tersebut dilakukan karena Perseroan memahami peran dari media yang sangat strategis dalam membantu menyampaikan informasi terkait kinerja Perseroan kepada seluruh Pemegang Saham dan pemangku kepentingan Perseroan.

Pada tahun 2021, Perseroan telah melakukan kegiatan *Media Relations* berupa siaran pers sebanyak 135 kali dengan rincian sebagai berikut:

2. Media Relations

The Company establishes good partnership with media partners, such as printed, electronic, and online media since the Company acknowledges the strategic role of media in supporting the delivery of information related to the Company's performance to the shareholders and stakeholders.

In 2021, the Company has organized Media Relations activities in the form of press releases for 135 times with the following details:

No.	Nomor Surat / Letter Number	Tanggal / Date	Perihal / Subject
1	-	04 Januari 2021 / January 04, 2021	Laporan bulanan registrasi pemegang efek / Securities holder registration monthly report
2	04/WK/CORSEC/2021	05 Januari 2021 / January 05, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
3	11/WK/CORSEC/2021	08 Januari 2021 / January 08, 2021	Data Hutang/Kewajiban dalam Valuta Asing PT Waskita Karya (Persero) Tbk per 31 Desember 2020 / Data of Debt/Liability in Foreign Exchange of PT Waskita Karya (Persero) Tbk as of December 31, 2020
4	41/WK/DIR/2021	08 Januari 2021 / January 08, 2021	Jawaban Permintaan Penjelasan Atas Pemberitaan Media Massa / Response to Requests for Explanation of Mass Media Reports
5	53/WK/DIR/2021	11 Januari 2021 / January 11, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
6	66/WK/DIR/2021	12 Januari 2021 / January 12, 2021	Jawaban Permintaan Penjelasan Bursa / Response to Explanation Request from Stock Exchange
7	14/WK/CORSEC/2021	12 Januari 2021 / January 12, 2021	Penyampaian Rencana Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan II Tahap II Tahun 2016 / Submission of Plan for General Meeting of Bondholders for Shelf Registration Bonds II Phase II of 2016
8	15/WK/CORSEC/2021	12 Januari 2021 / January 12, 2021	Penyampaian Rencana Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Tahap I Tahun 2017 / Submission of Plan for General Meeting of Bondholders for Shelf Registration Bond III Phase I of 2017
9	16/WK/CORSEC/2021	12 Januari 2021 / January 12, 2021	Penyampaian Rencana Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan II Tahap III Tahun 2017 / Submission of Plan for General Meeting of Bondholders for Shelf-Registered Bonds II Phase III of 2017
10	17/WK/CORSEC/2021	12 Januari 2021 / January 12, 2021	Penyampaian Rencana Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Tahap II Tahun 2018 / Submission of Plan for General Meeting of Bondholders for Shelf Registration Bond III Phase II of 2018
11	18/WK/CORSEC/2021	12 Januari 2021 / January 12, 2021	Penyampaian Rencana Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Tahap III Tahun 2018 / Submission of Plan for General Meeting of Bondholders for Shelf-Registered Bonds III Phase III of 2018
12	19/WK/CORSEC/2021	12 Januari 2021 / January 12, 2021	Penyampaian Rencana Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Tahap IV Tahun 2019 / Submission of Plan for General Meeting of Bondholders for Shelf-Registered Bonds III Phase IV of 2019
13	20/WK/CORSEC/2021	12 Januari 2021 / January 12, 2021	Penyampaian Rencana Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan IV Tahap I Tahun 2020 / Submission of Plan for General Meeting of Bondholders for Shelf Registration Bond IV Phase I of 2020
14	80/WK/DIR/2021	14 Januari 2021 / January 14, 2021	Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum Berkelanjutan Tahap I Tahun 2020 PT Waskita Karya (Persero) Tbk per 31 Desember 2020 / Report on the Realization of the Use of Proceeds from the Continuous Public Offering Phase I of 2020 of PT Waskita Karya (Persero) Tbk as of December 31, 2020
15	26/WK/CORSEC/2021	15 Januari 2021 / January 15, 2021	Penarikan Hasil Pemingkatan PT Waskita Karya (Persero) Tbk / Withdrawal of PT Waskita Karya (Persero) Tbk's Rating Results
16	47/WK/CORSEC/2021	26 Januari 2021 / January 26, 2021	Penyampaian Pemanggilan Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Waskita Karya Tahap III Tahun 2018 / Submission of Summons for the General Meeting of Bondholders for Waskita Karya Shelf Registration Bond III Phase III of 2018
17	48/WK/CORSEC/2021	26 Januari 2021 / January 26, 2021	Penyampaian Pemanggilan Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Waskita Karya Tahap II Tahun 2018 / Submission of Summons for the General Meeting of Bondholders for Waskita Karya Shelf Registration Bond III Phase II of 2018
18	49/WK/CORSEC/2021	26 Januari 2021 / January 26, 2021	Penyampaian Pemanggilan Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan II Waskita Karya Tahap II Tahun 2016 / Submission of Summons to the General Meeting of Bondholders for Waskita Karya Shelf-Registered Bonds II Phase II of 2016
19	50/WK/CORSEC/2021	26 Januari 2021 / January 26, 2021	Penyampaian Pemanggilan Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan IV Waskita Karya Tahap I Tahun 2020 / Submission of Summons for the General Meeting of Bondholders for Waskita Karya IV Shelf Registration Bond Phase I of 2020
20	51/WK/CORSEC/2021	26 Januari 2021 / January 26, 2021	Penyampaian Pemanggilan Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan II Waskita Karya Tahap III Tahun 2017 / Submission of Summons for the General Meeting of Bondholders for Waskita Karya Shelf Registration Bond II Phase III of 2017
21	52/WK/CORSEC/2021	26 Januari 2021 / January 26, 2021	Penyampaian Pemanggilan Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Waskita Karya Tahap I Tahun 2017 / Submission of Summons to the General Meeting of Bondholders for Waskita Karya Shelf Registration Bond III Phase I of 2017
22	53/WK/CORSEC/2021	26 Januari 2021 / January 26, 2021	Penyampaian Pemanggilan Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Waskita Karya Tahap IV Tahun 2019 / Submission of Summons for the General Meeting of Bondholders for Waskita Karya Shelf Registration Bond III Phase IV of 2019
23	68/WK/CORSEC/2021	01 Februari 2021 / February 01, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
24	79/WK/CORSEC/2021	03 Februari 2021 / February 03, 2021	Data Hutang/Kewajiban dalam Valuta Asing PT Waskita Karya (Persero) Tbk per 31 Januari 2021 / Data of Debt/Liability in Foreign Exchange of PT Waskita Karya (Persero) Tbk as of January 31, 2020
25	-	04 Februari 2021 / February 04, 2021	Laporan bulanan registrasi pemegang efek / Securities holder registration monthly report
26	223/WK/DIR/2021	04 Februari 2021 / February 04, 2021	Jawaban Permintaan Penjelasan Atas Pemberitaan Media Massa / Response to Requests for Explanation of Mass Media Reports



No.	Nomor Surat / Letter Number	Tanggal / Date	Perihal / Subject
27	82/WK/CORSEC/2021	05 Februari 2021 / February 05, 2021	Penyampaian Kesiapan Dana Untuk Pembayaran Obligasi Berkelanjutan III Waskita Karya Tahap II Tahun 2018 Seri A / Submission of Readiness of Funds for Payment of Waskita Karya's Series A Shelf-Registered Bonds III Phase II of 2018
28	91/WK/CORSEC/2021	11 Februari 2021 / February 11, 2021	Penyampaian Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Waskita Karya Tahap IV Tahun 2019 / Submission of the Results of the General Meeting of Bondholders for Waskita Karya Shelf Registration Bond III Phase IV of 2019
29	92/WK/CORSEC/2021	11 Februari 2021 / February 11, 2021	Penyampaian Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Waskita Karya Tahap I Tahun 2017 / Submission of the Results of the General Meeting of Bondholders for Waskita Karya Shelf Registration Bond III Phase I of 2017
30	94/WK/CORSEC/2021	15 Februari 2021 / February 15, 2021	Penyampaian Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan II Waskita Karya Tahap II Tahun 2016 / Submission of the Results of the General Meeting of Bondholders for Waskita Karya Shelf-Registered Bonds II Phase II of 2016
31	95/WK/CORSEC/2021	15 Februari 2021 / February 15, 2021	Penyampaian Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan II Waskita Karya Tahap III Tahun 2017 / Submission of the Results of the General Meeting of Bondholders for Waskita Karya Shelf-Registered Bonds II Phase III of 2017
32	96/WK/CORSEC/2021	15 Februari 2021 / February 15, 2021	Penyampaian Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Waskita Karya Tahap II Tahun 2018 / Submission of the Results of the General Meeting of Bondholders for Waskita Karya's Shelf-Registered Bond III Phase II of 2018
33	97/WK/CORSEC/2021	15 Februari 2021 / February 15, 2021	Penyampaian Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Waskita Karya Tahap III Tahun 2018 / Submission of the Results of the General Meeting of Bondholders for Waskita Karya Shelf Registration Bond III Phase III of 2018
34	98/WK/CORSEC/2021	15 Februari 2021 / February 15, 2021	Penyampaian Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan IV Waskita Karya Tahap I Tahun 2020 / Submission of the Results of the General Meeting of Bondholders for Waskita Karya IV Sustainable Bonds Phase I of 2020
35	304/WK/CORSEC/2021	18 Februari 2021 / February 18, 2021	Penyampaian Bukti Iklan Pengumuman Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Waskita Karya Tahap IV Tahun 2019 / Submission of Proof of Advertisement Announcement of the Results of the General Meeting of Bondholders for Waskita Karya Shelf-Registered Bonds III Phase IV of 2019
36	305/WK/CORSEC/2021	18 Februari 2021 / February 18, 2021	Penyampaian Bukti Iklan Pengumuman Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Waskita Karya Tahap I Tahun 2017 / Submission of Proof of Advertisement Announcement of the Results of the General Meeting of Bondholders for Waskita Karya Shelf-Registered Bonds III Phase I of 2017
37	306/WK/CORSEC/2021	18 Februari 2021 / February 18, 2021	Penyampaian Bukti Iklan Pengumuman Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan II Waskita Karya Tahap III Tahun 2017 / Submission of Proof of Advertisement Announcement of the Results of the General Meeting of Bondholders for Waskita Karya Shelf-Registered Bonds II Phase III of 2017
38	307/WK/CORSEC/2021	18 Februari 2021 / February 18, 2021	Penyampaian Bukti Iklan Pengumuman Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan IV Waskita Karya Tahap I Tahun 2020 / Submission of Proof of Advertisement Announcement of the Results of the General Meeting of Bondholders for Waskita Karya IV Shelf Registration Bond Phase I of 2020
39	308/WK/CORSEC/2021	18 Februari 2021 / February 18, 2021	Penyampaian Bukti Iklan Pengumuman Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan II Waskita Karya Tahap II Tahun 2016 / Submission of Proof of Advertisement Announcement of Bondholders General Meeting of Shelf Registration Bonds II Waskita Karya Phase II of 2016
40	309/WK/CORSEC/2021	18 Februari 2021 / February 18, 2021	Penyampaian Bukti Iklan Pengumuman Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Waskita Karya Tahap II Tahun 2018 / Submission of Proof of Advertisement Announcement of the Results of the General Meeting of Bondholders for Waskita Karya Shelf-Registered Bonds III Phase II of 2018
41	310/WK/CORSEC/2021	18 Februari 2021 / February 18, 2021	Penyampaian Bukti Iklan Pengumuman Hasil Rapat Umum Pemegang Obligasi atas Obligasi Berkelanjutan III Waskita Karya Tahap III Tahun 2018 / Submission of Proof of Announcement of the Results of the General Meeting of Bondholders for Waskita Karya's Shelf-Registered Bonds III Phase III of 2018
42	126/WK/CORSEC/2021	19 Februari 2021 / February 19, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
43	134/WK/CORSEC/2021	23 Februari 2021 / February 23, 2021	Laporan Pelunasan Pokok dan Pembayaran Bunga Obligasi Berkelanjutan III Waskita Karya Tahap II Tahun 2018 / Report of Principal Repayment and Interest Payment of Waskita Karya's Shelf-Registered Bond III Phase II of 2018
44	150/WK/CORSEC/2021	02 Maret 2021 / March 02, 2021	Data Hutang/Kewajiban dalam Valuta Asing PT Waskita Karya (Persero) Tbk per 28 Februari 2021 / Data on Debt/Liability in Foreign Exchange of PT Waskita Karya (Persero) Tbk as of February 28, 2021
45	-	03 Maret 2021 / March 03, 2021	Laporan bulanan registrasi pemegang efek / Securities holder registration monthly report
46	163/WK/CORSEC/2021	10 Maret 2021 / March 10, 2021	Penyampaian Bukti Iklan / Submission of Proof of Ads
47	167/WK/CORSEC/2021	12 Maret 2021 / March 12, 2021	Jawaban Permintaan Penjelasan Bursa / Response to Requests for Explanation of Mass Media Reports
48	577/WK/DIR/2021	18 Maret 2021 / March 18, 2021	Susunan Komite Audit PT Waskita Karya (Persero) Tbk / The composition of the Audit Committee of PT Waskita Karya (Persero) Tbk
49	194/WK/CORSEC/2021	23 Maret 2021 / March 23, 2021	Jawaban Permintaan Penjelasan Bursa / Response to Requests for Explanation of Mass Media Reports
50	611/WK/DIR/2021	25 Maret 2021 / March 25, 2021	Penyampaian Laporan Keuangan Audited per 31 Desember 2020 PT Waskita Karya (Persero) Tbk / Submission of Audited Financial Statements as of December 31, 2020 of PT Waskita Karya (Persero) Tbk
51	201/WK/CORSEC/2021	25 Maret 2021 / March 25, 2021	Penyampaian Bukti Iklan / Submission of Proof of Ads
52	203/WK/CORSEC/2021	25 Maret 2021 / March 25, 2021	Penyampaian Laporan Tahunan PT Waskita Karya (Persero) Tbk Tahun 2020 / Submission of the 2020 Annual Report of PT Waskita Karya (Persero) Tbk
53	206/WK/CORSEC/2021	26 Maret 2021 / March 26, 2021	Penyampaian Bukti Iklan / Submission of Proof of Ads
54	208/WK/CORSEC/2021	29 Maret 2021 / March 29, 2021	Penyampaian Bukti Iklan / Submission of Proof of Ads
55	212/WK/CORSEC/2021	31 Maret 2021 / March 31, 2021	Penyampaian Laporan Berkelanjutan PT Waskita Karya (Persero) Tbk Tahun 2020 / Submission of PT Waskita Karya (Persero) Tbk Sustainability Report 2020
56	216/WK/CORSEC/2021	01 April 2021 / April 01, 2021	Data Hutang/Kewajiban dalam Valuta Asing PT Waskita Karya (Persero) Tbk per 31 Maret 2021 / Data on Debt/Liability in Foreign Exchange of PT Waskita Karya (Persero) Tbk as of March 31, 2021
57	222/WK/CORSEC/2021	06 April 2021 / April 06, 2021	Pemberitahuan Perubahan Jumlah Saham Direksi PT Waskita Karya (Persero) Tbk / Notification of Changes in the Number of Shares of the Board of Directors of PT Waskita Karya (Persero) Tbk
58	-	06 April 2021 / April 06, 2021	Laporan bulanan registrasi pemegang efek / Securities holder registration monthly report
59	244/WK/CORSEC/2021	14 April 2021 / April 14, 2021	Penyampaian Revisi Laporan Tahunan PT Waskita Karya (Persero) Tbk Tahun 2020 / Submission of Revised Annual Report of PT Waskita Karya (Persero) Tbk for 2020
60	245/WK/CORSEC/2021	14 April 2021 / April 14, 2021	Penyampaian Revisi Laporan Berkelanjutan PT Waskita Karya (Persero) Tbk Tahun 2020 / Submission of Revised Sustainability Report PT Waskita Karya (Persero) Tbk for 2020
61	254/WK/CORSEC/2021	20 April 2021 / April 20, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information



No.	Nomor Surat / Letter Number	Tanggal / Date	Perihal / Subject
62	256/WK/CORSEC/2021	20 April 2021 / April 20, 2021	Penyampaian Resume Rapat Umum Pemegang Saham Tahunan Tahun Buku 2020 PT Waskita Karya (Persero) Tbk / Submission of Resume of the 2020 Annual General Meeting of Shareholders of PT Waskita Karya (Persero) Tbk
63	257/WK/CORSEC/2021	20 April 2021 / April 20, 2021	Penyampaian Bukti Iklan / Submission of Proof of Ads
64	262/WK/CORSEC/2021	23 April 2021 / April 23, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
65	882/WK/DIR/2021	28 April 2021 / April 28, 2021	Laporan Penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik dalam rangka Audit atas Informasi Historis PT Waskita Karya (Persero) Tbk / Report on the Appointment of a Public Accountant and/or Public Accountant Firm for the Audit of Historical Information of PT Waskita Karya (Persero) Tbk
66	280/WK/CORSEC/2021	30 April 2021 / April 30, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
67	281/WK/CORSEC/2021	30 April 2021 / April 30, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
68	287/WK/CORSEC/2021	03 Mei 2021 / May 03, 2021	Data Hutang/Kewajiban dalam Valuta Asing PT Waskita Karya (Persero) Tbk per 30 April 2021 / Data of Debt/Liability in Foreign Exchange of PT Waskita Karya (Persero) Tbk as of April 30, 2021
69	-	05 Mei 2021 / May 05, 2021	Laporan bulanan registrasi pemegang efek / Securities holder registration monthly report
70	344/WK/CORSEC/2021	02 Juni 2021 / June 02, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
71	348/WK/CORSEC/2021	03 Juni 2021 / June 03, 2021	Keterbukaan Informasi yang perlu Diketahui Publik / Information Disclosure that the Public Needs to Know
72	351/WK/CORSEC/2021	04 Juni 2021 / June 04, 2021	Data Hutang/Kewajiban dalam Valuta Asing PT Waskita Karya (Persero) Tbk per 31 Mei 2021 / Data of Debt/Liability in Foreign Exchange of PT Waskita Karya (Persero) Tbk as of May 31, 2021
73	-	04 Juni 2021 / June 04, 2021	Laporan bulanan registrasi pemegang efek / Securities holder registration monthly report
74	1317/WK/DIR/2021	25 Juni 2021 / June 25, 2021	Penyampaian Laporan Keuangan (Audited) Per 31 Maret 2021 PT Waskita Karya (Persero) Tbk / Submission of Financial Statements (Audited) As of March 31, 2021 of PT Waskita Karya (Persero) Tbk
75	394/WK/CORSEC/2021	29 Juni 2021 / June 29, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
76	395/WK/CORSEC/2021	29 Juni 2021 / June 29, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
77	401/WK/CORSEC/2021	30 Juni 2021 / June 30, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
78	405/WK/CORSEC/2021	01 Juli 2021 / July 01, 2021	Data Hutang/Kewajiban dalam Valuta Asing PT Waskita Karya (Persero) Tbk per 30 Juni 2021 / Data on Debt/Liability in Foreign Exchange of PT Waskita Karya (Persero) Tbk as of June 30, 2021
79	403/WK/CORSEC/2021	01 Juli 2021 / July 01, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
80	404/WK/CORSEC/2021	01 Juli 2021 / July 01, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
81	413/WK/CORSEC/2021	05 Juli 2021 / July 05, 2021	Laporan Hasil Pemingkatan Tahunan / Reports of Material Facts or Information
82	-	05 Juli 2021 / July 05, 2021	Laporan bulanan registrasi pemegang efek / Securities holder registration monthly report
83	432/WK/CORSEC/2021	16 Juli 2021 / July 16, 2021	Restrukturisasi Hutang / Debt Restructuring
84	440/WK/CORSEC/2021	21 Juli 2021 / July 21, 2021	Laporan Informasi atau Fakta Material / Reports of Material Facts or Information
85	484/WK/CORSEC/2021	05 Agustus 2021 / August 05, 2021	Permintaan Penjelasan Emiten dan Penjelasan Publik Lainnya / Request for Issuer Explanation and Other Public Explanations
86	-	05 Agustus 2021 / August 05, 2021	Laporan bulanan registrasi pemegang efek / Securities holder registration monthly report
87	1590/WK/DIR/2021	05 Agustus 2021 / August 05, 2021	Penyampaian Mata Acara Rapat Umum Pemegang Saham Luar Biasa / Submission of the Agenda for the Extraordinary General Meeting of Shareholders
88	513/wk/corsec/2021	12 Agustus 2021 / August 12, 2021	Penyampaian Bukti Iklan Informasi Laporan Keuangan Interim / Submission of Proof of Advertising Information on Interim Financial Statements
89	516/WK/CORSEC/2021	13 Agustus 2021 / August 13, 2021	Pemberitahuan Rencana Rapat Umum Pemegang Saham Luar Biasa / Announcement of Planned Extraordinary General Meeting of Shareholders
90	519/WK/CORSEC/2021	13 Agustus 2021 / August 13, 2021	Keterbukaan Informasi terkait Aksi Korporasi / Information Disclosure related to Corporate Action
91	1756/WK/DIR/2021	26 Agustus 2021 / August 26, 2021	Permintaan Informasi oleh Emiten dan Perusahaan Publik mengenai Permintaan Waktu Diskusi / Requests for Information by Issuers and Public Companies regarding Requests for Discussion
92	556/WK/CORSEC/2021	27 Agustus 2021 / August 27, 2021	Laporan Informasi atau Fakta Material Restrukturisasi utang / Reports of Information or Material Facts on Debt Restructuring
93	1785/WK/DIR/2021	30 Agustus 2021 / August 30, 2021	Penyampaian Perubahan Mata Acara Rapat Umum Pemegang Saham Luar Biasa / Submission of Changes to the Agenda of the Extraordinary General Meeting of Shareholders
94	562/WK/CORSEC/2021	30 Agustus 2021 / August 30, 2021	Pemanggilan Rapat Umum Pemegang Saham Luar Biasa / Invitation to the Extraordinary General Meeting of Shareholders
95	562/WK/CORSEC/2021	31 Agustus 2021 / August 31, 2021	Penyampaian Bukti Iklan Pemanggilan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) PT Waskita Karya (Persero) Tbk / Submission of Proof of Advertisement Invitation to the Extraordinary General Meeting of Shareholders (EGMS) of PT Waskita Karya (Persero) Tbk
96	574/WK/CORSEC/2021	07 September 2021 / September 07, 2021	Penyampaian Bukti Iklan Penyampaian Bukti Iklan Prospektus Ringkas Penawaran Obligasi III PT Waskita Karya (Persero) Tbk / Submission of Proof of Advertisement Submission of Proof of Advertisement of Abridged Prospectus Offering Bonds III PT Waskita Karya (Persero) Tbk
97	577/WK/CORSEC/2021	07 September 2021 / September 07, 2021	Transaksi Afiliasi / Affiliated Transactions
98	-	08 September 2021 / September 08, 2021	Laporan bulanan registrasi pemegang efek / Securities holder registration monthly report
99	586/WK/CORSEC/2021	09 September 2021 / September 09, 2021	Permintaan Informasi oleh Emiten dan Perusahaan Publik mengenai Lainnya / Requests for Information by Issuers and Public Companies regarding Other Matters



No.	Nomor Surat / Letter Number	Tanggal / Date	Perihal / Subject
100	596/WK/CORSEC/2021	13 September 2021 / September 13, 2021	Laporan Informasi atau Fakta Material Penyampaian Kesiapan Dana Untuk Pembayaran Obligasi Berkelanjutan II Waskita Karya Tahap II Tahun 2016 Seri B / Report on Material Information or Facts on Submission of Funds Readiness for Payment of Waskita Karya Series B Shelf-Registered Bonds II Phase II of 2016
101	597/WK/CORSEC/2021	13 September 2021 / September 13, 2021	Laporan Informasi atau Fakta Material Penyampaian Kesiapan Dana Untuk Pembayaran Obligasi Berkelanjutan III Waskita Karya Tahap III Tahun 2018 Seri A / Material Information or Facts Report Submission of Funds Readiness for Payment of Waskita Karya Series A Shelf-Registered Bonds III Phase III of 2018
102	608/WK/CORSEC/2021	13 September 2021 / September 13, 2021	Keterbukaan Informasi Pemegang Saham Tertentu / Disclosure of Information on Certain Shareholders
103	1880/WK/DIR/2021	14 September 2021 / September 14, 2021	Permintaan Informasi oleh Emiten dan Perusahaan Publik mengenai Lainnya / Requests for Information by Issuers and Public Companies regarding Others
104	623/WK/CORSEC/2021	20 September 2021 / September 20, 2021	Laporan Informasi atau Fakta Material Restrukturisasi utang / Reports of Information or Material Facts on Debt Restructuring
105	628/WK/CORSEC/2021	22 September 2021 / September 22, 2021	Laporan Informasi atau Fakta Material Informasi atau Fakta Material Lainnya / Reports of Information or Material Facts Other Material Information or Facts
106	629/WK/CORSEC/2021	23 September 2021 / September 23, 2021	Laporan Informasi atau Fakta Material Restrukturisasi utang / Reports of Information or Material Facts on Debt Restructuring
107	631/WK/CORSEC/2021	23 September 2021 / September 23, 2021	Ringkasan Risalah Rapat Umum Para Pemegang Saham Luar Biasa / Summary of Minutes of Extraordinary General Meeting of Shareholders
108	1981/WK/DIR/2021	23 September 2021 / September 23, 2021	Penyampaian Bukti Iklan Informasi Tambahan dan/atau perbaikan atas Prospektus PUO III Waskita Karya Tahun 2021 / Submission of Proof of Advertisement for Additional Information and/or improvements to the 2021 Waskita Karya PUO III Prospectus
109	1990/WK/DIR/2021	24 September 2021 / September 24, 2021	Rencana Penyelenggaraan PUBEX 2021 / Plan to Organize PUBEX 2021
110	638/WK/CORSEC/2021	24 September 2021 / September 24, 2021	Penyampaian Bukti Iklan Laporan Keuangan Interim / Submission of Proof of Advertising Interim Financial Statements
111	644/WK/CORSEC/2021	28 September 2021 / September 28, 2021	Laporan Informasi atau Fakta Material Laporan Pelunasan Pokok dan Pembayaran Bunga Obligasi Berkelanjutan II Waskita Karya Tahap II Tahun 2016 Seri B / Report of Material Facts or Information: Report of Principal Repayment and Interest Payment of Waskita Karya II Series B Sustainable Bonds Phase II of 2016
112	645/WK/CORSEC/2021	28 September 2021 / September 28, 2021	Laporan Informasi atau Fakta Material Laporan Pelunasan Pokok dan Pembayaran Bunga Obligasi Berkelanjutan III Waskita Karya Tahap III Tahun 2018 / Report of Material Facts or Information: Report of Principal Repayment and Interest Payment of Waskita Karya Shelf-Registered Bond III Phase III of 2018
113	2041/WK/DIR/2021	30 September 2021 / September 30, 2021	(Koreksi) Rencana Penyelenggaraan PUBEX 2021 / (Correction) Plan to Organize PUBEX 2021
114	WSKT/LAPBUL/SEP/2021	05 Oktober 2021 / October 05, 2021	Laporan bulanan registrasi pemegang efek / Securities holder registration monthly report
115	WSKT/PUBEX/2021	05 Oktober 2021 / October 05, 2021	Penyampaian Materi PUBEX Tahun 2021 WSKT / Submission of WSKT 2021 PUBEX Material
116	660/WK/CORSEC/2021	05 Oktober 2021 / October 05, 2021	Transaksi Afiliasi / Affiliated Transactions
117	666/WK/CORSEC/2021	07 Oktober 2021 / October 07, 2021	Permintaan Informasi oleh Emiten dan Perusahaan Publik mengenai Lainnya / Requests for Information by Issuers and Public Companies regarding Others
118	519/WK/CORSEC/2021	08 Oktober 2021 / October 08, 2021	(Koreksi) Keterbukaan Informasi Atas Aksi Korporasi (Rights Issue) / (Correction) Disclosure of Information on Corporate Actions (Rights Issue)
119	2108/WK/DIR/2021	11 Oktober 2021 / October 11, 2021	Penyampaian Revisi Jadwal Penambahan Modal Melalui PUT II / Submission of Revised Capital Increase Schedule Through PUT II
120	2115/WK/DIR/2021	12 Oktober 2021 / October 12, 2021	Laporan Informasi atau Fakta Material Penyampaian Prospektus Ringkas Penambahan Modal Melalui Penawaran Umum Terbatas II ("PUT II") Dengan Hak Memesan Efek Terlebih Dahulu ("HMETD") / Report of Material Facts of Information: Submission of Concise Prospectus of Capital Increase Through Limited Public Offering II ("PUT II") With Pre-emptive Rights ("HMETD")
121	2125/WK/DIR/2021	13 Oktober 2021 / October 13, 2021	Penyampaian Revisi Jadwal Penambahan Modal Melalui PUT II / Submission of Revised Capital Increase Schedule Through PUT II
122	2118/WK/DIR/2021	13 Oktober 2021 / October 13, 2021	Laporan Hasil PUBEX Tahun 2021 / Report of 2021 PUBEX Results
123	702/WK/CORSEC/2021	18 Oktober 2021 / October 18, 2021	Risalah RUPSLB WSKT Tahun 2021 / Minutes of the 2021 WSKT EGMS
124	2171/WK/DIR/2021	21 Oktober 2021 / October 21, 2021	Tanggapan Atas Permintaan Penjelasan PUT II Dengan HMETD / Response to Request for Explanation of PUT II with Pre-emptive Rights
125	2172/WK/DIR/2021	21 Oktober 2021 / October 21, 2021	Tanggapan Atas Permintaan Penjelasan Perkara Pengadilan Negeri Medan / Response to Request for Explanation of Medan District Court Cases
126	2194/WK/DIR/2021	22 Oktober 2021 / October 22, 2021	Pernyataan Sifat Rahasia Atas Seluruh Isi Tanggapan / Statement of Confidentiality for All Contents of Response
127	2172/WK/DIR/2021	22 Oktober 2021 / October 22, 2021	Penjelasan atas Permintaan Penjelasan Bursa / Explanation on Request for Stock Exchange Explanation
128	2220/WK/DIR/2021	27 Oktober 2021 / October 27, 2021	Laporan Informasi atau Fakta Material Perjanjian Kredit Sindikasi / Reports of Material Facts or Information of Syndicated Credit Agreements
129	2287/WK/DIR/2021	03 November 2021 / November 03, 2021	Laporan Informasi atau Fakta Material Perjanjian Kredit Sindikasi / Reports of Material Facts or Information of Syndicated Credit Agreements
130	WSKT/LAPBUL/OKT/2021	09 November 2021 / November 09, 2021	Laporan bulanan registrasi pemegang efek / Securities holder registration monthly report
131	754/WK/CORSEC/2021	10 November 2021 / November 10, 2021	Permintaan Informasi oleh Emiten dan Perusahaan Publik mengenai Lainnya / Requests for Information by Issuers and Public Companies regarding Other Matters
132	2443/WK/DIR/2021	22 November 2021 / November 22, 2021	Laporan Informasi atau Fakta Material Pembelian Kembali Saham PT Kresna Kusuma Dyandra Marga / Report of Material Facts or Information to Buy Back Shares of PT Kresna Kusuma Dyandra Marga
133	2522/WK/DIR/2021	01 Desember 2021 / December 01, 2021	Transaksi Afiliasi / Affiliated Transactions
134	WSKT/LAPBUL/NOV/2021	07 Desember 2021 / December 07, 2021	Laporan bulanan registrasi pemegang efek / Securities holder registration monthly report
135	2677/WK/DIR/2021	17 Desember 2021 / December 17, 2021	Keterbukaan Informasi terkait Aksi Korporasi / Information Disclosure related to Corporate Action
136	2680/WK/DIR/2021	17 Desember 2021 / December 17, 2021	Penyampaian Prospektus / Submission of Prospectus

No.	Nomor Surat / Letter Number	Tanggal / Date	Perihal / Subject
137	2708/WK/DIR/2021	23 Desember 2021 / December 23, 2021	Transaksi Afiliasi / Affiliated Transactions
138	2792/WK/DIR/2021	30 Desember 2021 / December 30, 2021	Transaksi Afiliasi / Affiliated Transactions
139	2812/WK/DIR/2021	31 Desember 2021 / December 31, 2021	Transaksi Afiliasi / Affiliated Transactions

INTERNAL AUDIT

Perkembangan bisnis Perseroan yang dinamis menuntut adanya mekanisme dan pelaksanaan fungsi audit yang semakin kuat dalam meninjau kualitas manajemen dari hasil operasi maupun pencapaian kinerja keuangan secara menyeluruh. Untuk memenuhi kebutuhan tersebut, *Internal Audit* dibentuk sebagai sarana yang terpercaya dalam membantu pelaksanaan audit dengan memberikan analisis, penilaian, serta rekomendasi terhadap penerapan GCG dan aktivitas bisnis yang telah dilakukan. Kehadiran Internal Audit diharapkan dapat mengurangi potensi terjadinya penyimpangan serta meningkatkan efektivitas pengelolaan risiko melalui pengendalian prosedur dan penguatan tingkat kepatuhan terhadap peraturan dan regulasi yang berlaku.

Dasar Hukum Pengangkatan SVP-Internal Audit

Sampai dengan 31 Desember 2021, posisi SVP - *Internal Audit* dijabat oleh Dwi Agus Rahsetiyo berdasarkan Surat Keputusan No. 93/SK/WK/PEN/2020 tanggal 28 September 2020 tentang Pemberhentian & Pengangkatan Pejabat Struktural di Lingkungan PT Waskita Karya (Persero) Tbk.

Struktur dan Kedudukan Internal Audit

Adapun posisi *Internal Audit* dalam struktur Perseroan berada langsung di bawah *President Director* dan berada setingkat *Corporate Office*. *President Director* memiliki kewenangan dalam mengangkat dan memberhentikan SVP - *Internal Audit*. Secara khusus, struktur dan kedudukan Internal Audit sebagai berikut:

INTERNAL AUDIT

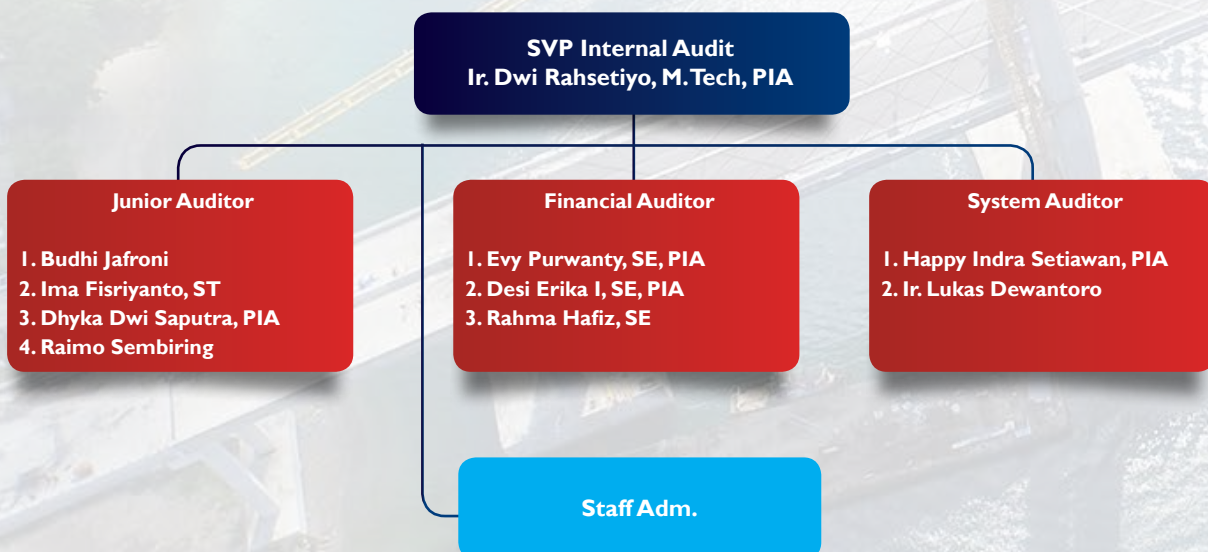
The dynamic development of the Company's business demands a mechanism and implementation of a strong audit function in reviewing the quality of management in terms of operational outcome and overall financial performance achievements. To meet these needs, the Internal Audit was established as a reliable instrument in assisting the audit by providing analysis, assessment, and recommendations on the implementation of GCG and business activities undertaken. The Internal Audit is expected to prevent possible violations and to increase the effectiveness of risk management through controlling procedures and strengthening the level of compliance with applicable laws and regulations.

Legal Basis of Appointment of the SVP-Internal Audit

As of December 31, 2021, the title of SVP - *Internal Audit* is held by Dwi Agus Rahsetiyo based on the Decree No. 93/SK/WK/PEN/2020 dated September 28, 2020 concerning Dismissal & Appointment of Structural Officials within PT Waskita Karya (Persero) Tbk.

Structure and Position of the Internal Audit

The Internal Audit's position within the Company's structure is directly under the *President Director* and in the same level with the *Corporate Office*. The *President Director* is authorized to appoint and dismiss the SVP-*Internal Audit*. In particular, the structure and position of Internal Audit are as follows:



Secara hierarki, SVP - Internal Audit secara berkala melakukan koordinasi terhadap *Operational Auditor*, *Financial Auditor*, dan *System Auditor*.

Pihak yang Mengangkat dan Memberhentikan Internal Audit

Internal Audit dipimpin oleh seorang SVP - Internal Audit yang diangkat dan diberhentikan oleh *President Director* atas persetujuan *Board of Commissioners*. Sementara auditor Internal Audit diangkat dan diberhentikan oleh *Director of Human Capital Management*.

Profil SVP – Internal Audit

Dwi Agus Rahsetiyo

SVP – Internal Audit

Warga Negara Indonesia, usia 54 tahun, berdomisili di Depok. Diangkat sebagai SVP – Internal Audit berdasarkan Surat Keputusan No. 93/SK/WK/PEN/2020 tanggal 28 September 2020. Meraih Insinyur Teknik Sipil dari Universitas Diponegoro pada tahun 1993. Kemudian meraih gelar Master Of Technology pada tahun 2004 di Indian Institute of Technology Roorkee. Pada tahun 2021, beliau telah dikukuhkan sebagai Profesional Internal Auditor (PIA).

Sebelumnya, beliau pernah menjabat di Perseroan sebagai SVP - *System & Technology Division* (November 2019 – Oktober 2020), *Engineering Manager Infrastructure III Division* (Januari – Oktober 2019).

Beliau tidak memenuhi kriteria independensi dan tidak memiliki hubungan afiliasi dengan Perseroan, anggota *Board of Commissioners*, anggota *Board of Directors*, maupun Pemegang Saham Utama dan Pengendali.

Komposisi dan Sertifikasi Internal Audit

Pada 31 Desember 2021, Internal Audit Perseroan berjumlah 12 orang, yang terdiri dari 1 (satu) orang SVP - internal Audit, 9 (sembilan) auditor dan 2 (dua) orang staf administrasi.

Ada pun Auditor yang memiliki sertifikasi dari asosiasi sebanyak 5 (lima) orang. Jumlah tersebut telah memenuhi ketentuan yang diatur dalam Peraturan OJK No. 56/POJK.04/2015 Pasal 6 butir E.

Hierarchically, the SVP-Internal Audit regularly coordinates the *Operational Auditor*, *Financial Auditor*, and *System Auditor*.

Internal Audit Appointment and Dismissal

The Internal Audit is led by an SVP Internal Audit who is appointed and dismissed by the *President Director* under the approval of the *Board of Commissioners*. Meanwhile, the Internal Auditor is appointed and dismissed by the *Director of Human Capital Management*.

SVP – Internal Audit Profile

Dwi Agus Rahsetiyo

SVP – Internal Audit

Indonesian citizen, 54 years old, currently resides in Depok. Appointed as SVP – Internal Audit pursuant to the Decree No. 93/SK/WK/PEN/2020 dated September 28, 2020. Earned his Engineering Degree in Civil Engineering from Diponegoro University and Master of Technology Degree at the Indian Institute of Technology Roorkee (2004). In 2021, he earned his title as a Professional Internal Auditor (PIA).

Previously, he had served in the Company as Act. SVP – *Technology, Research, Engineering, & Knowledge Management Division* (November 2019 – October 2020). *Engineering Manager Infrastructure III Division* (January – October 2019).

He does not meet the criteria of independency and has no affiliations with the Company, *Board of Commissioners* members, *Board of Directors* member, as well as *Majority and Controlling Shareholders*.

Internal Audit Composition and Certifications

As of December 31, 2021, the Internal Audit consists of 12 members, which include 1 (one) SVP Internal Audit, 9 (nine) auditors and 2 (two) administrative staffs.

There are also 5 (five) auditors who are certified by the association. This number has met the provisions stipulated in OJK Regulation No. 56/POJK.04/2015 Article 6 point E.

Kemampuan auditor tersertifikasi diuraikan pada tabel sebagai berikut:

The expertise of the certified auditors is described in the following table:

Nama / Name	Jabatan / Position	Dasar Hukum Pengangkatan / Legal Basis of Appointment	Sertifikasi / Certification	Institusi Pemberi / Certified by
Lukas Dewantoro	System Auditor	Surat Keputusan Board of Directors PT Waskita Karya (Persero) Tbk No. 28.1/SK/WK/PEN/2019 tanggal 27 Maret 2019 / Board of Directors of PT Waskita Karya (Persero) Tbk Decree No. 28.1/SK/WK/PEN/2019 dated June 27, 2019	Lead Auditor Internasional Register of Certified Auditor	Internasional Register of Certified Auditor
Desi Erika Idawaty	Financial Auditor	Surat Keputusan Board of Directors PT Waskita Karya (Persero) Tbk No. 28.1/SK/WK/PEN/2019 tanggal 27 Maret 2019 / Board of Directors of PT Waskita Karya (Persero) Tbk Decree No. 28.1/SK/WK/PEN/2019 dated March 27, 2019	PIA No. Register 1582 tahun 2021 / PIA No. Register 1582 of 2021	Asosiasi Auditor Internal / Internal Auditor Association
Evy Purwanty	Financial Auditor	Surat Keputusan Board of Directors PT Waskita Karya (Persero) Tbk No. 40.1/SK/WK/PEN/2016 tanggal 30 Juni 2016 / Board of Directors of PT Waskita Karya (Persero) Tbk Decree No. 40.1/SK/WK/PEN/2016 dated June 30, 2016	PIA No. Register 1323 tahun 2019 / PIA No. Register 1323 of 2019 Lead Auditor ISO 37001:2016 Certificate No.ABLA1085397-2021-08	Asosiasi Auditor Internal / Internal Auditor Association Profesional Evaluation and Certification Board
Happy Indra Setiawan	System Auditor	Surat Keputusan Board of Directors PT Waskita Karya (Persero) Tbk No. 29/SK/WK/PEN/2018 tanggal 5 April 2018 / Board of Directors of PT Waskita Karya (Persero) Tbk Decree No. 29/SK/WK/PEN/2018 dated April 5, 2018	PIA No. Register 1325 tahun 2019 / PIA Register No. 1325 of 2019	Asosiasi Auditor Internal / Internal Auditor Association
Dhyka Dwi Saputra	Operational Auditor	Surat Keputusan Board of Directors PT Waskita Karya (Persero) Tbk No. 15/SK/WK/PEN/2017 tanggal 6 Maret 2017 / Board of Directors of PT Waskita Karya (Persero) Tbk Decree No. 15/SK/WK/PEN/2017 dated March 6, 2017	PIA No. Register 1319 tahun 2019 / PIA Register No. 1319 of 2019	Asosiasi Auditor Internal / Internal Auditor Association

Piagam Internal Audit (Internal Audit Charter)

Internal Audit dalam menjalankan tugasnya dibekali dengan piagam kerja (*charter*) sebagai pedoman yang mengatur pelaksanaan tugas dan fungsi *Internal Audit* yang ditetapkan melalui Keputusan *Board of Directors* PT Waskita Karya (Persero) Tbk No. 29.1/SK/WK/2021 tentang Piagam *Internal Audit*. Piagam *Internal Audit* memuat:

1. Pendahuluan;
2. Visi, Misi, Tujuan dan Definisi;
3. Struktur dan kedudukan;
4. Tanggung jawab, Ruang Lingkup dan Wewenang;
5. Kode etik, Standar Atribut dan Standar Kinerja.

Pedoman kerja telah disetujui oleh *Board of Commissioners* dan *Board of Directors* Perseroan serta menjadi landasan yang kuat bagi integritas fungsi pengawasan *Internal Audit* dalam menghindari berbagai benturan kepentingan.

Tanggung Jawab Internal Audit

Berdasarkan *Internal Audit Charter*, tugas dan tanggung jawab *Internal Audit* sebagai berikut:

1. Menguji dan mengevaluasi pelaksanaan pengendalian intern dan sistem manajemen risiko sesuai dengan kebijakan perusahaan;

Internal Audit Charter

The *Internal Audit* is provided with charter as guidelines that regulate the implementation of duties and functions of *Internal Audit*, stipulated by virtue of Board of Directors Decree No. 29.1/SK/WK/2021 regarding *Internal Audit Charter*. The *Internal Audit Charter* contains:

1. Introduction;
2. Vision, Mission, and Objectives;
3. Structure and Position;
4. Responsibilities, Scope and Authority;
5. Code of Conduct, Attribute Standards and Performance Standards.

The charter has been approved by the *Board of Commissioners* and *Board of Directors* and serves as a firm foundation for the integrity of the *Internal Audit's* function in avoiding conflicts of interest.

Responsibilities of the Internal Audit

Based on the *Internal Audit Charter*, the duties and responsibilities of the *Internal Audit* include:

1. Examining and evaluating the implementation of internal control and risk management systems in accordance with the Company's policy;

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|---|--|
| <ol style="list-style-type: none"> 2. Melakukan audit dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, SDM, pemasaran, teknologi informasi, <i>Quality, Health, Safety, Environment</i> dan kegiatan lainnya; 3. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua level manajemen; 4. Membantu <i>Board of Directors</i> untuk memberikan perhatian atas terjadinya perubahan lingkungan industri, risiko bisnis yang mungkin timbul, peluang upaya peningkatan efisiensi dan efektivitas dan hal-hal lain yang memengaruhi kinerja perusahaan; 5. Melakukan <i>joint audit</i> atas kegiatan usaha Kerja Sama Operasi (KSO) <i>Integrated</i> atas permintaan <i>Board of Directors</i> KSO dan atau penugasan <i>President Director</i>. 6. Melakukan Audit khusus apabila diperlukan atas permintaan dan perintah <i>President Director</i>; 7. Menyusun program untuk mengevaluasi mutu audit internal; 8. Melakukan kegiatan konsultasi. | <ol style="list-style-type: none"> 2. Auditing and assessing the efficiency and effectiveness in finance, accounting, operations, Human Capital, marketing, information technology, Quality, Health, Safety, Environment, and other activities; 3. Providing suggestions for improvements and objective information on the activities examined at all levels of management; 4. Assisting the Board of Directors in monitoring changes in the industrial environment, business risks that may arise, opportunities to increase efficiency and effectiveness and other things that affect the Company's performance 5. Carrying out joint audit of Integrated Joint Operations (JO) business activities at the request of JO Board of Directors or the President Director's assignment; 6. Carrying out special Audit if required upon the request of the President Director; 7. Preparing a program to evaluate the quality of the internal audit; 8. Holding consultations. |
|---|--|

Sebagai mitra, Internal Audit mempunyai kedudukan yang sama dengan unit kerja lain dalam mencapai tujuan Perseroan. *Internal Audit* juga memberi masukan dalam proses penyusunan kebijakan, sistem dan prosedur, dengan melakukan *review*, kajian dan memberikan saran perbaikan setelah melalui diskusi dengan unit kerja terkait secara langsung maupun tidak langsung. Sedangkan sebagai katalis, *Internal Audit* berperan sebagai media penghubung antara *risk owner* dengan unit pembina terutama *Board of Directors*.

As a partner, the Internal Audit's position is equal to other working units in reaching the Company's objectives. The Internal Audit provides advices in the preparation of policies, systems and procedures, by reviewing and providing recommendation through discussion with related working units, both directly and indirectly. As a catalyst, the Internal Audit acts as an intermediary between risk owner and development unit, especially Board of Directors.

Fungsi Masing-Masing Anggota Internal Audit

Guna mengoptimalkan fungsi pengawasan, masing-masing anggota Internal Audit telah membagi tugas dan fungsinya secara spesifik dan jelas.

Functions of Each Internal Audit Member

To optimized the audit function, each Internal Audit member is assigned with specific duties and functions

Jabatan / Position	Fungsi dan Tugas / Functions and Duties	
	Fungsi / Functions	Tugas / Duties
Senior Vice President of Internal Audit	Bertanggung jawab atas pengendalian perusahaan dan pengawasan pelaksanaan kepatuhan perusahaan sehingga aktivitas Perseroan dapat berjalan secara akuntabel dan profesional sesuai dengan regulasi dan kebijakan yang berlaku dan secara akurat dan optimal. / Responsible for company control and supervision of the implementation of company compliance so that the Company's activities can run accountably and professionally in accordance with applicable regulations and policies and accurately and optimally.	<ol style="list-style-type: none"> 1. Membuat Rencana Kerja Internal Audit (RKIA) berbasis pada risiko; 2. Melakukan audit internal atas pelaksanaan Sistem Manajemen Perusahaan untuk menghasilkan pengelolaan perusahaan sesuai dengan peraturan & penerapan Sistem Manajemen Perusahaan yang konsisten; 3. Mengkoordinir & memberikan pendampingan kegiatan audit eksternal dan membuat petunjuk tindak lanjut, menyampaikan laporan hasil audit eksternal kepada President Director; 4. Secara berkala membuat laporan register tindak lanjut hasil audit internal kepada President Director dengan tembusan Board of Commissioner, Board of Director dan Senior Vice President Unit terkait; 5. Melakukan kajian sistem pengendalian intern <ol style="list-style-type: none"> 1. Drawing up an Internal Audit Work Plan (RKIA) based on the risks; 2. Performing an internal audit of the implementation of the Company's Management System to realize a company management which is in accordance with the regulations & consistent implementation of the Company Management System; 3. Coordinating & providing assistance to external audit activities and to follow-up instructions, submitting reports on the results of external audits to the President Director; 4. Periodically make a follow-up register report on the internal audit result to the President Director with copies to the relevant Board of Commissioners, Board of Directors and Senior Vice President Units; 5. Reviewing the internal control system.



Jabatan / Position	Fungsi dan Tugas / Functions and Duties	
	Fungsi / Functions	Tugas / Duties
<i>Operational Auditor</i>	Bertanggung jawab atas pengembangan rencana kerja, pelaksanaan audit, pelaksanaan audit investigasi terhadap proses internal perusahaan dan penerbitan laporan audit mengenai operasional perusahaan sehingga terlaksana kepatuhan terhadap kebijakan dan SOP yang berlaku. / Responsible for developing work plans, conducting audits, conducting investigative audits on the Company's internal processes and issuing audit reports on company operations to comply with applicable policies and SOPs	<ol style="list-style-type: none"> 1. Menyiapkan Rencana Kerja Internal Audit (RKIA) berbasis pada risiko; 2. Melakukan audit internal atas kegiatan usaha (operasional: pemasaran, penganggaran, dan produksi) secara berkala dan sewaktu pada Corporate Office, Business Unit, Project dan Anak Perusahaan; 3. Menyampaikan laporan hasil audit kepada SVP-IA; 4. Melakukan monitoring pelaksanaan tindak lanjut hasil internal audit; 5. Membuat register tindak lanjut hasil audit; 6. Mendampingi Auditor Eksternal dalam kegiatan pelaksanaan audit. <ol style="list-style-type: none"> 1. Drawing-up a risk-based Internal Audit Work Plan (RKIA); 2. Performing internal audits of business activities (operational: marketing, budgeting and production) periodically, and if necessary, to the Corporate Office, Business Unit, Project and Subsidiaries 3. Submitting the audit report to SVP-Internal Audit 4. Monitoring the implementation of follow-up internal audit results; 5. Preparing a follow-up register of audit results; 6. Assisting the External Auditor in conducting audit activities.
<i>Financial Auditor</i>	Bertanggung jawab atas pengembangan rencana kerja, pelaksanaan audit, pelaksanaan audit investigasi terhadap proses internal perusahaan dan penerbitan laporan audit mengenai keuangan perusahaan sehingga terlaksana kepatuhan terhadap kebijakan dan SOP yang berlaku. / Responsible for developing work plans, conducting audits, conducting investigative audits of the Company's internal processes and issuing audit reports on company finances to comply with applicable policies and SOPs.	<ol style="list-style-type: none"> 1. Menyiapkan Rencana Kerja Internal Audit (RKIA) berbasis pada risiko; 2. Melakukan audit internal atas kegiatan usaha (bidang keuangan, akuntansi, perpajakan, HCM, investasi dan kesekretariatan) secara berkala dan sewaktu pada Corporate Office, Business Unit, Project dan Anak Perusahaan; 3. Menyampaikan laporan hasil audit kepada SVP-IA; 4. Melakukan monitoring pelaksanaan tindak lanjut hasil internal audit; 5. Membuat register tindak lanjut hasil audit; 6. Mendampingi Auditor Eksternal dalam kegiatan pelaksanaan audit. <ol style="list-style-type: none"> 1. Drawing up a risk-based Internal Audit Work Plan (RKIA); 2. Performing internal audits of business activities (finance, accounting, taxation, HCM, investment and secretarial) periodically and at the Corporate Office, Business Unit, Projects and Subsidiaries; 3. Submitting the audit report to SVP-IA 4. Monitoring the implementation of follow-up internal audit results; 5. Preparing a follow-up register of audit results; 6. Assisting the External Auditor in conducting audit activities.
<i>System Auditor</i>	Bertanggung jawab atas pengembangan rencana kerja, pelaksanaan audit, pelaksanaan audit investigasi terhadap proses internal perusahaan dan penerbitan laporan audit mengenai sistem perusahaan sehingga terlaksana kepatuhan terhadap kebijakan dan SOP yang berlaku. / Responsible for developing work plans, conducting audits, conducting investigative audits of the Company's internal processes and issuing audit reports on company systems to comply with applicable policies and SOPs..	<ol style="list-style-type: none"> 1. Menyiapkan Rencana Kerja Internal Audit (RKIA) berbasis pada risiko; 2. Melakukan audit internal atas kegiatan usaha (bidang sistem manajemen dan QHSE) secara berkala dan sewaktu pada Corporate Office, Business Unit, Project dan Anak Perusahaan; 3. Menyampaikan laporan hasil audit kepada SVP-IA; 4. Melakukan monitoring pelaksanaan tindak lanjut hasil internal audit; 5. Membuat register tindak lanjut hasil audit; 6. Mendampingi Auditor Eksternal dalam kegiatan pelaksanaan audit. <ol style="list-style-type: none"> 1. Drawing up a risk-based Internal Audit Work Plan (RKIA); 2. Performing internal audits of business activities (management systems and QHSE) periodically and at the Corporate Office, Business Unit, Projects, and Subsidiaries; 3. Submitting the audit report to SVP-Internal Audit 4. Monitoring the implementation of follow-up internal audit results; 5. Preparing a follow-up register of audit results; 6. Assisting the External Auditor in conducting audit activities.
<i>Internal Audit Administration Officer</i>	-	<ol style="list-style-type: none"> 1. Melaksanakan pengaturan jadwal/agenda kegiatan SVP - Internal Audit; 2. Melaksanakan administrasi dan arsip hasil audit; 3. Mengelola dan mendistribusi semua dokumen di Internal Audit; 4. Melakukan pengarsipan surat masuk dan keluar Internal Audit. <ol style="list-style-type: none"> 1. Carrying out the schedule/agenda of SVP Internal Audit activities; 2. Administrating and archiving the audit results; 3. Managing and distributing all documents in Internal Audit; 4. Filing the incoming and outgoing Internal Audit mails.

Kode Etik Internal Audit

Panduan pelaksanaan tugas Internal Audit senantiasa mengacu pada ketentuan perilaku atau etika pelaksanaan pemeriksaan yang baik sejalan dengan Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Prinsip-prinsip tersebut memuat prinsip terkait Integritas, Objektivitas, dan Kerahasiaan.

Internal Audit Code of Conduct

The Internal Audit code of conduct refers to the regulations on good auditing behaviors or ethics in accordance with the Articles of Association and prevailing regulations. Such matters are considered related to one's to Integrity, Objectivity, and Confidentiality.

Integritas

1. Internal Auditor harus menunjukkan kejujuran, objektivitas, dan kesungguhan dalam melaksanakan tugas dan memenuhi tanggung jawab profesinya;
2. Internal Auditor harus menunjukkan loyalitas terhadap organisasinya atau terhadap pihak yang dilayani. Namun demikian, Internal Auditor tidak boleh secara sadar terlibat dalam kegiatan-kegiatan yang menyimpang atau melanggar hukum;
3. Internal Auditor tidak boleh secara sadar terlibat dalam tindakan atau kegiatan yang dapat mendiskreditkan profesi internal audit atau organisasinya.

Objektivitas

1. Internal Auditor harus menahan diri dari kegiatan-kegiatan yang dapat menimbulkan konflik dengan kepentingan organisasinya atau yang dapat menimbulkan prasangka, yang meragukan kemampuannya untuk melaksanakan tugas dan memenuhi tanggung jawab profesinya secara objektif;
2. Internal Auditor tidak boleh menerima imbalan dalam bentuk apa pun dari pegawai, klien, pelanggan, pemasok ataupun mitra bisnis organisasinya, yang dapat memengaruhi pertimbangan profesionalnya;
3. Internal Auditor harus melakukan jasa-jasa yang dapat diselesaikan dengan menggunakan kompetensi profesional yang dimilikinya;
4. Internal Auditor harus mengungkapkan semua fakta-fakta penting yang diketahuinya, yang jika tidak diungkap dapat mendistorsi kinerja kegiatan yang di-review atau menutupi adanya praktik-praktik yang melanggar hukum.

Kerahasiaan

Internal Auditor harus bersikap hati-hati dan bijaksana dalam menggunakan informasi yang diperoleh dalam pelaksanaan tugasnya dan tidak boleh menggunakan informasi rahasia untuk mendapatkan keuntungan pribadi secara melanggar hukum atau yang dapat menimbulkan kerugian bagi organisasinya.

Kompetensi

1. Internal Auditor harus mengusahakan berbagai upaya agar senantiasa memenuhi Standar Profesi Internal Audit;
2. Internal Auditor harus senantiasa meningkatkan keahlian serta efektivitas dan kualitas pelaksanaan tugasnya serta wajib mengikuti pendidikan profesional yang berkelanjutan.

Integrity

1. Internal Auditors shall demonstrate honesty, objectivity, and sincerity in carrying out their duties and fulfilling their professional responsibilities;
2. Internal Auditors shall demonstrate loyalty to their organization or the party they serve. However, Internal Auditors may not be consciously involved in activities that deviate or violate the laws;
3. Internal auditors may not be consciously involved in actions or activities that may discredit the internal audit profession or its organization.

Objectivity

1. Internal Auditors shall refrain from activities that may conflict with the interests of their organization or that may cause prejudice in their ability to carry out their duties and fulfill the responsibilities of profession objectively;
2. Internal auditors are prohibited from receiving any form of compensation in from employees, clients, customers, suppliers or business partners of their organizations, which may affect their professional judgment;
3. Internal Auditors shall perform services that can be completed using their professional competence;
4. Internal Auditors shall disclose all important facts known to them, which if not disclosed may distort the performance of the activity being reviewed or cover up any practices that violate the laws.

Confidentiality

Internal Auditors shall be careful and prudent in using information obtained during the implementation of their duties and may not use confidential information for personal gain in an unlawful manner or that could cause harm to the organization.

Competence

1. Internal Auditors shall make every effort so that they always meet the Internal Audit Professional Standards;
2. Internal Auditors shall always improve their skills and effectiveness as well as quality in carrying out their duties and shall attend professional education in a continuous manner.

Ruang Lingkup Audit

Internal Audit memetakan ruang lingkup dan jenis audit yang dilakukan menjadi 3 (tiga) aspek, yaitu Aspek Operasional, Aspek Sistem/QHSE, dan Aspek Keuangan. Ruang lingkup audit ketiga aspek tersebut dirinci sebagai berikut.

1. Aspek Operasional, yang meliputi:
 - a. Manajemen Risiko;
 - b. Realisasi Progres;
 - c. Master Anggaran Pelaksanaan Proyek (MAPP) & Realisasi Beban Kontrak terhadap Pendapatan Usaha (BK/PU);
 - d. Estimasi Beban Kontrak terhadap Pendapatan Usaha (BK/PU) sampai Akhir Proyek;
 - e. WIP BK;
 - f. Stock/Persediaan;
 - g. Pengendalian Subkontraktor, *Supplier*, dan Mandor;
 - h. Laporan Evaluasi Proyek.
2. Aspek Sistem/QHSE
 - a. Instruksi Kerja;
 - b. Penanganan Alat Berat;
 - c. Pengendalian Gambar;
 - d. Penanganan Alat Ukur;
 - e. Cacat Pekerjaan;
 - f. Proses Penunjukan Rekanan;
 - g. Hasil Tes Bahan;
 - h. Izin Kerja K3;
 - i. Inspeksi Pekerjaan;
 - j. Perlindungan Pekerja;
 - k. Inspeksi Harian K3.
3. Aspek Keuangan, yang meliputi:
 - a. Pembayaran kepada Mitra Kerja;
 - b. Pengelolaan *Cash Flow*;
 - c. Pelaksanaan Proses Akuntansi;
 - d. Kepatuhan Terhadap Prosedur Waskita Bidang Keuangan, Akuntansi, Perpajakan dan Investasi;
 - e. Tertib Dokumentasi atas Transaksi Keuangan;
 - f. Pengamanan Aset Perusahaan;
 - g. Tertib Administrasi HCM.

Pengembangan Kompetensi Internal Audit

Guna mengakomodasi kebutuhan Internal Audit yang dinamis, Perseroan memberikan program pengembangan kompetensi Internal Audit secara sistematis dan berjenjang melalui program pengembangan kompetensi yang diselenggarakan secara internal maupun eksternal.

Scope of Audit

The Internal Audit maps its scope and type of audit conducted into 3 (three) aspects, namely Operational Aspect, System/QHSE Aspect, and Financial Aspect.

1. Operational Aspect, which include:
 - a. Risk management;
 - b. Progress Realization;
 - c. Project Implementation Budget Master (MAPP) & Realization of Contract Expense on Revenues (BK/PU);
 - d. Estimated BK/PU Until Completion of Project;
 - e. WIP BK;
 - f. Stock/Inventory;
 - g. Control of Subcontractors, Suppliers, and Foremen;
 - h. Project Evaluation Report.
2. System/QHSE Aspect, such as:
 - a. Work instructions
 - b. Handling of Heavy Equipment
 - c. Image Control
 - d. Handling of Measuring Instruments
 - e. Work Injuries
 - f. Partner Appointment Process
 - g. Material Test Results
 - h. OHS Work Permits
 - i. Work Inspections
 - j. Worker Protection
 - k. Daily OHS Inspection
3. Financial Aspect, including:
 - a. Payment to Partners
 - b. Cash Flow Management
 - c. Implementation of Accounting Processes
 - d. Compliance with Waskita's Procedures in Finance, Accounting, Taxation, and Investment
 - e. Proper Documentation of Financial Transactions.
 - f. Security of the Company's Assets
 - g. HCM Administration

Internal Audit Competence Development

To accommodate the dynamic needs of the Internal Audit, the Company provides a systematic and tiered Internal Audit competence development program through internal and external competence development programs.



Pengembangan kompetensi pada lembaga eksternal diselenggarakan melalui pelatihan formal dalam bentuk kursus atau seminar/ lokakarya yang berkaitan dengan masalah dan perkembangan audit. Sementara pengembangan kompetensi yang dilaksanakan secara internal dikelola oleh Perseroan sendiri.

Informasi mengenai pelatihan dan pendidikan yang diikuti Internal Audit telah disajikan dalam Laporan Tahunan, bab Profil Perusahaan, sub bab Pelatihan dan/atau Pendidikan Board of Commissioners, Board of Directors, Committees, Corporate Secretary dan Internal Audit.

Pelaksanaan Audit Tahun 2021

Sepanjang tahun 2021, Internal Audit telah melakukan kegiatan audit secara komprehensif terhadap 48 objek audit dari rencana 42 objek audit, dengan rincian sebagai berikut:

Uraian / Description	Rencana / Plans	Realisasi / Realization	Pencapaian / Achievement
Project	31	31	100%
Business Unit	4	4	100%
Corporate Office	2	2	100%
Anak Perusahaan (berdasarkan permintaan <i>President Director</i>) / Subsidiary (upon the President's request)	-	-	%-
Audit Khusus (<i>Whistleblowing System</i>) / Special Audit (<i>Whistleblowing System</i>)	5	3	60%
Audit internal surveillance ISO 37001:2016 / Internal Audit Surveillance ISO 37001:2016	-	7	Melebihi rencana / Exceeding Plan
Audit internal sertifikasi ISO 27001:2013 / Internal Audit Certification ISO 27001:2013	-	1	Melebihi rencana / Exceeding Plan

Laporan Temuan dan Tindak Lanjut

Berdasarkan hasil kegiatan audit terhadap 37 objek audit berdasarkan Rencana Kerja Internal Audit (RKIA) selama tahun 2021, terdapat 690 temuan dengan 1.439 rekomendasi sebagai berikut:

Aspek Audit / Audit Aspects	Jumlah Rekomendasi / Total Recommendations	Tindak Lanjut / Follow-Up		
		Sudah Ditindaklanjuti / Has Been Followed-Up	Belum Ditindaklanjuti / Not Yet Followed-Up	Dalam Proses / in Progress
Operasional / Operations	352	239	48	65
Sistem / System	781	572	96	113
Kuangan / Finance	306	215	62	29
Jumlah / Total	1.439	1.026	206	207

*data hingga 21 Januari 2022 / data gathered as of January 21, 2022

Penanganan Penyimpangan Internal

Potensi terjadinya penyimpangan atau kecurangan dalam setiap kegiatan operasional Perseroan baik dalam skala apa pun selalu memiliki kemungkinan yang cukup besar. Penyimpangan internal dapat berasal dari individu-individu Perseroan di berbagai level yang bertujuan untuk memperoleh keuntungan secara pribadi. Dengan demikian, penerapan sistem pengawasan dan bekerjanya organ-organ pengawasan khususnya Internal Audit menjadi sangat mutlak manfaatnya bagi Perseroan.

Competence development in external institutions is carried out through formal training in the form of courses or seminars/ workshops related to audit issues and developments, while competence development carried out internally is managed by the Company itself.

Information on training and education attended by the Internal Audit has been presented in this Annual Report on the Company Profile chapter, the Training and/or Education of the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit sub-chapter.

Audit in 2021

Throughout 2021, the Internal Audit has conducted comprehensive audit activities on 48 audit objects out of the planned 42 Audit objects, with the details presented in the table below:

Findings and Follow-ups

The results of audit on 37 audit objects based on the Internal Audit Work Plan (RKIA) for 2021 state that there are 690 findings with 1,439 recommendations as follows:

Internal Fraud Management

The potential for irregularities or fraud in each of the Company's operational activities in any scale seems to never cease to exist. Internal misconducts may originate from individuals in the Company at various levels who are trying to gain personal benefits. Thus, the implementation of supervisory systems and the operation of supervisory instruments, particularly the Internal Audit, are of absolute importance to the Company.

Internal Audit dalam memonitor setiap proses kerja Perseroan senantiasa mengedepankan aspek-aspek keterbukaan dan akuntabilitas sehingga dalam penerapannya di lapangan tidak menimbulkan konflik kepentingan. Internal Audit melalui mandatnya, melakukan pemantauan secara menyeluruh serta menjalankannya dengan mengedepankan nilai-nilai integritas yang ada. Internal Audit secara berkala dan melalui pelatihan-pelatihan yang dijalankan juga melakukan pemantapan terhadap sistem yang digunakan.

Sistem Pengendalian Intern yang dibentuk dilaksanakan oleh Perseroan dengan penuh komitmen agar nantinya mampu mencegah terjadinya penyimpangan atau kecurangan yang dilakukan oleh pejabat atau pengurus, pegawai tetap dan tidak tetap (*honorer* dan *outsourcing*) terkait dengan proses kerja dan kegiatan operasional yang memengaruhi kondisi keuangan Perseroan secara signifikan. Upaya realisasi atas komitmen tersebut diwujudkan dalam upaya penyelesaian permasalahan penyimpangan internal sesuai dengan kerangka aturan yang berlaku dan akan diproses secara adil dan tunduk pada prinsip-prinsip GCG serta peraturan perundang-undangan yang berlaku.

Evaluasi Mutu Audit dan Monitoring Secara Berkelanjutan Pelaksanaan Kegiatan Tahun 2021

Kegiatan audit yang dijalankan Internal Audit diiringi dengan evaluasi mutu audit yang ditetapkan dalam Peraturan OJK No. 56/POJK.04/2015 Pasal 7 Butir H. Evaluasi Mutu Audit diukur oleh 8 (delapan) indikator, meliputi:

1. Membandingkan rencana & realisasi objek audit;
2. Membandingkan jumlah temuan tahun berjalan dengan tahun sebelumnya;
3. Nilai persentase rekomendasi yang sudah closed;
4. Survei Kepuasan Auditee;
5. Membandingkan realisasi dan rencana BUA Internal Audit;
6. Menghitung nilai *cost saving* dan *potential cost saving* dari temuan audit;
7. Melaksanakan *Quality Assurance Review* dengan metode *Self Assessment*;
8. Pelatihan personil Internal Audit.

Internal Audit melaksanakan monitoring secara berkelanjutan dan menindaklanjuti temuan auditor untuk menilai rekomendasi dari temuan auditor secara objektif serta memeriksa kebenaran data tertulis di lapangan yang disampaikan oleh Unit Kerja/Kantor Cabang yang bersangkutan. Kegiatan monitoring dan tindak lanjut atas temuan audit yang dilakukan Internal Audit pada tahun 2021 mencapai 88,44% dari 37 objek audit. Seluruh temuan ditindaklanjuti dan dilaporkan kepada manajemen sebagai pertimbangan dalam pengambilan keputusan.

Internal Audit prioritizes the aspects of transparency and accountability in monitoring every work process of the Company so that its application in the field does not cause conflicts of interest. Based on the given mandate, Internal Audit conducts overall monitoring and runs it by prioritizing the existing integrity values. Internal Audit periodically strengthens the systems used and through trainings.

The established Internal Control System is carried out by the Company with full commitment, in order to be able to prevent the occurrence of irregularities or fraud committed by officials or management, permanent and non-permanent employees (temporary and outsourcing) related to work processes and operational activities that significantly affect the Company's financial condition. The effort to realize the commitment is manifested in the efforts to resolve internal irregularities in accordance with applicable regulatory framework and will be processed fairly and in compliance to GCG principles and applicable laws and regulations.

Audit Quality Evaluation and Continuous Monitoring on Activities in 2021

Audit activities by the Internal Audit are accompanied by audit quality evaluation as stipulated in Article 7 Point H of Regulation of OJK No. 56/POJK.04/2015. Audit Quality Evaluation is measured by 8 (eight) indicators, including:

1. Comparison on the plans & realizations of audit objects;
2. Comparison on total findings of the year with the previous year;
3. Closed recommendation percentage;
4. Auditee Satisfaction Survey;
5. Comparison on the Internal Audit BUA plans and realizations;
6. Calculation on the cost saving and potential cost saving of audit findings;
7. Quality Assurance Review through self-assessment;
8. Internal Audit personnel training.

Internal Audit continuously monitors and conducts follow-up on Auditor's findings to objectively assess the implementation of recommendations of the auditor's finding and to examine the accuracy of written data submitted by related Work Unit/Branch Office. Monitoring activity and followed up on audit findings carried out by Internal Audit in 2021 reached 88.44% of 37 audit objects. All findings were followed-up and reported to the management as a consideration for decision-making.



Selain itu, berdasarkan hasil survei kepuasan audit yang dilakukan diperoleh nilai rata-rata 4,51 dari skala 5. Hal ini menunjukkan bahwa auditor telah melaksanakan audit secara memadai antara lain dari sisi kemampuan auditor untuk membangun kepercayaan, kemampuan untuk memberikan jasa dan bukti pelayanan yang diberikan oleh Auditor.

Rencana Kerja Audit Tahun 2022

Dalam memastikan kegiatan audit yang berkelanjutan, Internal Audit telah menyiapkan dan menyusun program dan rencana kerja audit tahun 2022 pada bidang keuangan, operasional, maupun sistem dengan berpedoman pada *Risk Based Audit* dan mempertimbangkan acuan, ruang lingkup, tujuan, metode dan objek, serta skala prioritas audit.

Rencana kerja Internal Audit tahun 2022 ditampilkan pada tabel berikut:

Uraian / Description	Rencana / Plans
Project	37
Audit Khusus	5

AUDITOR EKSTERNAL

Penguatan terhadap independensi dan akuntabilitas pemeriksaan audit, terutama audit laporan keuangan, dilakukan dengan melibatkan Auditor Eksternal. Auditor eksternal merupakan pihak independen profesional dalam melakukan kegiatan audit, baik itu melakukan tugas audit keuangan, audit kinerja, audit terkait mutu (Sistem Manajemen Mutu), audit terkait lingkungan (Sistem Manajemen Lingkungan), maupun audit terkait Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3) dan Sistem Manajemen Pengamanan.

Dalam menjamin independensi aspek keuangan, pemeriksaan laporan keuangan dilakukan oleh Kantor Akuntan Publik (KAP). Mekanisme pemilihan Kantor Akuntan Publik mengikuti prosedur pengadaan barang dan jasa dan ditetapkan melalui RUPS dengan memperhatikan rekomendasi *Board of Commissioners* dan *Audit Committee*. Kantor Akuntan Publik harus memenuhi kriteria independensi dan bebas benturan kepentingan dengan Perseroan.

In addition, based on the results of audit satisfaction survey conducted, the average score was 4.51 out of 5. This shows that the auditor has carried out an audit adequately, such as the matter of the auditor's ability to build trust, ability to provide services and evidence.

Audit Plans for 2022

In ensuring sustainable audit activities, Internal Audit has prepared and compiled audit program and work plan for 2022 in the financial, operational, and system areas referring to Risk Based Audit and considers the reference, scope, objectives, methods and objects, as well as priority scale of audit.

Internal Audit plans and work program for 2021 are shown in the following table.

EXTERNAL AUDITOR

The strengthening of independency and accountability of audit, particularly audit on financial statements, is carried out by involving External Auditor. The external auditor is a professional independent party in conducting audit activities, whether it is related to financial audit, performance audit, quality audit (Quality Management System), environmental audit (Environmental Management System), and audit on Occupational Health and Safety Management System (SMK3) and Security Management System.

In ensuring the independence of financial aspects, audit on financial statements is carried out by Public Accounting Firm (KAP). The mechanism for appointing Public Accounting Firm follows the procedures for procurement of goods and services and is determined through the GMS by taking into account the recommendations from the Board of Commissioners and Audit Committee. The Public Accounting Firm shall meet the independency criteria and be free from conflicts of interest with the Company.

Mekanisme Penunjukan Kantor Akuntan Publik

Pelaksanaan audit laporan keuangan Perseroan dan Laporan Tahunan Pelaksanaan Program Kemitraan dan Bina Lingkungan dilakukan dengan menunjuk Kantor Akuntan Publik (KAP). Penunjukan KAP diputuskan dalam RUPS berdasarkan rekomendasi Board of Commissioners melalui Independent Commissioner selaku Ketua Audit Committee yang bertugas melaksanakan proses penunjukan KAP sebagaimana diatur dalam Audit Committee Charter. Perseroan menerapkan ketentuan yang diatur dalam Peraturan OJK No. 13/POJK.03/2017 Pasal 16 yang menyebutkan bahwa Perseroan wajib membatasi penggunaan jasa audit dari KAP yang sama paling lama untuk periode penugasan 3 (tiga) tahun berturut-turut.

Jasa audit yang diberikan oleh KAP meliputi laporan keuangan konsolidasian dan audit laporan keuangan Program Kemitraan dan Bina Lingkungan Perseroan tahun buku 2021.

Akuntan Publik Tahun 2021

Berdasarkan Keputusan RUPS Tahunan tanggal 27 April 2021 pada mata acara rapat ketiga, Perseroan telah menyetujui penunjukan Kantor Akuntan Publik (KAP) Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan untuk melakukan jasa audit atas Laporan Keuangan Perseroan Tahun Buku 2021. Untuk menjamin independensi dan kualitas hasil pemeriksaan, Auditor Eksternal yang ditunjuk tidak boleh memiliki benturan kepentingan dengan Perseroan.

Kantor Akuntan Publik / Public Accounting Firm	Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan
Akuntan / Accountant	Henri Arifian
Tahun Audit / Year of Audit	2021
Periode Penugasan / Assignment Period	2021-2022
Jasa / Service	Audit Umum atas Laporan Keuangan Perseroan Tahun Buku yang berakhir pada tanggal 31 Desember 2021 / General Audit on the Company's Financial Statements for the fiscal year ending on December 31, 2021.
Opini / Opinion	Wajar dalam semua hal yang material / Sufficient in all materials
Jasa Lainnya / Other Services	Evaluasi Kinerja Perusahaan, Audit Umum atas PKBL, Review Pengendali Internal. / Evaluation of Company Performance, General Audit of PKBL, Review of Internal Controls.
Biaya / Fee	Rp3.685.000.000,- Termasuk PPh / Including Income Tax

Akuntan Publik dan Biaya Periode 5 Tahun Terakhir

Guna kebutuhan transparansi, berikut disampaikan daftar Kantor Akuntan Publik, Akuntan dan biaya yang diberikan dalam mengaudit laporan keuangan Perseroan selama 5 (lima) tahun terakhir.

Mechanism to Appoint the Public Accounting Firm

The audit on the Company's financial statements and Annual Report of Partnership and Community Development Program is carried out by appointing a Public Accounting Firm (KAP). The appointment of Public Accounting Firm is decided at the GMS based on the recommendation of the Board of Commissioners through Independent Commissioner as the Audit Committee Head in charge of carrying out the process of appointing the Public Accounting Firm as stipulated in the Audit Committee Charter. The Company applies the provisions stipulated in Article 16 of OJK Regulation No. 13/POJK.03/2017 that reads states that the Company is obliged to limit the use of audit services from the same KAP for a maximum of 3 (three) consecutive years.

Audit services provided by KAP include audit on the consolidated financial statements and the financial statements of Partnership and Community Development Program for the 2021 fiscal year.

Public Accountant in 2021

Based on the resolution of Annual GMS on April 27, 2021 after the third meeting agenda, the Company has approved the appointment of Public Accounting Firm (KAP) Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan to audit the Company's Financial Statements for the 2021 Fiscal Year. To ensure the independency and quality of audit results, the appointed External Auditor may not have a conflict of interest with the Company.

Public Accountants and Their Fees in the Last 5 Years

For the purpose of transparency, the list of Public Accounting Firms, Accountants and fees given in auditing the Company's financial statements for the last 5 (five) years is presented in the following:

Daftar Akuntan Publik 5 (Lima) Tahun Terakhir 2017-2021 **List of Public Accountants in the Last 5 (Five) Years, 2017-2021**

Tahun Buku / Fiscal Year	Kantor Akuntan Publik / Public Accounting Firm	Akuntan / Accountant	Jasa Lainnya / Services	Opini / Opinion	Biaya / Fee
2021	KAP Kosasih, Nurdjaman, Mulyadi, Tjahjo & Rekan	Henri Arifian	Melakukan Audit Laporan Keuangan PT Waskita Karya (Persero) Tbk dan Anak Perusahaan Tahun Buku 2021 / Audit on the Financial Statements of PT Waskita Karya (Persero) Tbk and its Subsidiaries for the 2021 Fiscal Year	Wajar dalam semua hal yang material / Sufficient in all materials	Rp3.685.000.000
2020	KAP Amir Abadi Jusuf, Aryanto, Mawar, dan Rekan, member of the RSM Network	Rusli	Melakukan Audit Laporan Keuangan PT Waskita Karya (Persero) Tbk dan Anak Perusahaan Tahun Buku 2020 / Audit on the Financial Statements of PT Waskita Karya (Persero) Tbk and its Subsidiaries for the 2020 Fiscal Year	Wajar dalam semua hal yang material / Sufficient in all materials	Rp3.475.000.000
2019	KAP Amir Abadi Jusuf, Aryanto, Mawar & rekan (RSM Indonesia)	Rusli	Melakukan Audit Laporan Keuangan PT Waskita Karya (Persero) Tbk dan Anak Perusahaan Tahun Buku 2019 / Audit on the Financial Statements of PT Waskita Karya (Persero) Tbk and its Subsidiaries for the 2019 Fiscal Year	Wajar dalam semua hal yang material / Sufficient in all materials	Rp3.822.500.000
2018	KAP Amir Abadi Jusuf, Aryanto, Mawar & rekan (RSM Indonesia)	Rusli	Melakukan Audit Laporan Keuangan PT Waskita Karya (Persero) Tbk dan Anak Perusahaan Tahun Buku 2018 / Audit on the Financial Statements of PT Waskita Karya (Persero) Tbk and its Subsidiaries for the 2018 Fiscal Year	Wajar dalam semua hal yang material / Sufficient in all materials	Rp3.200.000.000
2017	KAP Satrio Bing Eny & rekan	Parlindungan Siahaan	Melakukan Audit Laporan Keuangan PT Waskita Karya (Persero) Tbk dan Anak Perusahaan Tahun Buku 2017 / Audit on the Financial Statements of PT Waskita Karya (Persero) Tbk and its Subsidiaries for the 2017 Fiscal Year	Wajar dalam semua hal yang material / Sufficient in all materials	Rp2.100.000.000

SISTEM PENGENDALIAN INTERNAL

Integrasi Perseroan dalam menghadirkan kecukupan pengawasan dan pengendalian internal dalam organ Perseroan didukung oleh infrastruktur yang memadai, salah satunya melalui Sistem Pengendalian Internal (SPI). SPI memuat serangkaian aturan-aturan pengendalian, teknis pencegahan serta penanganan atas segala bentuk penyimpangan atau kecurangan (*fraud*) yang terjadi di lingkungan Perseroan. Sistem Pengendalian Internal yang diterapkan di Perseroan merupakan proses penyatuan tindakan serta kegiatan secara berkesinambungan baik oleh pimpinan Perseroan maupun pegawai untuk memberikan keyakinan atas tercapainya tujuan melalui kinerja yang efektif dan efisien, keandalan laporan keuangan, pengamanan aset, serta ketaatan terhadap peraturan perundang-undangan.

INTERNAL CONTROL SYSTEM

The Company's integration in presenting adequate supervision and internal control in the Company's organs is supported by adequate infrastructure, one of which is through the Internal Control System (SPI). The SPI contains a series of control, technical prevention and handling rules for all forms of irregularities or fraud that occur within the Company. Internal control system in the Company is a process of unifying actions and activities continuously, both by leaders and employees to provide insurance on achievement of objective through effective and efficient performances, financial reporting reliability, asset security, and compliance with the laws and regulations.

Kesesuaian Sistem Pengendalian Operasional dengan COSO Internal Control Framework

Sistem pengendalian atas aktivitas Perseroan telah disesuaikan dengan standar pengendalian yang berlaku secara internasional, yaitu *The Committee of Sponsoring Organization of the Treadway Commission (COSO) Internal Control Framework*. Tujuan penerapan pengendalian internal ini diarahkan pada tujuan efektivitas dan efisiensi operasional, ketepatan dan keandalan laporan, serta kepatuhan terhadap peraturan dan ketentuan yang berlaku.

Dalam memenuhi kerangka pengendalian internal COSO, Perseroan memperhatikan dan menerapkan unsur-unsur pengendalian yang meliputi 5 (lima) unsur utama, yaitu Lingkungan Pengendalian, Penilaian Risiko, Aktivitas Pengendalian, Informasi dan Komunikasi, dan Pemantauan.

1. Lingkungan Pengendalian

Pengujian lingkungan pengendalian dilakukan untuk memberikan keyakinan bahwa lingkungan organisasi mendukung Sistem Pengendalian Internal yang memadai dan praktik manajemen yang cermat. Pengujian ini penting karena pengendalian lingkungan memengaruhi komponen-komponen Sistem Pengendalian Internal lainnya. Pokok-pokok pengujian meliputi integritas dan etika, komitmen terhadap kompetensi, gaya operasi filosofi manajemen, struktur organisasi, tanggung jawab dan wewenang, kebijakan dan praktik sumber daya manusia, serta kegiatan pengawasan di seluruh unit kerja dan kantor pusat.

2. Penilaian Risiko

Pengujian atas penilaian risiko ini bertujuan untuk membantu pimpinan unit kerja maupun tim penilai lainnya menentukan seberapa baik pengendalian internal suatu unit kerja atau perusahaan dilaksanakan, khususnya yang berkaitan dengan pengukuran dan penjaminan kemampuan pengendalian risiko yang telah didesain (*assurance*). Pengujian dan penilaian risiko juga berperan dalam membantu Perseroan menentukan hal-hal yang memerlukan perbaikan. Alat untuk melakukan pengujian ini adalah berupa faktor-faktor yang merupakan hal-hal penting yang terkandung di dalamnya. Faktor-faktor tersebut adalah untuk membantu pengguna dalam mempertimbangkan apakah suatu pengendalian internal, khususnya yang berkaitan dengan penilaian risiko telah berjalan secara efektif atau tidak. Perlu dipertimbangkan pula faktor-faktor tersebut dalam kaitannya dengan aplikasi masing-masing faktor sesuai dengan keadaan, kemungkinan-kelemahan pengendalian yang ada, dan sejauh mana faktor-faktor tersebut memengaruhi pencapaian visi, misi, tujuan, dan sasaran organisasi.

Operational Control System Compatibility with COSO Internal Control Framework

The control system for the Company's activities has been adjusted to the internationally accepted control standards, namely *The Committee of Sponsoring Organization of the Treadway Commission (COSO) Internal Control Framework*. The purpose of implementing this internal control is directed at the objectives of operational effectiveness and efficiency, accuracy and reliability of reports, as well as compliance with applicable rules and regulations.

In fulfilling the COSO internal control framework, the Company pays attention to and implements control elements which include 5 (five) main elements, namely Environment Control, Risk Assessment, Control Activities, Information and Communication, and Monitoring.

1. Area of Control

Evaluation on environmental control is conducted to provide sufficient assurance that the organization's environment supports adequate Internal Control System and precise management practice. This evaluation is important as environmental control affects other Internal Control System components. The criteria for evaluation that covers integrity and ethics, commitment to competency, operational methods and management philosophy, organizational structure, responsibility and authority, policy and Human Capital practice, and monitoring activities in all work units and head office.

2. Risk Assessment

The risk assessment aims to help the unit head and other assessors determine the adequacy of a work unit or a company, particularly those related with measurement and guarantee of risk control capability that have been designed (*assurance*). Risk assessment and evaluation also functions to assist the Company in determining issues that require improvement. The tools to conduct this evaluation are factors containing important points which shall help users in determining whether an internal control, particularly that related to risk assessment, has been properly conducted. The factors must also be considered based on the application of each factor based on the situation, the possibility of controlling drawback and its scope in supporting the achievement of organizational vision, mission, objectives, and goals.

3. Aktivitas Pengendalian

Pengujian aktivitas pengendalian bertujuan untuk memastikan adanya pengendalian yang dikelola oleh manajemen sehingga efektif yang menjaga arah tujuan organisasi. Dalam menguji aktivitas pengendalian, perlu dipertimbangkan apakah aktivitas pengendalian telah sesuai, baik dari segi kecukupan maupun efektivitasnya. Bentuk pengujian yang dilakukan berbeda-beda, tergantung pada lingkup pengendaliannya. Jika tujuan peninjauan adalah untuk menetapkan apakah seluruh pembayaran telah diotorisasi, maka pengujian akan dititikberatkan pada pengendalian yang digunakan oleh entitas sehubungan dengan otorisasi pembayaran. Dengan demikian, pengujian spesifik akan tergantung pada aktivitas pengendalian spesifik yang digunakan.

4. Informasi dan Komunikasi

Sistem Pengendalian Internal aspek Informasi dan Komunikasi bertujuan memberikan jaminan yang memadai bahwa informasi yang relevan dan dapat dipercaya telah dimiliki, dicatat, dan dikomunikasikan secara efektif kepada pimpinan entitas dan pihak lain yang memerlukan untuk melaksanakan tanggung jawab pengendalian internal dan operasionalnya.

5. Pemantauan

Pengujian komponen Sistem Pengendalian Internal dilakukan untuk mendapatkan keyakinan yang memadai dan dilaksanakan secara efektif. Hasil pengujian akan memengaruhi langkah-langkah pemeriksaan selanjutnya. Pengujian pemantauan meliputi pemantauan berkelanjutan tentang seluruh aktivitas operasional di unit kerja, pemantauan berkelanjutan tentang hasil proses audit internal maupun eksternal, yakni penyelesaian permasalahan dilakukan sampai tuntas serta adanya tanggung jawab yang jelas atas setiap hal yang perlu mendapat perhatian.

Sistem Pengendalian Operasional dan Keuangan

Sistem pengendali operasional dan keuangan Perseroan diselenggarakan secara berjenjang yang meliputi organ tata kelola yang ada di Perseroan seperti *Board of Commissioners*, *Board of Directors*, *Audit Committee*, serta *Internal Audit*.

1. *Board of Commissioners* melakukan pengawasan dan memberikan saran terkait proses pengelolaan Perseroan, pengembangan usaha, serta pengelolaan risiko dengan menerapkan prinsip kehati-hatian;
2. *Board of Directors* mengembangkan sistem pengendalian internal Perseroan agar dapat berfungsi secara efektif untuk mengamankan investasi dan aset Perseroan;

3. Control Activities

The control activity aims to ensure the effectiveness of control managed by the management to maintain the direction toward organizational goals. In evaluating controlling activities, it is necessary to consider the consistency, adequacy of number and operational effectiveness of controlling activities. The evaluation method may vary based on the type of evaluated control and the scope of control. If the evaluation's purpose is to determine whether all payments have been authorized, the evaluation will be emphasized on controlling used by an entity in relation with payment authorization. Therefore, specific tests will depend on the specific controlling activity used.

4. Information and Communication

The Internal Audit System's component, namely information and communication, aims to provide assurance that relevant and trustworthy information has been owned, recorded, and communicated effectively to the entity's executives and other parties in need in a tangible form and time period in order to conduct internal control responsibility and its operation.

5. Monitoring

The evaluation on the Internal Control System's component is conducted to gain reasonable assurance and effective implementation. Results of the evaluation will affect the next assessment steps. Evaluation on monitoring covers continuous monitoring on all operational activities in work units and continuous monitoring on internal and external audit results, in which issue-handling is performed thoroughly and with clear responsibility on all matters that require attention.

Operational and Financial Control System

The Company's operational and financial control system is conducted in stages and involves all governance instruments in the Company, such as the *Board of Commissioners*, *Board of Directors*, *Audit Committee*, and *Internal Audit*.

1. The *Board of Commissioners* monitors and provides inputs on management process of the Company, business development and risk management through the implementation of prudence principle;
2. The *Board of Directors* develops the Company's internal control system to function effectively in securing the Company's investment and assets.

3. Internal Audit membantu *President Director* dalam melaksanakan audit internal keuangan perusahaan dan operasional Perseroan serta menilai pengendalian, pengelolaan dan pelaksanaannya serta memberikan saran-saran perbaikan;
4. *Audit Committee* menilai pelaksanaan kegiatan serta hasil audit yang dilakukan Internal Audit, memberikan rekomendasi penyempurnaan sistem pengendalian manajemen, serta mengidentifikasi hal-hal yang memerlukan perhatian *Board of Commissioners*.

Evaluasi terhadap Efektivitas Sistem Pengendalian Internal

Kecukupan dan efektivitas pengendalian internal yang menjadi tanggung jawab manajemen wajib diiringi dengan evaluasi secara komprehensif demi memastikan bahwa pelaksanaannya telah berjalan efektif di setiap aktivitas Perseroan. Dalam hal ini, Internal Audit bertanggung jawab dalam melakukan evaluasi terhadap efektivitas pengendalian internal dalam mendukung fungsi pengelolaan Perseroan *Board of Commissioners*.

Berdasarkan hasil identifikasi dan evaluasi efektivitas sistem pengendalian internal tahun 2021, manajemen telah menerapkan pengendalian internal yang memadai, baik dari aspek lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, informasi dan komunikasi, dan pemantauan. Temuan maupun laporan hasil evaluasi disampaikan kepada manajemen untuk ditindaklanjuti dan dimonitor demi menjamin kualitas pengendalian internal secara berkesinambungan.

MANAJEMEN RISIKO

Pelaksanaan aktivitas bisnis Perseroan tidak terlepas dari berbagai eksposur risiko yang memiliki potensi dampak terhadap keberlangsungan usaha Perseroan. Menyadari hal tersebut, Perseroan turut mengintegrasikan tujuan dalam mewujudkan *best practices* GCG melalui kebijakan, prosedur, dan mekanisme pengelolaan risiko secara komprehensif, mulai dari proses penentuan *risk appetite*, penentuan *risk tolerance*, penentuan kriteria *rating* risiko, proses identifikasi, penilaian risiko, penyusunan strategi mitigasi, sampai dengan evaluasi, komunikasi, dan perbaikan manajemen risiko secara berkelanjutan.

Dasar Penerapan Manajemen Risiko

Sebagai Badan Usaha Milik Negara (BUMN), Perseroan senantiasa patuh pada peraturan dan perundang-undangan yang ada. Sejalan dengan Peraturan Menteri Negara BUMN RI No. PER-01/MBU/2011 tanggal 1 Agustus 2011 Pasal 25 tentang Penerapan Tata Kelola Perusahaan yang Baik, Perseroan wajib menerapkan hal-hal berikut:

1. *Board of Directors* dalam setiap pengambilan keputusan/tindakan korporasi, harus mempertimbangkan risiko usaha;

3. The Internal Audit supports the President Director to perform internal audit for the Company's finance and operations, assesses its controlling, managing and handling, and provides constructive inputs.
4. The Audit Committee assesses the implementation of activities and audit results conducted by Internal Audit, provides recommendation for improving management control system, and identifies any issue that demands the attention of the Board of Commissioners.

Evaluation on the Internal Control System's Effectivity

The adequacy and effectiveness of internal control which is the responsibility of the management must be accompanied by a comprehensive evaluation to ensure that its implementation has been carried out effectively in every activity of the Company. In this case, the Internal Audit is responsible for evaluating the effectiveness of internal control in supporting the Board of Commissioners' management functions.

Based on the results of identification and evaluation of the effectiveness of internal control system in 2019, the management has implemented adequate internal controls, both from the aspects of control area, risk assessment, control activities, information and communication, and monitoring. The findings and evaluation report are submitted to the management to be followed up and monitored in ensuring the quality of internal control on an ongoing basis.

RISK MANAGEMENT

In conducting its business activities, the Company faces potential risk exposures that could affect the Company's business sustainability. Therefore, the Company made an integration of its objectives in realizing the best practices of GCG through comprehensive risk management policies, procedures and mechanisms, starting from the process of determining risk appetite, determining risk tolerance, determining risk rating criteria, identification process, risk assessment, preparation of mitigation strategies to the evaluation, communication, and continuous improvement of risk management.

Legal Basis of Risk Management

As a State-Owned Enterprise (SOE), the Company continuously complies with the existing rules and regulations. In line with the article 25 of Regulation of Minister of SOE No. PER-01/MBU/2011 dated August 1, 2011, Article 25 on the Implementation of Good Corporate Governance, the Company is obliged to implement the following matters:

1. The Board of Directors must consider the business risks in making corporation decision/action.



2. *Board of Directors* wajib membangun dan melaksanakan program manajemen risiko Perseroan secara terpadu sebagai bagian dari pelaksanaan program GCG;
3. Pelaksanaan manajemen risiko pada perusahaan dilakukan dengan membentuk struktur manajemen risiko di kantor pusat dengan 3 Manager dan tiap Business Unit pada *Production, Equipment, and Risk Manager*.

Pengelola Manajemen Risiko

Perseroan menetapkan Senior *Vice President/Vice President Division* dan *Project Manager* sebagai penanggung jawab dalam pengelolaan manajemen risiko Perseroan dengan lingkup kerja:

1. Menyelenggarakan Lokakarya *Swa-Asesmen (Self Assessment)* di Divisi dan Proyek masing-masing;
2. Menetapkan dan menyelesaikan tindak lanjut risiko atau mengusulkan tindak lanjut kepada atasan/pihak berwenang sesuai dengan tingkat risikonya;
3. Melakukan sosialisasi manajemen risiko secara terus menerus kepada seluruh pegawai di Divisi atau Proyek masing-masing;
4. Membangkitkan dan memelihara budaya sadar risiko di Divisi atau Proyek masing-masing;
5. Melakukan *review* dan *monitoring* hasil penilaian (*assessment*) periode sebelumnya;
6. Melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan perusahaan;
7. Memastikan bahwa tidak ada yang mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian;
8. Mengambil tindak untuk mencegah timbul atau berlanjutnya suatu kerugian;
9. Melakukan komunikasi Prosedur Waskita bidang Manajemen Risiko:
 - a. Seluruh personel Waskita harus menyadari atas kebutuhan manajemen risiko (*awareness*) yang menumbuhkan keinginan untuk terlibat dan menjadi bagian dari pengelola risiko (*desire*) sehingga memahami apa yang harus dilakukan dalam mengelola risiko (*knowledge*), kemudian melakukan implementasi atas pengetahuan yang telah dimiliki (*ability*) dan mempertahankan serta mengembangkan budaya dan kompetensi terkait manajemen risiko;
 - b. Prosedur Waskita Bidang Manajemen Risiko merupakan salah satu contoh dari implementasi budaya risiko di Perusahaan. Implementasi terhadap Budaya Risiko juga dapat dikomunikasikan melalui berbagai macam media komunikasi, seperti:
 - i) *Event*, diskusi bersama dan *sharing knowledge* terkait manajemen risiko;

2. The Board of Directors must build and implement an integrated corporation risk management program as part of the GCG implementation.
3. The Implementation of risk management in the Company is carried out by establishing risk management structure at the head office with 3 Managers and every Business Unit in Production, Equipment, and Risk Manager.

Party in Charge of Risk Management

The Company appointed Senior Vice President/Vice President Division and Project Manager as the party in charge of managing the Company's risk management with the following scope of work:

1. Organizing Risk Self-Assessment Workshop in their respective Divisions or Projects;
2. Establishing and completing risk follow-up or proposing risk follow-ups to supervisors/authorities in accordance with the level of risk;
3. Continuously disseminating risk management to all employees in each Division or Project;
4. Generating and maintaining a risk awareness in each Division or Project;
5. Reviewing and monitoring the result of assessments from the previous period;
6. Managing in good faith and prudence for the sake of and in accordance with the objectives of the Company;
7. Ensuring that no one has a conflict of interest, either directly or indirectly, for management actions that could result in losses;
8. Taking actions to prevent arising or continuing losses;
9. Communicating the Waskita Procedure in Risk Management:
 - a. All Waskita employees must be aware of the need for Risk Management (Awareness) that fosters the desire to be involved and become part of the risk manager (Desire) so that they understand what must be carried out in managing risk (Knowledge), implement the knowledge they have (Ability), and maintain and develop culture & competencies related to risk management;
 - b. The Waskita Procedure for Risk Management is an example of implementing a risk culture in the Company. The implementation of Risk Culture can also be communicated through various media, such as:
 - i) Events, joint discussions and knowledge sharing on risk management;

- ii) Komunikasi verbal, email, ataupun penggunaan media cetak (*banner/brosur/poster/newsletter*) mengenai proses/implementasi manajemen risiko.
- c. Komunikasi atas Prosedur Waskita Bidang Manajemen Risiko dilakukan oleh:
- i) *Risk Management Division* kepada seluruh personel di lingkungan Perusahaan yang antara lain dilakukan melalui namun tidak terbatas pada *email blast, event, diskusi bersama/knowledge sharing* ataupun media lainnya;
 - ii) *Risk Management Division* kepada seluruh *Risk Owner* dan *Risk Officer* dari *Corporate Office/Business Unit* dan *Risk Owner Coordinator* di anak Perusahaan yang dilakukan melalui namun tidak terbatas pada sosialisasi;
 - iii) *Risk Owner (Senior Vice President/Vice President)* dan *Risk Officer* kepada para *Risk Owner* satu tingkat di bawahnya (yang menjadi kewenangannya) dan *Risk Owner (Project/Department)* kepada para personil di bawahnya (yang menjadi kewenangannya). Komunikasi sebagaimana disebutkan di atas dilakukan sekurang-kurangnya setahun sekali.
10. Melakukan tugas dan peranan masing-masing lini dalam rangka pencapaian visi dan misi Waskita. Kerangka kerja ini menjelaskan bahwa *first line of defense (Corporate Office/Business Unit/Project)* memiliki peranan yang besar dalam melakukan pengelolaan risiko dan memiliki tanggung jawab atas pengelolaan risiko tersebut di *Corporate Office/Business Unit/Project* yang menjadi tanggung jawabnya. Adapun *second line of defense (Risk Management Division)* berperan untuk menyiapkan prosedur terkait manajemen risiko, mengkoordinasikan aktivitas manajemen risiko dan mengintegrasikan aktivitas manajemen risiko yang dilakukan pada *first line of defense*. Sedangkan *third line of defense (Internal Audit)* dalam hal ini digambarkan sebagai pihak independen yang akan melakukan evaluasi secara berkala atas efektivitas prosedur dan implementasi manajemen risiko Waskita dan menggunakan hasil dari pelaksanaan pengelolaan risiko sebagai referensi dalam melakukan audit. Koordinasi antara *Internal Audit* dan *Risk Management Division* secara timbal balik sangat perlu dilakukan sehingga memastikan bahwa adanya peningkatan yang berkelanjutan atas implementasi *three lines of defense*. Dalam hal ini *Board of Directors* juga berperan dalam memberikan kebijakan prinsipil dan strategis, serta memberikan kebijakan operasional.
- ii) Verbal communication, e-mail, or the use of printed media (*banners/brochures/posters/newsletters*) regarding the process/implementation of risk management.
- c. Communication of the Waskita Procedure for Risk Management is conducted by:
- i) Risk Management Division to all employees in the Company, which are carried out through but not limited to e-mail blasts, events, group discussions/knowledge sharing or other media;
 - ii) Risk Management Division to all Risk Owners and Risk Officers from Corporate Office/business units and Risk Owner Coordinators in subsidiaries through but not limited to socialization;
 - iii) Risk Owner (Senior Vice Presidents/Vice Presidents) and Risk Officers to Risk Owner one level below them (which are under their authority) and Risk Owners (Project/Department) to their subordinate employees (under their authority). The communication as stated above is conducted at least once a year.
10. Performing the duties and roles of each line in order to achieve the vision and mission of Waskita Karya. This framework explains that the first line of defense (*Corporate Office/Business Unit/Project*) has a major role in risk management and a responsibility for risk management in *Corporate Office/Business Unit/Project*. The second line of defense (*Risk Management Division*) plays a role in preparing procedures related to risk management, coordinating risk management activities and integrating risk management activities carried out in the first line of defense. Meanwhile, the third line of defense (*Internal Audit*) in this case is described as an independent party that will periodically evaluate the effectiveness of Waskita Karya's risk management procedures and implementation and use the results of risk management implementation as a reference in conducting audits. Mutual coordination between the *Internal Audit* and the *Risk Management Division* is crucial in ensuring that there is a continuous improvement in the implementation of these three lines of defense. In this case, the *Board of Directors* also plays a role in providing principal and strategic policies, as well as issuing operational policies.



Kebijakan Manajemen Risiko

Optimalisasi efektivitas dan efisiensi manajemen risiko dihadapkan pada kebutuhan akan pemenuhan komitmen yang kuat dari seluruh elemen Perseroan, baik yang berasal dari lingkungan internal maupun eksternal. Seluruh elemen Perseroan memiliki peran dalam pengelolaan risiko sesuai porsi masing-masing, dimulai dari proses identifikasi, penetapan strategi, sosialisasi, hingga evaluasi efektivitas. Untuk itu, Perseroan telah menetapkan Kebijakan Manajemen Risiko yang menjadi prinsip yang dipegang kuat dalam setiap prosedur maupun mekanisme manajemen risiko yang dijalankan. Kebijakan-kebijakan tersebut antara lain:

1. Mematuhi peraturan perundang-undangan dan ketentuan lain yang berlaku berlandaskan prinsip *Good Corporate Governance* (GCG), yaitu Transparansi, Akuntabilitas, Pertanggungjawaban, Independensi, dan Keadilan sebagai langkah penerapan Kebijakan Risiko;
2. Menyadari bahwa risiko ada dalam semua bentuk proses bisnis dan pengambilan keputusan untuk mencapai sasaran bisnis perusahaan;
3. Mengelola semua risiko Perusahaan secara optimal dengan memanfaatkan sumber daya Perusahaan sehingga tetap berada dalam batas toleransi risiko Perusahaan;
4. Menyempurnakan sistem pengelolaan risiko berkelanjutan dengan menyesuaikan kondisi terkini dan memelihara budaya sadar risiko dalam rangka menjaga nilai Perusahaan dan kepercayaan pemangku kepentingan.

Roadmap Manajemen Risiko

Perkembangan bisnis yang dinamis menuntut Perseroan untuk menetapkan dan menyusun fokus serta strategi penerapan manajemen risiko yang lebih kuat dan relevan dengan faktor-faktor risiko yang dihadapi. Dalam menetapkan tujuan tersebut, Perseroan secara berkesinambungan telah melakukan pengembangan manajemen risiko sejak tahun 2004 hingga sekarang dengan menyesuaikan dengan peraturan yang berlaku. Penyusunan fokus dan strategi ini dilakukan dengan melibatkan konsultan sebagai pihak yang turut memberikan rekomendasi pengembangan manajemen risiko secara lebih komprehensif.

Pada tahun 2021, Perseroan mengembangkan penerapan manajemen risiko melalui penyusunan Kebijakan Manajemen Risiko Waskita; pelaporan rutin manajemen risiko di proyek, *business unit*, dan *corporate office*, dan Anak Perusahaan melalui aplikasi Waskita Risk Management (WaRM); penilaian *risk maturity business unit*; pemutakhiran dokumen terkait manajemen risiko seperti Prosedur Waskita Bidang Manajemen Risiko dan Kebijakan Operasi; dan pelatihan manajemen risiko bagi *risk officer* di proyek, *business unit*, dan *corporate office*.

Risk Management Policy

Optimizing the effectiveness and efficiency of risk management requires strong commitments from all elements of the Company, including its internal and external environments. All elements of the Company have a role in managing risks according to their respective portions, starting from the process of identification, determination of strategy, dissemination, to the evaluation of its effectiveness. To that end, the Company has established a Risk Management Policy which serves as a principle held firmly in every procedure and mechanism of risk management. These policies include:

1. Complying with applicable laws and other requirements based on the GCG principles of Transparency, Accountability, Responsibility, Independency, and Fairness as a step in implementing the Risk Policy.
2. Understanding that risk exists in all forms of business processes and decision making to achieve the Company's business goals.
3. Managing all of the Company's risks optimally by utilizing the Company's resources so that they remain within the limits of the Company's Risk Tolerance.
4. Improving a sustainable risk management system by adjusting it to the current conditions and maintaining a risk awareness culture in order to maintain Corporate value and the Stakeholder's trust.

Risk Management Roadmap

The dynamic business development requires the Company to set and prepare a focus and strategy for implementing risk management that is stronger and relevant to the risk factors. In setting these goals, the Company has continuously carried out the development of risk management from 2004 to the present date through adjustments to the applicable regulations. The preparation of this focus and strategy is carried out by involving consultants to provide recommendations for developing a more comprehensive risk management.

In 2021, the Company developed a risk management implementation through the preparation of Waskita Risk Management Policy; routine risk management reporting on projects, business units and corporate offices through Waskita Risk Management (WaRM) application; assessment of risk maturity business unit; updating of documents related to risk management such as Waskita Procedure for Risk Management and Operational Policy; and risk management training for risk officers in projects, business units and corporate offices.

Perkembangan manajemen risiko 5 tahun ke depan akan terus dilakukan melalui pengelolaan risiko yang unggul, peningkatan skor maturitas risiko, perbaikan prosedur secara terus-menerus, peningkatan kompetensi SDM, pengembangan infrastruktur manajemen risiko (aplikasi *Waskita Risk Management*), peningkatan tata kelola dan budaya sadar risiko, dan lain sebagainya.

2014-2017

- PIC Manajemen Risiko terbentuk;
- Pembentukan Prosedur Waskita Bidang Manajemen Risiko;
- Pembaharuan kriteria rating risiko;
- Pembaharuan kerangka kerja manajemen risiko menggunakan COSO ERM;
- Pembaharuan Tingkat Risiko.

2018

- Perubahan struktur manajemen risiko;
- Pengukuran Risk Maturity Level;
- Perumusan dan penetapan batasan risiko Perusahaan;
- Adanya pemantauan atas praktik manajemen risiko;
- Mekanisme pemantauan risiko anak perusahaan.

2019

- Go-Live Aplikasi Waskita Risk Management (WaRM);
- Disusunnya Risk Appetite dan Risk Tolerance Perusahaan;
- Disusunnya taksonomi risiko;
- Pembaharuan Prosedur Waskita bidang Risk Management;
- Pembentukan Kebijakan Operasi Manajemen Risiko.

2020

- Dirumuskan kebijakan *Board of Directors* terkait Manajemen Risiko;
- Pemutakhiran aplikasi Waskita Risk Management (WaRM);
- Pemutakhiran Prosedur Waskita bidang Manajemen Risiko;
- Sosialisasi Manajemen Risiko;
- Sertifikasi CRMP kepada *Key Person*.

2021

- Penyesuaian peran *Director of Finance & Risk Management*;
- Peningkatan Akuntabilitas dan penyesuaian KPI *Board of Director* dan *Board of Commissioners*;
- Perubahan Tata Kelola Manajemen Risiko Konstruksi dan Investasi;
- Pemuktahiran fungsi *Three Lines of Defense* (tambahan *1,5 Lines of Defense*);
- Perubahan struktur organisasi dan pelaporan manajemen risiko;

The development of risk management for the next 5 years will continue to be carried out through excellent risk management, increased risk maturity score, continuous improvement of procedures, enhancement of human capital competencies, developing risk management infrastructure (*Waskita Risk Management* application), enhancing risk awareness culture, etc.

2014-2017

- First appointment of the Risk Management PIC;
- Establishment of Waskita Procedure for Risk Management;
- Update on the risk rating criteria;
- Update on the risk management framework using COSO ERM;
- Update on the Risk Level.

2018

- Changes in the risk management structure;
- Measurement of Risk Maturity Level;
- Formulation and determination of the Company's risk limits;
- Monitoring of risk management practices;
- Subsidiary risk monitoring mechanism.

2019

- Go-Live Waskita Risk Management (WaRM) Application;
- Compilation of the Company's Risk Appetite and Risk Tolerance;
- Preparation of risk taxonomy;
- Update on the Waskita's Procedure for Risk Management;
- Establishment of Risk Management Operations Policy.

2020

- Establishment of the Board of Directors' policies related to Risk Management;
- Update on the Waskita Risk Management (WaRM) application;
- Update on the Waskita's Risk Management procedures;
- Risk Management Dissemination;
- CRMP Certification to Key Persons.

2021

- Adjustment of the role of Director of Finance & Risk Management;
- Accountability improvement and KPI adjustment for the Board of Directors and the Board of Commissioners;
- Changes in Construction and Investment Risk Management Governance;
- Updated the Three Lines of Defense function (added 1.5 Lines of Defense);
- Changes in the organizational structure and risk management reporting;

- Penyesuaian penggunaan skor risiko tertimbang proyek
- Development aplikasi Waskita Risk Management (WaRM);
- Pemuktahiran, Integrasi dan Sosialisasi prosedur Waskita; bidang Manajemen Risiko dan Kebijakan Operasi Manajemen Risiko;
- Pemuktahiran Prosedur Waskita bidang Manajemen Kinerja.

Sertifikasi Manajemen Risiko

Sampai dengan akhir tahun 2021, penerapan manajemen risiko telah dibekali oleh sertifikasi dan pelatihan manajemen risiko, antara lain sebagai berikut:

1. Letter of Conformance ISO 31000:2018 Risk Management Guidelines;
2. Certified Risk Management Professional (CRMP)
3. Executive Risk Forum (ERF);
4. *Benchmarking* Tata Kelola dan Manajemen Risiko;

Infrastruktur dan Proses Manajemen Risiko Berbasis Kombinasi COSO – Enterprise Risk Management dan SNI ISO 31000:2018

Perseroan berupaya mengantisipasi setiap faktor risiko yang dihadapi dengan memperkuat kerangka dan infrastruktur yang andal sehingga mampu meminimalisir eksposur dan potensi kerugian yang ditimbulkan. Sistem dan infrastruktur manajemen risiko inilah yang menjadi perangkat bagi Perseroan dalam menentukan konteks organisasi, mengidentifikasi, mengukur, memantau, dan melaporkan potensi-potensi risiko yang dihadapi dalam setiap proses bisnis Perseroan.

Pemanfaatan sistem dan infrastruktur manajemen risiko yang terstruktur semakin memberikan gambaran yang komprehensif bagi Perseroan dan pemangku kepentingan dalam memetakan potensi peluang maupun kerugian, sehingga proses pengambilan keputusan dan penyusunan kebijakan dapat menimbang serta mengefektifkan setiap kebijakan dan keputusan yang diambil.

Penerapan dan pengembangan manajemen risiko di Perseroan berpedoman pada Peraturan Menteri Negara BUMN tentang tata kelola perusahaan yang sehat dan praktik manajemen risiko yang berlaku umum dan dapat diterapkan secara efektif dan efisien. Penerapan manajemen risiko merujuk pada metodologi kombinasi ISO 31000:2018 dan COSO - *Enterprise Risk Management Framework* yang menitikberatkan pada proses pengelolaan risiko secara komprehensif pada seluruh aktivitas bisnis secara menyeluruh.

Risk Management Certifications

As of the end of 2021, the implementation of risk management has been complemented with certificates and risk management trainings, which include:

1. Letter of Conformance ISO 31000:2018 Risk Management Guidelines;
2. Certified Risk Management Professional (CRMP)
3. Executive Risk Forum (ERF);
4. Benchmarking of Governance and Risk Management;

Risk Management Process and Infrastructure Based on COSO – Enterprise Risk Management and SNI ISO 31000:2018

The Company anticipates every risk factor faced by strengthening a reliable framework and infrastructure so as to minimize exposure and potential losses. This risk management system and infrastructure is the tool for the Company in determining the organizational context, identifying, measuring, monitoring, and reporting potential risks faced in each of the Company's business processes.

The use of structured risk management system and infrastructure increasingly provides a comprehensive picture for the Company and stakeholders in mapping potential opportunities and losses, so that the decision-making process and policy makers can weigh and streamline each policy issued and decision taken.

The implementation and development of risk management in the Company refers to the Regulation of the Minister of State-Owned Enterprises regarding sound corporate governance and generally accepted risk management practices that can be applied effectively and efficiently. The risk management refers to the combination of ISO 31000:2018 and COSO-Enterprise Risk Management Framework methodology which focuses on comprehensive risk management process in all business activities as a whole.

Berpedoman kombinasi ISO 31000:2018 dan pada COSO – *Enterprise Risk Management Framework*, Perseroan telah menerapkan proses manajemen risiko dengan uraian digambarkan pada skema sebagai berikut:

Based on the combination of ISO 31000:2018 and COSO - *Enterprise Risk Management Framework*, the Company has applied a risk management process as described in the following scheme:

Identifikasi Risiko / Risk Identification	Pengukuran dan Penilaian Risiko / Risk Measurement and Assessment	Penanganan Risiko / Risk Handling	Pelaporan dan Pemantauan / Reporting and Monitoring
Melakukan identifikasi potensi risiko yang menghambat pencapaian tujuan Perusahaan / Identifying potential risks that could hinder the Company's objectives	Melakukan pengukuran dan penilaian untuk mengetahui potensi kerugian yang timbul dari suatu risiko yang kemudian diprioritaskan. Penilaian risiko dilakukan dalam 3 tahap, yaitu <i>inherent risk</i> , <i>treated risk</i> , dan <i>expected risk</i> . / Measuring and assessing to identify loss potential that occurred from a risk to be prioritized later. The risk assessment is carried out in 3 stages, namely inherent risk, treated risk, and expected risk.	Memilih dan menentukan rencana mitigasi risiko / Selecting and determining the risk mitigation plan.	Memantau mitigasi yang sedang dilakukan kemudian melakukan evaluasi dan menentukan pembaruan mitigasi untuk efektivitas dan efisiensi pengelolaan risiko. / Monitoring the ongoing mitigation followed by evaluating and determining the mitigation update for effectiveness and efficiency of risk management.

Strategi dan Pengukuran Manajemen Risiko

Mengacu pada roadmap serta identifikasi prioritas manajemen risiko, pada tahun 2021 *Risk Management Division* berfokus pada strategi manajemen risiko sebagai berikut:

1. Pemutakhiran dan implementasi Aplikasi Waskita Risk Management (WaRM);
2. Peningkatan budaya sadar risiko;
3. Penyusunan kebijakan manajemen risiko;
4. Pemutakhiran risk appetite dan risk tolerance.
5. Pembaharuan Prosedur Bidang Manajemen Risiko pada bulan Juni 2021, Prosedur Bidang Manajemen Kinerja pada bulan Agustus 2021, dan Pedoman Tata Kelola Kegiatan Konstruksi & Investasi.

Selain penerapan strategi manajemen risiko, Perseroan juga melakukan Pengukuran Manajemen Risiko melalui pengklasifikasian tingkat risiko menjadi 4 (empat) tingkatan, yaitu Sangat Tinggi (ST), Tinggi (T), Moderat (M), dan Rendah (R). Proses klasifikasi dilakukan dengan memetakan skala dampak/akibat dan skala probabilitas atau kemungkinan terjadinya dampak suatu risiko. Adapun akibat yang ditimbulkan dari suatu risiko diklasifikasikan kembali menjadi 4 (empat) skala, yaitu Sangat Besar (SB), Besar (B), Sedang (S), dan Kecil (R).

Pemetaan Jenis-Jenis Risiko

Identifikasi dan pemetaan jenis-jenis risiko yang dihadapi Perseroan ditujukan guna membantu Perseroan dalam menelaah seluruh risiko sekaligus membantu Perseroan dalam menyusun strategi mitigasi yang dapat membantu Perseroan dalam mencapai tujuan strategis.

Risk Management Strategy and Measurement

Referring to the roadmap and identification of risk management priority, The Risk Management Division focused on the following strategies throughout 2021:

1. Updating and implementing the Waskita Risk Management (WaRM) application;
2. Increasing the risk awareness culture;
3. Issuing risk management policies;
4. Updating the risk appetite and risk tolerance.
5. Updating Risk Management Sector Procedures in June 2021, Procedure for Performance Management in August 2021, and Guidelines for the Governance of Construction & Investment Activities.

In addition to implementing the risk management strategy, the Company also carries out Risk Management Measurement through the classification of risk levels into 4 (four) levels, namely Very High (ST), High (T), Moderate (M), and Low (R). The classification process is carried out by mapping the scale of impact/effect and the scale of probability or likelihood of the impact of a risk. The consequences of a risk are reclassified into 4 (four) scales, namely Very Large (SB), Large (B), Medium (S), and Small (R).

Types of Risks

The identification and mapping of the types of risks faced by the Company are aimed to support the Company in reviewing all risks as well as in developing mitigation strategies that may assist the Company in achieving strategic objectives.

Secara umum, jenis-jenis risiko yang dihadapi Perseroan terbagi menjadi (empat) jenis risiko, yaitu Risiko Bisnis dan Finansial, Teknis dan Operasional, Legal, K3L dan Sosial.

In general, the types of risk faced by the Company are divided into 4 (four) types of risks, namely Business and Financial Risk, Technical and Operational Risk, Legal Risk, and HSE and Social.

Risiko Bisnis dan Finansial / Business and Financial Risks	<p>Risiko bisnis dan finansial adalah risiko yang muncul sebagai konsekuensi dilakukannya proses bisnis perusahaan dan terkait kondisi keuangan perusahaan. Risiko bisnis dan finansial meliputi, namun tidak terbatas pada, beberapa hal sebagai berikut:</p> <ol style="list-style-type: none"> 1. Risiko yang muncul akibat pergerakan harga pasar, pemenuhan kewajiban pada Perusahaan, ataupun pemenuhan kewajiban atau kebutuhan finansialnya oleh Perusahaan kepada pihak lain; 2. Risiko yang muncul dalam usaha perusahaan dalam mencapai Nilai Kontrak Baru (NKB) dan proses memasarkan produk perusahaan; 3. Risiko yang muncul dari upaya perusahaan untuk melakukan pengamanan pendapatan perusahaan dari pengelolaan bisnis; 4. Risiko yang muncul dari pengambilan keputusan atau penentuan strategi perusahaan. Termasuk risiko eksternal yang mempengaruhi arah atau capaian strategi perusahaan; 5. Risiko yang muncul dari dilakukannya kegiatan investasi dan divestasi; 6. Risiko yang muncul dari dilakukannya hubungan dengan pihak eksternal terkait proses bisnis dan finansial perusahaan; 7. Risiko lain yang berkaitan dengan proses bisnis dan kondisi keuangan perusahaan. 	<p>Business and financial risks arise from the Company's business processes and related to the Company's financial condition. Business and financial risks include, but are not limited to, the following:</p> <ol style="list-style-type: none"> 1. Risks that arise from movements in market prices, fulfillment of obligations to the Company, or fulfillment of obligations or financial needs by the Company to other parties; 2. Risks that arise in the Company's efforts to achieve New Contract Value (NKB) and the process of marketing the Company's products; 3. Risks that arise from the Company's efforts to secure company revenue from business management; 4. Risks that arise from making decisions or determining company strategy. Including external risks that affect the direction or achievement of the Company's strategy; 5. Risks that arise from carrying out investment and divestment activities; 6. Risks that arise from establishing relationships with external parties related to the Company's business and financial processes; 7. Other risks related to the Company's business processes and financial condition.
Risiko Teknis dan Operasional / Technical and Operational Risks	<p>Risiko Teknis dan Operasional adalah risiko yang berkaitan dengan pelaksanaan proses kerja di perusahaan. Proses kerja tersebut meliputi proses kerja di <i>Corporate Office, Business Unit, Project</i>, dan Anak Perusahaan. Risiko teknis dan operasional meliputi, namun tidak terbatas pada, beberapa hal sebagai berikut:</p> <ol style="list-style-type: none"> 1. Risiko yang muncul dari dilakukannya penggunaan dan pengelolaan sumber daya manusia; 2. Risiko yang muncul dari tidak tersedianya sistem pengendalian internal yang memadai; 3. Risiko yang muncul dari dilakukannya penerapan sistem informasi dan teknologi; 4. Risiko yang terkait kesalahan pencatatan transaksi atau keuangan (akuntansi); 5. Risiko yang muncul berkaitan dengan faktor teknikal pengerjaan konstruksi proyek seperti metode, desain, atau pengadaan material; 6. Risiko yang berkaitan dengan <i>end-to-end</i> proses pada lini produksi anak perusahaan; 7. Risiko yang muncul dari dilakukannya hubungan dengan pihak eksternal terkait hal teknis dan operasional; 8. Risiko yang berkaitan dengan keberterimaan mutu hasil pekerjaan; 9. Risiko lain yang berkaitan dengan pelaksanaan proses kerja di perusahaan. 	<p>Technical and Operational Risks are related to the implementation of work processes in the Company. The work process includes work processes in the <i>Corporate Office, Business Unit, Project</i> and Subsidiaries. Technical and operational risks include, but are not limited to, the following:</p> <ol style="list-style-type: none"> 1. Risks that arise from the use and management of Human Capitals; 2. Risks arising from the unavailability of an adequate internal control system; 3. Risks that arise from the implementation of information systems and technology; 4. Risks related to transaction or financial (accounting) recording errors; 5. Risks that arise are related to technical factors in the construction of a project such as method, design or material procurement; 6. Risks associated with end-to-end processes on subsidiary production lines; 7. Risks that arise from having relationships with external parties related to technical and operational matters; 8. Risk related to acceptance of quality of work result; 9. Other risks associated with the implementation of work processes in the Company.
Risiko Legal / Legal Risks	<p>Risiko Legal adalah risiko yang timbul karena ketidakmampuan manajemen perusahaan dalam mengelola munculnya permasalahan hukum yang dapat menimbulkan kerugian bagi perusahaan atau tuntutan dari pihak eksternal. Risiko legal meliputi, namun tidak terbatas pada, beberapa hal berikut:</p> <ol style="list-style-type: none"> 1. Risiko yang muncul karena adanya kelemahan dalam aspek yuridis, peraturan hukum yang tidak jelas, ataupun kelemahan perjanjian/kontrak/perikatan; 2. Risiko yang mengacu kepada potensi terjadinya pelanggaran terhadap ketentuan internal maupun eksternal, termasuk terhadap regulasi dan peraturan hukum yang berlaku; 3. Risiko yang berkaitan dengan potensi dilakukannya tindak KKN (Korupsi, Kolusi, dan Nepotisme) dalam mengelola perusahaan baik yang dilakukan pihak internal maupun eksternal; 4. Risiko yang muncul dari dilakukannya hubungan dengan pihak eksternal terkait adanya masalah hukum atau masalah legalitas; 5. Risiko terhadap konflik kepentingan; 6. Risiko terhadap suap dan fasilitas; 7. Risiko terhadap pengeluaran tambahan seperti hadiah, hiburan, sponsor, keramahmatan, santunan, kontribusi dana politik; 8. Risiko atas upaya pencucian uang atau perolehan hasil kejahatan; 9. Risiko lain yang berkaitan dengan turunan hukum dan legalitas. 	<p>Legal risks arise due to the inability of the Company's management to manage the emergence of legal issues that can cause harm to the Company or claims from external parties. Legal risks include, but are not limited to, the following:</p> <ol style="list-style-type: none"> 1. Risks that arise because of weaknesses in juridical aspects, unclear legal regulations, or weaknesses in agreements/contracts/engagements; 2. Risk that refers to the potential for violation of internal and external regulations, including applicable laws and regulations; 3. Risks related to the potential for corruption, collusion, and nepotism in managing the Company, both internal and external; 4. Risks that arise from having relationships with external parties related to legal issues or legality issues; 5. Risks of conflicts of interest; 6. Risks of bribery and facilitation; 7. Risks to additional expenditures such as gifts, entertainment, sponsorship, hospitality, compensation, political funding contributions; 8. Risk of money laundering efforts for the proceeds of crime; 9. Other risks related to legal derivation and legality.
Risiko K3L dan Sosial / HSE and Social Risks	<p>Risiko K3L dan Sosial adalah risiko yang berkaitan dengan kesalahan, kekeliruan ataupun kegagalan Perusahaan dalam mengelola kesehatan, keselamatan kerja, dan kondisi lingkungan di Perseroan serta risiko yang muncul dari dilakukannya hubungan dengan pihak eksternal terkait aspek K3L dan Sosial.</p>	<p>HSE and Social risks are related to errors, mistakes or failures of the Company in managing its Occupational Health, Safety, and Environment as well as risks that arise from having relationships with external parties related to HSE and Social aspects.</p>

Upaya Mitigasi Risiko

Berdasarkan pemetaan jenis-jenis eksposur risiko yang dihadapi, Perseroan telah menyusun strategi mitigasi dengan menyesuaikan dengan bobot risiko serta dampak yang dihasilkan terhadap Perseroan. Strategi mitigasi risiko yang disusun Perseroan adalah sebagai berikut:

I. Risiko Bisnis dan Finansial

- a. Secara berkala memonitor umur dan pencairan piutang usaha;
- b. Menindaklanjuti penyelesaian piutang yang sudah jatuh tempo dengan owner terkait dengan pembebanan bunga, jalur hukum, mediasi, dan jalur penyelesaian lain;
- c. Menetapkan batasan maksimum piutang usaha yang dapat diterima untuk masing-masing owner;
- d. Memastikan piutang usaha tidak terkonsentrasi pada owner tertentu;
- e. Mensyaratkan adanya Bank Garansi dari Bank Pemerintah maupun Swasta yang bersifat *irrevocable* dan *unconditional* untuk proyek *pre-financing*;
- f. Mempercepat pencairan piutang usaha tersebut;
- g. Melakukan *hedging* untuk mengamankan nilai tukar mata uang Rupiah terhadap valuta asing;
- h. Menggunakan jasa pihak ketiga atau konsultan khususnya dalam membantu perhitungan tarif jalan tol;
- i. Melakukan koordinasi dengan pemerintah terkait penentuan tarif tol;
- j. Mencantumkan dalam klausul kontrak terkait penjaminan pengamanan pendapatan atas aktivitas pembangunan oleh pemerintah yang dapat memengaruhi LHR di sekitar ruas tol;
- k. Mempertimbangkan kebijakan dan peraturan perundangan pemerintah dalam membuat RJPP dan RKAP;
- l. Melakukan pengembangan usaha baru yang didahului dengan kajian *feasibility study* yang memberikan *value* dan *return* semaksimal mungkin bagi Perseroan;
- m. Membagi modal investasi ke beberapa jenis aset investasi yang ada;
- n. Mempelajari ilmu dasar investasi;
- o. Menyusun pedoman investasi;
- p. Melakukan studi kelayakan dengan melibatkan para ahli sebelum melakukan kegiatan investasi;
- q. Melakukan inventarisasi aset secara berkala;
- r. Membuat alternatif skema pembiayaan investasi sehingga tidak mengganggu *cash flow* Perusahaan;
- s. Melaksanakan *roadshow* terkait pelaksanaan divestasi kepada calon investor;
- t. Melibatkan konsultan eksternal untuk membantu melakukan kajian pada pelaksanaan divestasi jalan tol;
- u. Mempercepat proses penyesuaian tarif jalan tol;
- v. Bekerja sama dengan pihak ketiga untuk mencari calon investor yang potensial.

Risk Mitigation

Based on the risk exposure mapping, the Company has prepared a mitigation strategy in adjustments to the risk value and the impact on the Company. The risk mitigation strategy prepared by the Company is as follows:

I. Financial and Business Risks

- a. Periodically monitor the age and disbursement of accounts receivable;
- b. Follow up on matured settlement with related owners such as the imposition of interest charging, legal channels, and mediation;
- c. Determine the maximum limit of acceptable accounts receivable for each owner;
- d. Ensure that account receivables are not concentrated on a particular owner;
- e. Require Bank Guarantee from Government and Private Banks that are irrevocable and unconditional for pre-financing projects.
- f. Process gross receivables into account receivables.
- g. Carry out hedging to secure Rupiah exchange rate against foreign exchange.
- h. Using the services of a third party or consultant, especially in assisting in calculating toll road rates;
- i. Coordinating with the government regarding toll tariff determination;
- j. Include in a contract clause related to the guarantee of revenue security for development activities by the government that can affect LHR around toll roads;
- k. Consider government policies and regulations in drafting RJPP and RKAP;
- l. Conduct new business development which is preceded by a feasibility study that provides the maximum possible value and return for the Company;
- m. Divide investment capital into several types of existing investment assets;
- n. Learn the basic knowledge on investing;
- o. Develop investment guidelines;
- p. Conduct a feasibility study involving experts prior to investing;
- q. Carry out an inventory on assets periodically;
- r. Prepare alternative investment financing schemes so as not to disrupt the Company's cash flow;
- s. Conduct roadshows related to the implementation of divestment to potential investors;
- t. Involve external consultants to help conduct studies on toll road divestment implementation;
- u. Speed up the toll road tariff adjustment process;
- v. Cooperate with third parties to find potential investors.

2. Risiko Teknis dan Operasional

- a. Memproses tagihan bruto menjadi piutang usaha;
- b. Mempercepat proses penyerapan pendapatan usaha;
- c. Membuat kontrak payung untuk pembelian material yang berskala besar;
- d. Melakukan optimalisasi dan *review* metode kerja untuk efisiensi dan efektivitas penyelesaian pekerjaan;
- e. Melakukan digitalisasi sistem untuk mempermudah dilakukannya pekerjaan;
- f. Penempatan SDM sesuai dengan kompetensi yang dikuasai;
- g. Meningkatkan kompetensi tim penyusun dokumen tender;
- h. Memenuhi kebutuhan SKA dan SKT yang diprasyarkan dalam tender;
- i. Membuat *checklist* dokumen tender;
- j. Menggandeng mitra kerja yang bonafide dari segi peralatan, SDM, dan finansial;
- k. Evaluasi seluruh keandalan desain proyek konstruksi, baik desain proyek *existing*, proyek yang sedang dibangun, dan desain proyek konstruksi yang akan dikerjakan;
- l. Membuat jadwal pengerjaan proyek yang matang dan improvisasi metode kerja;
- m. Mengoptimalkan peran profesionalisme para pihak, serta mengatur beban kerja para pihak untuk menghindari kelelahan dan kelalaian kerja;
- n. Memilih rekanan (subkontraktor, *supplier*, atau mandor) melalui prosedur yang berlaku sehingga dapat meminimalkan adanya rekanan yang melakukan wanprestasi.
- o. Meningkatkan kualitas hasil pekerjaan baik dari segi mutu, biaya, dan waktu sehingga meningkatkan nilai kepuasan pelanggan;

3. Risiko Legal

- a. Melakukan pengecekan dokumen kontrak seluruh proyek *existing*, proyek yang sedang dilaksanakan, dan dokumen kontrak proyek yang baru akan diselesaikan;
- b. Memastikan bahwa dokumen tersebut sesuai standar kontrak sebagai pedoman kerja;
- c. Melakukan evaluasi dan *due diligence* dalam tahap tender dan pra-konstruksi terhadap proyek yang akan dilaksanakan termasuk terhadap potensi kendala keterlambatan penyerahan lahan yang mungkin terjadi;
- d. Memasukkan klausul bahwa perusahaan dapat menagihkan tambahan biaya-biaya yang terjadi jika terdapat kendala pemenuhan kewajiban yang menjadi tanggung jawab *owner*;
- e. Korespondensi dengan *owner* untuk dapat segera membebaskan lahan konstruksi;

2. Technical Risks and Operational

- a. Process gross receivables into trade receivables;
- b. Speed up the process of absorbing business income;
- c. Create umbrella contracts for large-scale purchases of materials;
- d. Optimize and review work methods for efficiency and effectiveness of work completion;
- e. Digitize the system to make work easier;
- f. Place Human Capital in accordance with the competencies mastered;
- g. Improve the competence of tender document drafting team;
- h. Fulfill the SKA and SKT requirements required in the tender;
- i. Prepare a checklist of tender documents;
- j. Cooperate with partners who are bona fide in terms of equipment, Human Capitals and finance;
- k. Evaluate all reliabilities of construction project designs, including existing project designs, projects under construction, and construction project designs to be undertaken;
- l. Create a well-prepared project work schedule and improvise work methods;
- m. Optimize the professional role of the parties, as well as manage the workload of the parties to avoid work fatigue and neglect;
- n. Select partners (subcontractors, suppliers, or foremen) through the applicable procedures so as to minimize the presence of partners who default.
- o. Improve the quality of work results in terms of quality, cost and time so as to increase the value of customer satisfaction;

3. Legal Risks

- a. Check contract documents for all existing projects, projects that are currently being implemented, and contract documents for new projects to be completed;
- b. Ensure that the document conforms to contract standards as a work guide;
- c. Conduct evaluation and due diligence in the tender and pre-construction stages of the project to be implemented, including the potential obstacles to delay in land handover that may occur;
- d. Include a clause that the Company can collect additional costs incurred if there are obstacles to fulfilling the obligations that are the responsibility of owner;
- e. Conduct a correspondence with the owner to immediately acquire the construction land;

- f. Bekerja sama dengan owner maupun pihak Pemda, masyarakat dan aparat setempat untuk negosiasi harga percepatan pembebasan lahan;
- g. Klausul perlindungan terhadap potensi tambahan waktu atau biaya yang terjadi untuk ditagihkan kepada owner;
- h. Bekerja sama dengan advokasi dalam menyelesaikan tuntutan hukum yang diterima Perusahaan;
- i. Mengamankan hak-hak Perusahaan dalam kontrak yang akan disetujui;
- j. Memperbaharui daftar peraturan perundangan yang berlaku;
- k. Melakukan negosiasi dengan pihak yang bersengketa.

4. Risiko K3L dan Sosial

- a. Menjalankan visi dan misi Perseroan yaitu menjadi perusahaan konstruksi terbaik yang memberikan nilai tambah bagi *stakeholders* dengan meningkatkan nilai perusahaan yang kompetitif dan berkualitas melalui SDM yang unggul dan kompeten; Sinergi dengan pelanggan, mitra kerja dan lembaga keuangan; dan Berorientasi pada keselamatan kesehatan, dan peduli lingkungan;
- b. Menerapkan nilai budaya Perseroan yaitu Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif;
- c. Pemantauan dan Pengendalian Kondisi Tidak Aman di tempat kerja;
- d. Pemantauan dan Pengendalian Tindakan Tidak Aman di tempat kerja;
- e. Pelatihan dan Pendidikan K3 terhadap tenaga kerja;
- f. Konseling dan konsultasi mengenai penerapan K3 bersama tenaga kerja;
- g. Pengembangan Sumber Daya ataupun Teknologi yang berkaitan dengan peningkatan penerapan K3 di tempat kerja;
- h. Prosedur dan Aturan K3 di tempat kerja;
- i. Penyediaan Sarana dan Prasarana K3 dan pendukungnya di tempat kerja;
- j. Penghargaan dan Sanksi terhadap penerapan K3 di tempat kerja kepada tenaga kerja;
- k. Memastikan proses konstruksi harus memiliki komitmen *safety first* melalui pengecekan desain sistem, pelibatan peran profesional yang ahli di bidangnya, serta komitmen kedua belah pihak yang harus menghadirkan *safety officer*, baik di pihak pengguna jasa (pemberi tugas) dan juga di pihak penerima jasa;

- f. Work closely with the owner; local government, community, and local officials to negotiate prices in accelerating land acquisition;
- g. Include a protection clause against potential additional time or costs incurred to be billed to the owner;
- h. Cooperate with advocates in resolving lawsuits received by the Company;
- i. Maintain the rights of the Company in the contract to be approved;
- j. Update the list of applicable laws and regulations;
- k. Conduct negotiations with the disputing parties.

4. HSE and Social Risks

- a. Carry out the Company's vision and mission, namely to become the best construction company that provides added value to stakeholders by increasing competitive and quality corporate value through: - Excellent and competent Human Capitals; Synergy with customers, partners and financial institutions; and Oriented to safety, health, and care for the environment;
- b. Implement the Company's cultural values, namely Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative;
- c. Monitor and Control of Unsafe Conditions in the workplace;
- d. Monitor and Control of Unsafe Actions in the workplace;
- e. Conduct OHS training and education for workers;
- f. Carry out counseling and consultation on the OHS implementation with the employees;
- g. Develop the Resources or Technology related to improving the implementation of OHS in the workplace;
- h. Draw-up Occupational Health and Safety Regulations and Procedures;
- i. Provide OHS facilities and infrastructure and its supporters in the workplace;
- j. Provide Rewards and sanctions for the implementation of OHS in the workplace for the employees;
- k. Ensure that the construction process must have a safety-first commitment through checking the system design, involving professional roles who are experts in their fields, as well as the commitment of both parties who must present a safety officer, both on the side of the service user (task provider) and also on the side of the service recipient;



- l. Mengambil sikap tegas untuk memperbaiki kawasan, penataan bangunan gedung yang ada sesuai peruntukan dan jumlah, mengoptimalkan jalan *existing*, atau bahkan mengubah alternatif jalan melalui pertimbangan yang matang;
 - m. Melakukan pengukuran lingkungan secara berkala sesuai AMDAL atau dokumen RKL/RPL pelaksanaan proyek;
 - n. Menyusun tim tanggap darurat dan melakukan pelatihan tim tanggap darurat minimal 1 tahun sekali;
 - o. Mempekerjakan warga/penduduk lokal di sekitar proyek sebagai *low skill employee*;
 - p. Melakukan koordinasi dengan aparat desa, kecamatan, dan kabupaten serta dengan aparat keamanan setempat.
- l. Take a firm stance to improve the area, arrange existing buildings according to their designation and number, optimize existing roads, or even change road alternatives through careful consideration;
 - m. Perform regular environmental measurements in accordance with the AMDAL or project implementation RKL/RPL documents;
 - n. Establish an emergency response team and conduct emergency response team training at least once a year;
 - o. Hire local residents around the project as low skill employees;
 - p. Conduct coordination with village, sub-district and district officials as well as with local security forces.

Evaluasi Penerapan Manajemen Risiko

Sebagai bagian dari proses manajemen risiko yang dijalankan, Perseroan memastikan bahwa implementasi manajemen risiko dinilai dan dievaluasi secara berkala. Hasil evaluasi manajemen risiko di tahun 2021 menunjukkan bahwa:

1. Telah efektifnya penggunaan Aplikasi Waskita *Risk Management (WaRM)* untuk seluruh lini bisnis Perusahaan (Induk, Anak & Cucu Usaha);
2. Telah dilakukannya pembaharuan terhadap Prosedur Waskita Bidang Manajemen Risiko dengan penguatan *Lines of Defense* dan integrasi induk dan anak usaha;
3. Skor maturitas manajemen risiko Waskita *Standalone* sebesar 3,50;
4. Telah dibentuknya Komite Manajemen Risiko Konstruksi dan Investasi dibawah *Board of Director*.

Sharing Knowledge Manajemen Risiko

Sharing knowledge merupakan cara untuk menyosialisasikan dan membangun budaya risiko di Perseroan yang rutin dilakukan setiap adanya satu *event* seperti rapat koordinasi, *gathering*, dan LDP (*Learning Development Program*), *risk forum* berkala, serta *assessment* ke proyek.

PERKARA HUKUM

Dalam menjalankan aktivitas usaha, Perseroan secara konsisten mengedepankan dan menerapkan prinsip korporasi yang sehat. Kendati demikian, Perseroan masih menemukan terdapatnya perkara hukum pidana dan perdata. Guna menindaklanjuti risiko yang ditimbulkan dari perkara hukum tersebut, Perseroan melalui *Legal Division* berupaya melakukan kajian untuk segera menyelesaikan permasalahan hukum yang dihadapi.

Evaluation on the Risk Management Implementation

As part of the risk management process, the Company ensure that the implementation of risk management is assessed and evaluated regularly. The results of risk management evaluation in 2021 show that:

1. The use of Waskita Risk Management (WaRM) Application for all lines of the Company's business (Holding, Subsidiaries & Second Tier Subsidiaries) has been effective;
2. The Waskita Procedure for Risk Management has been updated by strengthening Lines of Defense and integrating parent and subsidiary companies;
3. Waskita Standalone risk management maturity score of 3.50;
4. The Construction and Investment Risk Management Committee has been established under the Board of Directors.

Risk Management Knowledge Sharing

Knowledge Sharing is a way to socialize and build a corporate risk culture that is routinely carried out by every event such as coordination meeting, gathering, and LDP (*Learning Development Program*), periodic risk forum, and assessment to projects.

LEGAL CASES

In carrying out its business activities, the Company consistently prioritizes and applies sound corporate principles. Nevertheless, the Company still encounters criminal and civil legal cases. In order to follow-up on the risks arising from the legal cases, the Company through the *Legal Division* conducts studies to immediately resolve the cases.



Informasi mengenai perkara hukum yang dihadapi Perseroan selama tahun 2021 disajikan dalam tabel sebagai berikut:

Information regarding legal cases faced by the Company throughout 2021 is presented in the following table:

No	Data Perkara	Proses Hukum	Tindak Lanjut	Dampak Signifikan Terhadap perusahaan
1	Komisi Pengawas Persaingan Usaha (KPPU) menduga adanya persekongkolan horizontal dan vertikal pada Proyek Pembangunan Gedung Perawatan dan Pelayanan Kelas I dan VII Rumah Sakit Sulawesi Tenggara antara panitia pengadaan (terlapor I), Perusahaan (terlapor II) dan PT Adhi Karya (Persero) Tbk (ADHI) (terlapor III) dalam register KPPU No.04/KPPU-L/2012. / Commission for the Supervision of Business Competition (KPPU) suspects a horizontal and vertical conspiracy in Building Project of Care and Service Class I and VII Building of Southeast Sulawesi Hospital between the procurement committee (Defendant I), the Company (Defendant II) and PT Adhi Karya (Persero) Tbk (ADHI) (Defendant III) in register of KPPU No. 04 /KPPU-L/2012.	Sampai dengan tanggal pelaporan ini, Perusahaan belum menerima salinan putusan resmi dari pengadilan tingkat kasasi, akan tetapi putusan tingkat kasasi atas perkara Nomor Register 415 K/Pdt.Sus-KPPU/2020 tersebut, telah diputuskan sebagaimana diakses melalui laman resmi Direktori Putusan Mahkamah Agung Republik Indonesia / As of the reporting date, the Company has not received a copy of the official decision from the court of cassation level, however the decision at the cassation level on the case Register Number 415K/Pdt.Sus-KPPU/2020 has been decided as accessed through the official website of the Directory of Decisions of the Supreme Court of the Republic, Indonesia	Perusahaan akan menempuh upaya hukum Peninjauan Kembali setelah menerima relas Putusan dari Pengadilan Negeri Jakarta Timur. / The company will take legal remedies for judicial review after receiving a verdict from the East Jakarta District Court.	Tidak berdampak signifikan. / Has no significant impact
2	Perkara Gugatan Melawan Hukum Permasalahan Lahan Jalan Tol Bocimi / Lawsuit Against the Law on Land of Bocimi Toll Road Issues	Pada tanggal 20 Mei 2021 telah dikirimkan relas Panggilan Teguran Aanmaning untuk menghadiri pelaksanaan isi putusan perkara a quo pada tanggal 3 Juni 2021 di Pengadilan Negeri Cibinong. / On May 20, 2021, Aanmaning's notice of reprimand was sent to attend the implementation of the a quo case decision on June 3, 2021 at the Cibinong District Court.	Perusahaan tunduk dan patuh atas Putusan Kasasi Perkara a quo. / The Company complies with the a quo Case Cassation Decision	Tidak berdampak signifikan. / Has no significant impact
3	Perkara Gugatan Melawan Hukum Proyek Tol Becakayu / Lawsuits Against the Law of the Becakayu Toll Road Project	<ul style="list-style-type: none"> Pada tanggal 25 November 2021 diterima Pemberitahuan Pernyataan Kasasi dan Memori Kasasi terkait perkara a quo. / On November 25, 2021, a Notice of Cassation Statement and a Memorandum of Cassation was received regarding the a quo case. Pada tanggal 7 Desember 2021 telah diterima relas penyerahan kontra memori kasasi atas perkara a quo. / On December 7, 2021, it has been accepted that the submission of the counter memorandum of appeal for the a quo case has been received. 	Sampai dengan tanggal pelaporan Perusahaan masih memonitor pelaksanaan sidang selanjutnya. / As of the reporting date, the Company is still monitoring the implementation of the next trial.	Tidak berdampak signifikan. / Has no significant impact
4	Perkara Gugatan Melawan Hukum Proyek Kereta Cepat Indonesia Cina (KCIC) / Lawsuit Against the Law on Kereta Cepat Indonesia Cina (KCIC) Project	<p>Pada tanggal 15 Desember 2021 diterima relas pemberitahuan isi Putusan Banding Pengadilan Tinggi DKI Jakarta dengan amarnya sebagai berikut:</p> <ul style="list-style-type: none"> Menerima permohonan Banding dari Pemandang semula Penggugat Menguatkan Putusan Pengadilan Negeri Jakarta Timur Nomor: 149/Pdt.G/2019/PN.Jkt.Tim Menghukum Pemandang semula penggugat membayar biaya Perkara di kedua tingkat peradilan yang untuk tingkat banding sebesar Rp 150.000. <p>On December 15, 2021, a notification of the contents of the Appeal Decision of the DKI Jakarta High Court was received with the following order:</p> <ul style="list-style-type: none"> Received an appeal from the original appellant of the Plaintiff. Strengthening the Decision of the East Jakarta District Court Number: 149/Pdt.G/2019/PN.Jkt.Tim Sentencing the original appellant to pay the cost of the case at both levels of court which for the appeal level is Rp 150,000. 	Sampai dengan tanggal pelaporan Perusahaan masih menunggu upaya hukum selanjutnya dari Penggugat / As of the reporting date, the Company is still waiting for the next legal action from the Plaintiff	Tidak berdampak signifikan. / Has no significant impact
5	Perkara Gugatan Melawan Hukum Permasalahan Pembagian Lahan Kalitjang, Jatisampurna Bekasi Proyek CCT Seksi I / Lawsuit Case Against the Law of the Problem of Land Distribution Kalitjang, Jatisampurna Bekasi CCT Project Section I	<p>Pada tanggal 16 Desember 2020 melalui Website SIPP Pengadilan Negeri Bekasi bahwa telah dikeluarkan Putusan Banding atas perkara a quo yang amarnya sebagai berikut:</p> <ol style="list-style-type: none"> Menerima permohonan banding dari Para Pemandang semula Para Penggugat; Menguatkan putusan Pengadilan Negeri Bekasi No. 176/Pdt.G/2019/PN Bks. Tanggal 11 Februari 2020 yang dimohonkan banding tersebut; Menghukum Para Pemandang, semula Para Penggugat untuk membayar biaya yang timbul dalam kedua tingkat peradilan, yang dalam tingkat banding sebesar Rp 150.000. / <p>On December 16, 2020, through the SIPP website of the Bekasi District Court, an appeal decision has been issued for the a quo case with the following guidelines:</p> <ol style="list-style-type: none"> Receiving an appeal from the original Appellants of the Plaintiffs; Strengthening the Bekasi District Court decision No. 176/Pdt.G/2019/PNBks. Dated February 11, 2020 for which the appeal is filed; Sentencing the Appellants, initially the Plaintiffs, to pay the costs incurred at both levels of the trial, which on appeal amounted to Rp 150,000. 	Perusahaan tunduk dan patuh atas Putusan Kasasi Perkara a quo. / The Company complies with the a quo Case Cassation Decision.	Tidak berdampak signifikan. / Has no significant impact



No	Data Perkara	Proses Hukum	Tindak Lanjut	Dampak Signifikan Terhadap perusahaan
6	Perkara Wanprestasi Bank Jatim dengan Asuransi Pan Pacific Insurance / Case of Default Bank Jatim with Pan Pacific Insurance Insurance	Pada tanggal 29 November 2021 diterima relas pemberitahuan penyerahan kontra memori kasasi beserta memori kasasi atas perkara a quo. / On November 29, 2021, a notification was received regarding the submission of the counter memorandum of cassation along with the memorandum of cassation for the a quo case.	Sampai dengan tanggal pelaporan Perusahaan masih memonitor pelaksanaan sidang selanjutnya. / As of the reporting date, the Company is still monitoring the implementation of the next trial.	Tidak berdampak signifikan. / Has no significant impact
7	Perkara BANI antara Perusahaan melawan PT ITC Polonia / The BANI case between the Company and PT ITC Polonia	Pada tanggal 14 Desember 2021 diadakan sidang permohonan pembatalan Putusan BANI atas perkara a quo dengan agenda pemanggilan para pihak. / On December 14, 2021, a hearing on the request for annulment of the BANI Decision on the a quo case was held with the agenda of summoning the parties.	Sampai dengan tanggal pelaporan Perusahaan masih memonitor pelaksanaan sidang selanjutnya. / As of the reporting date, the Company is still monitoring the implementation of the next trial.	Tidak berdampak signifikan. / Has no significant impact
8	Perkara Gugatan Pengadilan Hubungan Industrial (PHI) PHK Security pada Proyek Transmisi 500 Kv Paket 2 Peranap – Perawang / Industrial Relations Court (PHI) Lawsuits Case for Termination of Security in Transmission 500 Kv Package 2 Peranap – Perawang Project	Pada tanggal 15 September 2020 telah disampaikan Memori Kasasi atas Perkara a quo. / On September 15, 2020, a Memorandum of Cassation on the a quo Case was submitted.	Sampai dengan tanggal pelaporan, Perusahaan masih memonitor Putusan Kasasi di Mahkamah Agung. / As of the reporting date, the Company is still monitoring the Cassation Decisions at the Supreme Court.	Tidak berdampak signifikan. / Has no significant impact
9	Perkara Gugatan Perdata Ganti Rugi Pekerjaan Pembangunan Saluran Udara Tegangan Tinggi 150 Kv GI PLTU Kaltim – GI New Balikpapan / Lawsuit Against the Law on Compensation for the Construction of High Voltage Airways 150 Kv GI for PLTU Kaltim - GI New Balikpapan Project	<p>Pada tanggal 8 Februari 2021 telah dilaksanakan sidang dengan agenda Putusan atas perkara a quo yang amarnya sebagai berikut:</p> <p>Dalam Konvensi</p> <ul style="list-style-type: none"> Menyatakan eksepsi Tergugat I dan Tergugat II tidak dapat diterima; Menyatakan eksepsi Tergugat III tidak dapat diterima. <p>Dalam Pokok Perkara</p> <ul style="list-style-type: none"> Mengabulkan gugatan Penggugat untuk sebagian; Menyatakan hukum bahwa Penggugat adalah Pemilik yang Sah atas Tanah dengan bukti kepemilikan berupa Sertifikat Hak Milik No. 5110, yang terletak di Kelurahan Karang Joang, Kecamatan Balikpapan Utara, Kota Balikpapan, Kalimantan Timur yang dibuat dan diterbitkan oleh Kepala Kantor Pertanahan Kota Balikpapan, pada tanggal 15 Januari 2008, berdasarkan Surat Ukur No. 1690/Karang Joang; Menghukum Tergugat I dan Tergugat II untuk membayar kompensasi kepada Penggugat secara seketika dan sekaligus sebesar Rp501.497.000; Menolak gugatan Penggugat selain dan selebihnya. <p>Dalam Rekonvensi</p> <p>Mengabulkan gugatan rekonvensi</p> <ul style="list-style-type: none"> Menyatakan hukum Penetapan Lokasi Pembangunan Jaringan Transmisi SUTT 150 kV New Balikpapan – Kariangau yang akan melewati tanah Tergugat Rekonvensi seluas 3.585,807 m² di Kelurahan Karang Joang Kecamatan Balikpapan Utara, Kota Balikpapan, Propinsi Kalimantan Timur telah sesuai dengan ketentuan hukum yang berlaku sehingga sah dan mengikat. <p>Dalam Konvensi Dan Rekonvensi</p> <ul style="list-style-type: none"> Menghukum Tergugat I, Tergugat II dan Tergugat III untuk membayar biaya perkara secara tanggung renteng yang sampai hari ini ditetapkan sejumlah Rp 2.425.000. 	Perusahaan tunduk dan patuh atas Putusan Pengadilan Negeri Perkara a quo. / The Company complies with the a quo District Court Decision.	Tidak berdampak signifikan. / Has no significant impact

No	Data Perkara	Proses Hukum	Tindak Lanjut	Dampak Signifikan Terhadap perusahaan
		<p>On February 8, 2021, a trial was held with an agenda of decisions on the a quo case with the following guidelines:</p> <p><u>In the Convention</u></p> <p>In Exception</p> <ul style="list-style-type: none"> • Declared that the exceptions of Defendant I and Defendant II were unacceptable; • Declared Defendant III's exception to be unacceptable. <p>In the Main Case</p> <ul style="list-style-type: none"> • Granted part of the Plaintiff's claim; • Declare that the Plaintiff is the Legal Owner of the Land with proof of ownership in the form of a Certificate of Ownership No. 51 10, which is located in Karang Joang Village, North Balikpapan District, Balikpapan City, East Kalimantan which was created and published by the Head of the Balikpapan City Land Office, dated January 15, 2008, based on the Measurement Letter No. 1690/ Karang Joang; • Ordered Defendant I and Defendant II to pay compensation to the Plaintiff at once and at the same time Rp 501,497,000; • Rejected the Plaintiff's claim other than and the rest. <p><u>In the Reconvention</u></p> <p>Granted the lawsuit for reconvention</p> <ul style="list-style-type: none"> • Declare the law for the Determination of the Location of the SUTT 150 kV Transmission Network Development New Balikpapan - Kariangau which will pass through the land of the Reconvention Defendant covering an area of 3,585,807 <p><u>In Convention And Reconvention</u></p> <ul style="list-style-type: none"> • Sentencing Defendant I, Defendant II, and Defendant III to pay the court fees jointly and severally, which to date have been set at Rp2,425,000. 		
10	Perkara Gugatan Perbuatan Melawan Hukum Ganti Rugi atas Pembangunan Proyek Jalan Tol Cimanggis Cibitung II / Lawsuit Against the Law on Unlawful Indemnity for the Construction of the Cimanggis Cibitung II Toll Road Project	<p>Pada tanggal 11 Oktober 2021 diadakan sidang dengan agenda pembacaan Putusan Sela yang amarnya sebagai berikut:</p> <ul style="list-style-type: none"> - Mengabulkan Eksepsi Tergugat II tentang kompetensi relatif. - Menyatakan bahwa Pengadilan Negeri Jakarta Selatan tidak berwenang secara relatif untuk memeriksa dan mengadili Perkara a quo. - Menghukum Penggugat untuk membayar biaya yang timbul dari Perkara ini sejumlah Rp 3.708.800. <p>On October 11, 2021, a session will be held with the agenda for Reading the Interlocutory Decision, the order of which is as follows:</p> <ul style="list-style-type: none"> - Granted Defendant II's Exception - regarding relative competence. - To declare that the South Jakarta District Court has no relative authority to examine and adjudicate the a quo case. - Sentencing the Plaintiff to pay the costs arising from this case amounting to Rp 3,708,800. 	Telah diterima Salinan Putusan Resmi Pengadilan Negeri atas Perkara a quo pada tanggal 3 November 2021. Apabila selanjutnya tidak ada upaya hukum yang dilakukan oleh Penggugat maka selanjutnya Perkara ini dianggap sudah Inkracht. / A copy of the official decision of the District Court on the a quo case has been received on November 3, 2021. If there is no further legal action taken by the Plaintiff, then this case is deemed to have been Inkracht.	Tidak berdampak signifikan. / Has no significant impact
11	Perkara Gugatan Perdata Perbuatan Melawan Hukum Pembangunan Proyek Batang – Semarang Seksi 3 / Civil Lawsuit Case for Unlawful Actions for the Construction of the Batang – Semarang Project Section 3	<p>Pada tanggal 1 September 2021 diadakan sidang dengan agenda pembacaan Putusan Sela dengan amarnya sebagai berikut:</p> <p>Dalam Eksepsi</p> <ul style="list-style-type: none"> • Menyatakan menerima eksepsi (Keberatan dari Para Tergugat mengenai kewenangan mengadili / kompetensi relatif). <p>Dalam Pokok Perkara</p> <ul style="list-style-type: none"> • Menyatakan Pengadilan Negeri Semarang tidak berwenang memeriksa dan mengadili perkara a quo. • Menghukum Para Penggugat untuk membayar biaya perkara <p>On September 1, 2021, a session will be held with the agenda for reading the Interlocutory Decision with the following order:</p> <p><u>In Exception</u></p> <ul style="list-style-type: none"> • Declares accepting exception (Objection from the Defendants regarding the authority adjudicate relative incompetence). <p><u>In the Main Case</u></p> <ul style="list-style-type: none"> • To declare that the Semarang District Court is not authorized to examine and adjudicate the a quo case. • Sentencing the Plaintiffs for pay court fees. 	Apabila selanjutnya tidak ada upaya hukum yang dilakukan oleh Penggugat maka selanjutnya perkara ini dianggap sudah Inkracht. / If there is no further legal action taken by the Plaintiff, then this case is deemed to have been Inkracht.	Tidak berdampak signifikan. / Has no significant impact



No	Data Perkara	Proses Hukum	Tindak Lanjut	Dampak Signifikan Terhadap perusahaan
12	Perkara Gugatan Melawan Hukum Pembangunan Proyek UIII / Lawsuit Case for Unlawful Actions for the Construction of the UIII Project	Pada tanggal 20 Desember 2021 diadakan sidang dengan agenda keterangan saksi. / On December 20, 2021, a trial was held with the agenda of witness statements.	Sampai dengan tanggal pelaporan Perusahaan masih memonitor pelaksanaan sidang selanjutnya. / As of the reporting date, the Company is still monitoring the implementation of the next trial.	Tidak berdampak signifikan. / Has no significant impact
13	Perkara Gugatan PHI Pemutusan Hubungan Kerja DPC FSB KAMIPARHO pada Pembangunan Proyek Kapal Betung Seksi I Pedu / Lawsuit Case for PHI Termination of Employment Relationship between DPC FSB KAMIPARHO on the Construction of the Kapal Betung Project Section I Pedu	Pada tanggal 27 April 2021 diadakan sidang dengan agenda putusan dengan amarnya sebagai berikut: Dalam Eksepsi: <ul style="list-style-type: none"> Menolak eksepsi Tergugat Dalam Pokok Perkara <ul style="list-style-type: none"> Menolak Gugatan Penggugat untuk seluruhnya. Membebaskan biaya perkara kepada negara. / On April 27, 2021, a trial will be held with the agenda of the decision as follows: In Exception: <ul style="list-style-type: none"> Rejecting the Defendant's exception In the Subject: <ul style="list-style-type: none"> Rejected the Plaintiff's claim in its entirety. Charge court fees to the state. 	Perusahaan tunduk dan patuh atas Putusan Pengadilan Hubungan Industrial Perkara a quo. / The Company complies with the a quo Industrial Relations Court Decision.	Tidak berdampak signifikan. / Has no significant impact
14	Perkara Perdata Gugatan Perbuatan Melawan Hukum dalam pembangunan Proyek Ruas Jalan Tol Tebing Tinggi – Kuala Tanjung / Civil Lawsuit Case against the Law in the construction of the Tebing Tinggi – Kuala Tanjung Toll Road Project	Pada tanggal 28 Oktober 2021 diadakan sidang dengan agenda pembacaan Putusan Banding oleh Pengadilan tinggi atas Perkara a quo dengan amarnya sebagai berikut: <ul style="list-style-type: none"> Menerima permohonan banding yang diajukan oleh Para Pemandang semula para Penggugat. Menguatkan Putusan Pengadilan Negeri Kisaran Nomor: 2/Pdt.G/2021/PN.Kis tanggal 5 Juli 2021 yang dimohonkan Banding. Menghukum Para Pemandang semula para Penggugat untuk membayar biaya perkara dalam kedua tingkat pengadilan yang dalam tingkat banding ditetapkan sejumlah Rp 150.000. On October 28, 2021, a hearing will be held with the agenda of reading the Appeal Decision by the High Court on the a quo case with the following ruling: <ul style="list-style-type: none"> Received the appeal filed by the original Comparators of the Plaintiffs. Strengthening the Decision of the Kisaran District Court Number: 2/Pdt.G/2021/PN.Kis dated July 5, 2021, which is being appealed. Sentencing the original Appellants of the Plaintiffs to pay court fees at both levels of court which in the appeal level was set at a number of Rp 150,000. 	Pada tanggal 23 Desember 2021 diterima relas pemberitahuan dan penyerahan memori kasasi atas perkara a quo. / On December 23, 2021, a notification and submission of a memorandum of cassation was received for the a quo case.	Tidak berdampak signifikan. / Has no significant impact
15	Perkara Perdata Gugatan Perbuatan Melawan Hukum dalam pembangunan Proyek Ruas Jalan Tol Tebing Tinggi – Parapat – Sibolga / Civil Lawsuit Case against the Law in the construction of the Tebing Tinggi - Parapat - Sibolga Toll Road Project	Pada tanggal 7 Oktober 2021 diadakan sidang dengan agenda pembacaan Putusan pengadilan Negeri dengan amarnya sebagai berikut: Dalam provisi <ul style="list-style-type: none"> Menolak gugatan provisi para penggugat. Dalam pokok perkara <ul style="list-style-type: none"> Menyatakan gugatan para penggugat tidak dapat diterima. Menghukum para penggugat untuk membayar biaya perkara sejumlah Rp 10.000.000. On October 7, 2021, a hearing will be held with the agenda of reading the Decision of the District Court with the following order: In provision <ul style="list-style-type: none"> Rejected the claim of the plaintiffs' provision. In the subject <ul style="list-style-type: none"> Stating that the plaintiffs' claim is unacceptable. Sentencing the plaintiffs to pay court fees in the amount of Rp 10,000,000. 	Sampai dengan tanggal pelaporan Perusahaan masih menunggu upaya hukum selanjutnya dari Penggugat / As of the reporting date, the Company is still waiting for the next legal action from the Plaintiff	Tidak berdampak signifikan. / Has no significant impact



No	Data Perkara	Proses Hukum	Tindak Lanjut	Dampak Signifikan Terhadap perusahaan
16	Perkara Perdata Gugatan Perbuatan Melawan Hukum dalam pembangunan Proyek Ruas Jalan Tol Tebing Tinggi – Kuala Tanjung / Civil Lawsuit Case against the Law in the construction of the Tebing Tinggi - Kuala Tanjung Toll Road Project	<p>Pada tanggal 22 Oktober 2021 diadakan sidang dengan agenda pembacaan Putusan pengadilan tinggi dengan amarnya sebagai berikut:</p> <ul style="list-style-type: none"> • Menerima Permohonan Banding dari Kuasa Hukum Pe Menguatkan Putusan Pengadilan Negeri • Kisaran No. 4/Pdt.G/2021/PN.Kis yang dimohonkan Banding, banding semula Penggugat. • Menghukum Pembanding semula Penggugat untuk membayar biaya perkara dalam kedua tingkat pengadilan, yang dalam tingkat banding ditetapkan sejumlah Rp 150.000. <p>Receiving an Appeal Application from the Legal Counsel for Upholding the Decision of the District Court.</p> <ul style="list-style-type: none"> • Range No. 4/Pdt.G/2021/PN.Kis for • which the Plaintiff's original appeal was requested. • Sentencing the original Appellant of the Plaintiff to pay court fees at both levels of court, which in the appeal level was set at Rp. 150,000. 	Sampai dengan tanggal pelaporan Perusahaan masih menunggu upaya hukum selanjutnya dari Penggugat / As of the reporting date, the Company is still waiting for the next legal action from the Plaintiff	Tidak berdampak signifikan. / Has no significant impact
17	Perkara Perdata Gugatan Perbuatan Melawan Hukum dalam pembangunan Proyek Ruas Jalan Tol Tebing Tinggi – Kuala Tanjung / Civil Lawsuit Case against the Law in the construction of the Tebing Tinggi - Kuala Tanjung Toll Road Project	Pada tanggal 1 September 2021 telah disampaikan Kontra Memori Banding atas Perkara a quo. / On September 1, 2021, the Counter Memorandum of Appeal against the a quo case was submitted.	Sampai dengan tanggal pelaporan Perusahaan masih memonitor pelaksanaan sidang selanjutnya. / As of the reporting date, the Company is still monitoring the implementation of the next trial.	Tidak berdampak signifikan. / Has no significant impact
18	Perkara BANI antara PT Waskita Karya melawan Pemkab Kutai Barat Proyek Aji Tulus Jejangkat / BANI case between PT Waskita Karya and West Kutai Regency Government Aji Tulus Jejangkat Project	Pada tanggal 10 November 2021 diadakan sidang dengan agenda penyampaian bukti. / On November 10, 2021, a hearing was held with the agenda of submitting evidence.	Sampai dengan tanggal pelaporan Perusahaan masih memonitor pelaksanaan sidang selanjutnya. / As of the reporting date, the Company is still monitoring the implementation of the next trial.	Tidak berdampak signifikan. / Has no significant impact
19	Perkara Gugatan Perdata Wanprestasi pada Proyek Apartment Brooklyn / Civil Default Case on the Brooklyn Apartment Project	Pada tanggal 22 Desember 2021 diadakan sidang dengan agenda Duplik. / On December 22, 2021, a hearing will be held with a Duplic agenda.	Sampai dengan tanggal pelaporan Perusahaan masih memonitor pelaksanaan sidang selanjutnya. / As of the reporting date, the Company is still monitoring the implementation of the next trial.	Tidak berdampak signifikan. / Has no significant impact
20	Perkara Perdata Gugatan Perbuatan Melawan Hukum dalam Pembangunan Proyek Ruas Jalan Tol Tebing Tinggi - Kuala Tanjung – Kisaran / Civil Case Claiming Unlawful Acts in the Construction of the Tebing Tinggi - Kuala Tanjung - Kisaran Toll Road Project	Pada tanggal 28 Desember 2021 diadakan sidang dengan agenda Pembacaan Kesimpulan. / On December 28, 2021, a session will be held with the agenda for the Reading of Conclusions.	Sampai dengan tanggal pelaporan Perusahaan masih memonitor pelaksanaan sidang selanjutnya. / As of the reporting date, the Company is still monitoring the implementation of the next trial.	Tidak berdampak signifikan. / Has no significant impact
20	Perkara BANI antara PT Waskita Karya melawan PT Utama Warga Waskita terkait dengan Wanprestasi pada proyek Konstruksi Seksi 2 Ruas Kuala Tanjung - Inderapura dan Seksi 3 Ruas Tebing Tinggi – Sebelawan / BANI case between PT Waskita Karya and PT Utama Warga Waskita is related to Default in the Construction project of Section 2 of Kuala Tanjung - Inderapura and Section 3 of Tebing Tinggi - Sebelawan Section	Perusahaan sebagai Pemohon telah mendaftarkan perkara ini dan diterima oleh Sekretariat BANI dan terdaftar dengan Nomor Perkara: 44076/XI/ARBANI/2021. Diterima Surat dari BANI pada tanggal 8 Desember 2021 perihal Biaya Administrasi, Biaya Pemeriksaan dan Biaya Arbiter Perkara a quo. / The Company as the Petitioner has registered this case and was accepted by the BANI Secretariat and registered with Case Number: 44076/XI/ARBANI/2021. Received a letter from BANI on December 8, 2021 regarding Administrative Fees, Examination Fees and Arbitrator Fees a quo.	Sampai dengan tanggal pelaporan Perusahaan masih memonitor pelaksanaan sidang selanjutnya. / As of the reporting date, the Company is still monitoring the implementation of the next trial.	Tidak berdampak signifikan. / Has no significant impact
21	Perkara Perbuatan Melawan Hukum Proyek PLTU Kaltim - GI New Balikpapan / Cases of Unlawful Acts of PLTU Kaltim Project - GI New Balikpapan	Pada tanggal 15 Desember 2021 diterima relas panggilan sidang pertama yang diadakan pada tanggal 23 Desember 2021 dengan agenda pemanggilan para pihak. / On December 15, 2021, the report for the first court summons was received which was held on December 23, 2021 with the agenda of calling the parties.	Sampai dengan tanggal pelaporan Perusahaan masih memonitor pelaksanaan sidang selanjutnya. / As of the reporting date, the Company is still monitoring the implementation of the next trial.	Tidak berdampak signifikan. / Has no significant impact

No	Data Perkara	Proses Hukum	Tindak Lanjut	Dampak Signifikan Terhadap perusahaan
22	Perkara Perbuatan Melawan Hukum Proyek Jalan tol Jakarta - Cikampek II Sisi Selatan II / Cases of Unlawful Acts of the Jakarta - Cikampek II South Side II Toll Road Project	Pada tanggal 9 Desember 2021 diterima relaas panggilan sidang pertama yang diadakan pada tanggal 28 Desember 2021 dengan agenda pemanggilan para pihak. / On December 9, 2021, the report for the first summons was received which was held on December 28, 2021, with the agenda of summoning the parties.	Sampai dengan tanggal pelaporan Perusahaan masih memonitor pelaksanaan sidang selanjutnya. / As of the reporting date, the Company is still monitoring the implementation of the next trial.	Tidak berdampak signifikan. / Has no significant impact
23	Perkara Perbuatan Melawan Hukum Proyek Jalan Tol Pematang Panggang – Kayuagung / Cases of Unlawful Acts of Pematang Panggang - Kayuagung Toll Road Project	Pada tanggal 9 Desember 2021 diterima relaas panggilan sidang pertama yang diadakan pada tanggal 28 Desember 2021 dengan agenda pemanggilan para pihak. / On December 9, 2021, the announcement of the first summons to be held on December 28, 2021 was received with the agenda of calling the parties.	Sampai dengan tanggal pelaporan Perusahaan masih memonitor pelaksanaan sidang selanjutnya. / As of the reporting date, the Company is still monitoring the implementation of the next trial.	Tidak berdampak signifikan. / Has no significant impact

Perkara Hukum yang Menyangkut Anggota Board of Commissioners dan Board of Directors

Selama tahun 2021, baik anggota *Board of Commissioners* dan *Board of Directors* tidak terlibat dalam kasus hukum apa pun, baik yang bersifat perkara hukum perdata maupun pidana.

Sanksi Administratif

Sepanjang tahun 2021, tidak terdapat sanksi administratif yang dijatuhkan kepada Perseroan, *Board of Commissioners*, ataupun *Board of Directors* yang sedang menjabat oleh otoritas pasar modal dan pihak berwenang lainnya.

KODE ETIK

Perseroan memahami bahwa keseragaman etika bisnis dan pola perilaku menjadi bagian integral dari *best practices* GCG demi menunjang keberlangsungan usaha jangka panjang. Dalam hal ini, Perseroan membentuk kode etik yang mendukung komitmen Perseroan untuk mewujudkan budaya dan etos kerja yang sesuai dengan nilai-nilai moral yang diusung sekaligus menjadi pedoman bagi seluruh insan Waskita dalam berperilaku, beretika, dan berinteraksi dengan seluruh Insan Perseroan dan segenap *stakeholders*.

Dasar Kebijakan Kode Etik

Pedoman Etika dan Perilaku (*Code of Conduct*) Insan Waskita No. 85.I/SK/WK/2020 tanggal 22 September 2020 tentang Prosedur Waskita di Bidang Etika dan Perilaku. Kode etik Perseroan merupakan bagian penting dalam pelaksanaan GCG yang disusun secara kompilasi dari berbagai sumber, antara lain:

1. Anggaran Dasar Perusahaan dan perubahan-perubahannya;
2. Budaya Perusahaan dan perubahan-perubahannya;
3. Prosedur Waskita bidang *Human Capital Management* dan perubahan-perubahannya;
4. Perjanjian Kerja Bersama Perseroan dengan Serikat Pekerja Waskita Tahun 2016-2018;

Legal Cases Encountered by Members of the Board of Commissioners and the Board of Directors

Throughout 2021, members of Board of Commissioners and Board of Directors were not involved in any legal cases, whether it is a civil or criminal case.

Administrative Sanctions

There were no administrative sanctions imposed to the Company, Board of Commissioners, and Board of Directors by capital market authorities or other authorities in 2021.

CODE OF CONDUCT

The Company is aware that the uniformity of business ethics and behavior patterns is an integral part of the GCG best practices to support long-term business sustainability. In this case, the Company established a code of conduct that supports the Company's commitment to create a culture and work ethic that is in accordance with the moral values that are carried as well as a guide for all Waskita employees in behaving and interacting with all employees of the Company and all stakeholders.

Legal Basis of the Code of Conduct

Code of Conduct for Waskita's Employees No. 85.I/SK/WK/2020 dated September 22, 2020 on Waskita Procedure for Ethics and Behavior. The Company's code of conduct is an important part of The GCG implementation compiled from various sources, including:

1. Articles of Association and its amendments;
2. Corporate Culture of the Company and its changes;
3. Waskita Procedure for Human Capital Management and its changes;
4. Collective Labor Agreement of the Company with Waskita Labor Union 2016-2018;

5. Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara;
6. Peraturan dan Perundang-undangan terkait etika dan perilaku dalam perusahaan, salah satunya UU No. 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi.

Ruang Lingkup Kode Etik

Ruang lingkup etika yang diatur dalam Kode Etik Perusahaan meliputi hubungan antara Perseroan dengan lingkungan internal (*Board of Commissioners, Board of Directors, dan Pegawai*) dan lingkungan eksternal (pemegang saham, pelanggan, pemasok, subkontraktor, pemberi jasa, pesaing, media massa, penyelenggara negara, dan masyarakat).

Isi Kode Etik

Pokok-pokok kode etik antara lain mengatur aspek-aspek mengenai:

1. Standar Etika dan Perilaku;
2. Kebijakan Akuntansi dan Keuangan;
3. Umum;
4. Etika dan Perilaku *Board of Commissioners*;
5. Etika dan Perilaku *Board of Directors*;
6. Etika dan Perilaku Pegawai.

Standar Etika dan Perilaku

Standar etika dan perilaku ini memuat ketentuan-ketentuan umum yang harus dilakukan oleh Perusahaan dalam menjalankan bisnisnya. Dalam hal ini, kode etik Perseroan turut mengatur kebijakan nilai-nilai etis yang dinyatakan secara eksplisit sebagai suatu standar perilaku yang harus menjadi pedoman seluruh insan Perseroan. Isi kode etik Perseroan yang dihimpun menjadi satu buku pegangan bagi seluruh insan Perseroan memuat antara lain ketentuan sebagai berikut:

1. *Board of Commissioners* dilarang melakukan transaksi yang mempunyai benturan kepentingan dan mengambil keuntungan pribadi baik secara langsung maupun tidak langsung dari PT Waskita Karya (Persero) Tbk selain penghasilan yang sah;
2. *Board of Directors* PT Waskita Karya (Persero) Tbk dilarang melakukan hal-hal yang bertentangan dengan moral, etika, agama, hukum dan peraturan yang berlaku, norma-norma yang berlaku dalam masyarakat, dan/atau bertentangan dengan kewajibannya sebagai WN I;
3. *Board of Directors* PT Waskita Karya (Persero) Tbk dilarang melakukan tindakan Korupsi, Kolusi, dan Nepotisme (KKN) yang ada kaitannya dengan Perusahaan;
4. *Board of Directors* tidak diperkenankan memiliki rangkap jabatan sebagai *Board of Directors* pada Perusahaan lain;
5. *Board of Directors* tidak diperkenankan memiliki kepemilikan saham pada Perusahaan pesaing ataupun Perusahaan yang bertindak sebagai pemasok;

5. Law No. 19 Year 2003 regarding State-Owned Enterprises;
6. Laws and regulations related to ethics and behavior in a company, one being Law No. 30 of 2002 on Commission for Eradication of Corruption Crimes

Code of Conduct Scope

The scope of the ethics stipulated in the Company's Code of Conduct includes the relationship between the Company and the internal environment (*Board of Commissioners, Board of Directors, and Employees*) and the external environment (*shareholders, customers, suppliers, subcontractors, service providers, competitors, mass media, state officials, and community*).

Code of Conduct Contents

The code of conduct governs the following aspects:

1. Ethical and Behavioral Standards;
2. Financial and Accounting Policies;
3. General;
4. Ethics and Behaviors of the Board of Commissioners;
5. Ethics and Behaviors of the Board of Directors;
6. Ethics and Behaviors of the Employees.

Ethical and Behavioral Standards

These ethical and behavioral standards contain the general terms that the Company shall perform in conducting its business. The Company's Code of Conduct governs the ethical values policy expressed explicitly as a behavioral standard that guides all Company employees. Contents of the Company is compiled in a handbook for all personnel which contains provisions as follows:

1. The Board of Commissioners is prohibited from conducting transactions that have a conflict of interest and take personal advantage either directly or indirectly of PT Waskita Karya (Persero) Tbk other than its valid income.
2. The Board of Directors of PT Waskita Karya (Persero) Tbk is prohibited from doing things that are contrary to morals, ethics, religion, laws/regulations, norms prevailing in society, and/or contrary to their obligations as Indonesian citizens.
3. The Board of Directors of PT Waskita Karya (Persero) Tbk is prohibited from taking KKN (Corruption, Collusion and Nepotism) actions related to the Company.
4. The Board of Directors shall not have any concurrent positions as directors of other companies.
5. The Board of Directors shall not have any share ownership on a competing Company or any Company acting as a supplier.



6. Larangan bagi Pegawai diberlakukan sebagaimana diatur dalam Perjanjian Kerja Bersama (PKB) yang berlaku.

Kebijakan Akuntansi dan Keuangan

1. Semua informasi yang berhubungan dengan laporan keuangan, catatan dan laporan lainnya harus dibuat dengan akurat, lengkap dan sejujur-jujurnya sesuai dengan transaksi Perusahaan;
2. Apabila laporan dan catatan dibuat secara sengaja sehingga tidak akurat dan lengkap, maka tindakan tersebut dianggap melanggar ketentuan Perusahaan dan pelakunya dapat dikenakan sanksi, yang berakibat sampai pemberhentian kerja;
3. *Board of Directors* dan pegawai yang ikut serta dalam persiapan dokumen-dokumen Perusahaan diharuskan untuk memastikan bahwa dokumen tersebut dibuat dengan jelas, lengkap, akurat dan dapat dimengerti oleh pihak lain;
4. Seluruh transaksi Perusahaan harus dilakukan sesuai dengan otorisasi manajemen, ketentuan dari Unit Kerja yang membawahi Bidang Keuangan dan kriteria terkait hal lain yang patut digunakan, termasuk pengeluaran perorangan yang akan digantikan oleh Perseroan dan harus sesuai dengan kegunaan dan jumlah dari pengeluaran tersebut;
5. Pemusnahan dokumen Perusahaan yang akan diperiksa oleh pemerintah atau auditor harus sesuai dengan prosedur dan memenuhi peraturan perundangan yang berlaku.

Umum

Hubungan dengan Pegawai

1. Perusahaan harus memperlakukan Pegawai sebagai aset yang berharga sehingga perlu dihargai dan ditingkatkan kompetensi dan mampu melaksanakan nilai utama dalam budaya Perusahaan;
2. Perusahaan harus memberi kesempatan yang sama kepada Pegawai tanpa membedakan senioritas, jenis kelamin, suku, agama, ras, dan golongan;
3. Perusahaan harus membangun suasana keterbukaan;
4. Perusahaan harus mengembangkan kebijakan dan prosedur manajemen sumber daya manusia berdasarkan prinsip-prinsip yang disepakati dalam Perjanjian Kerja Bersama dan prinsip-prinsip *Good Corporate Governance*;
5. Perusahaan harus mengimplementasikan kebijakan dan prosedur manajemen sumber daya manusia secara konsisten;
6. Perusahaan harus menjamin agar pegawai memperoleh kondisi kerja yang baik dan aman sesuai peraturan perundang-undangan;
7. Perusahaan harus menjamin agar pegawai dapat memberikan suara dalam pengambilan keputusan tertentu, baik diwakili secara kolektif atau tidak oleh suatu kelompok serikat pekerja yang representatif;

6. The Employee prohibitions are in accordance with the prevailing Collective Labor Agreement (PKB).

Financial and Accounting Policies

1. All information relating to financial statements, records and other reports must be drawn up accurately, completely and honestly in accordance with the Company's transactions;
2. If the reports and records are made intentionally so as to be inaccurate and incomplete, such act is considered to be violating the Company's provisions and the perpetrators may be subject to sanctions, which could result in termination of employment;
3. The Board of Directors and other employees who participate in the preparation of Company documents are required to ensure that the documents are clear, complete, accurate and understandable to others;
4. All transactions of the Company shall be made in accordance with the management authorization, the provisions of the Working Units in charge of the Financial Field and other relevant criteria that may be appropriate to use, including individual expenses to be reimbursed by the Company shall be in accordance with the usefulness and amount of such expenditures;
5. Destruction of Company documents to be examined by the government or the auditor must be in accordance with the procedures and comply with applicable laws and regulations.

General

Employee Relations

1. The Company must treat Employees as a valuable asset that needs to be rewarded and to be improved in terms of competence and able to carry out the core values of the corporate culture;
2. The Company provides equal opportunity for Employees regardless of seniority, gender, ethnic group, religion, race, and inter-group;
3. The Company shall provide an open work atmosphere;
4. The Company must develop policies and procedures for Human Capital management based on the agreed principles in Collective Labor Agreement and Good Corporate Governance principles.
5. The Company must consistently implement the policy and procedure for Human Capital management.
6. The Company guarantees that employees obtain good and safe working condition in accordance with the laws and regulations.
7. The Company guarantees that employees may give their votes/opinions in making certain decisions, either individually or through collective representation by a labor union;

- Perusahaan harus menjamin agar pegawai memperoleh kesempatan untuk mengikuti pendidikan, pelatihan dan pengembangan lebih lanjut yang sejalan dengan kompetensi dan kebutuhan Perusahaan.

Keselamatan, Kesehatan Kerja, Lingkungan dan Mutu (K3LM)

Dalam memenuhi peran dan kewajiban yang dimiliki, Perusahaan harus:

- Melaksanakan Sistem Manajemen Keselamatan, Kesehatan Kerja, Lingkungan, Mutu, dan Pengamanan (SMK3LMP) secara konsisten;
- Menyusun program dan prosedur untuk menjamin implementasi kebijakan Kesehatan dan Keselamatan kerja secara benar dan konsisten;
- Mencantumkan setiap biaya yang terkait dengan kesehatan dan keselamatan kerja berkaitan dengan kegiatan operasionalnya dalam menyusun rencana investasi, rencana jangka panjang dan rencana kerja dan anggaran Perusahaan;
- Melakukan audit secara teratur untuk mengevaluasi kepatuhan terhadap peraturan yang terkait dengan SMK3LMP dan kebijakan Perusahaan tentang SMK3LMP;
- Menjamin bahwa setiap pegawai menyadari dan mengintegrasikan pertimbangan-pertimbangan SMK3LMP dalam aktivitas sehari-hari;
- Menindaklanjuti rekomendasi hasil audit kinerja SMK3LMP.

Hubungan dengan Pengguna Jasa

- Perusahaan harus menyelesaikan pekerjaan sesuai kontrak;
- Perusahaan harus memberikan informasi material yang diperlukan pemberi secara benar, akurat dan tepat waktu;
- Perusahaan harus melakukan audit secara berkala atas Sistem Manajemen Keselamatan, Kesehatan Kerja, Lingkungan, dan Mutu (SMK3LMP);
- Perusahaan harus meningkatkan kualitas sumber daya manusia, metodologi pekerjaan maupun peralatan agar memenuhi spesifikasi pekerjaan.

Hubungan dengan Masyarakat

- Perusahaan harus menyalurkan pinjaman pada industri kecil dan koperasi (kemitraan) melalui Program Tanggung Jawab Sosial dan Lingkungan (TJSL) sesuai dengan keputusan RUPS;
- Perusahaan melalui Unit TJSL harus memberikan berbagai bantuan kepada masyarakat sebagai rasa tanggung jawab sosial Perusahaan yang berupa bantuan korban bencana alam, bantuan pendidikan dan latihan, bantuan peningkatan kesehatan, bantuan prasarana dan sarana umum serta bantuan sarana ibadah sesuai dengan yang dialokasikan oleh RUPS;

- The Company guarantees an opportunity for the employees to participate in advanced education, training, and development which are in line with their competence and needs of the Company.

Occupational Health, Safety, Environment, and Quality (K3LM)

In fulfilling its roles and responsibilities, the Company is obliged to:

- Consistently implement the Occupational Health, Safety, Environment, Quality and Security (SMK3LMP) Management System;
- Prepare program and procedure to ensure consistent and proper implementation of occupational health and safety;
- Include every cost concerning occupational and safety related to its operations in preparing investment plan, long-term plan, and work plan and budget of the Company;
- Conduct regular audit to evaluate the compliance with regulations related to SMK3LMP and the Company's policy on SMK3LMP;
- Ensure that every employee is aware and integrates the SMK3LMP considerations in their daily activities;
- Follow up the recommendation of the audit result of SMK3LMP Performance.

Service Users Relations

- The Company shall finish the works according to the contract.
- The Company provides material information required by the Job provider correctly, accurately, and timely;
- The Company periodically audit the Occupational Health and Safety, Environment and Quality (SMK3LMP) System;
- The Company shall increase the quality of human capital, methodology of work, and equipment to fulfill the work specification.

Community Relations

- The Company must distribute loans to small enterprises and cooperatives (partnership) through Social and Environmental Responsibility (TJSL) in line with the GMS resolutions;
- The Company through the TJSL Unit must provide supports for the community as part of social responsibility. The supports are given in the form of donation for natural disaster victims, education and training, health improvement, infrastructure and public facilities and praying facilities as allocated in the GMS;



3. Perusahaan harus memberikan informasi-informasi relevan yang diperlukan masyarakat sekitar pekerjaan mengenai dampak selama pelaksanaan pekerjaan;
4. Perusahaan peka dan peduli terhadap masalah sosial dan ekonomi yang terjadi di lingkungan;
5. Perusahaan harus bermanfaat dan didukung oleh masyarakat lingkungannya.

Hubungan dengan Pejabat Negara

1. Perusahaan menjamin bahwa pejabat negara akan dapat melaksanakan kewenangannya sesuai dengan peraturan perundang-undangan yang berlaku;
2. Perusahaan akan selalu memberikan informasi material yang diperlukan pejabat negara secara benar, akurat, dan tepat waktu sesuai dengan peraturan perundang-undangan yang berlaku.

Hubungan dengan Pemegang Saham

1. Perusahaan harus menjamin bahwa penggunaan dana pemegang saham akan dilakukan secara amanah, transparan dan sesuai tujuannya diterbitkannya saham;
2. Perusahaan harus memberikan informasi material yang menyangkut penerbitan saham kepada yang berhak.

Komitmen terhadap Lingkungan

1. Perusahaan harus menjaga kelestarian lingkungan sesuai dengan ketentuan yang berlaku;
2. Perusahaan harus berusaha menjamin bahwa analisa AMDAL telah dilakukan sebelum suatu pekerjaan dijalankan;
3. Perusahaan harus mengembangkan kebijakan pengelolaan lingkungan sesuai peraturan perundang-undangan yang berlaku;
4. Perusahaan harus melakukan koordinasi dengan instansi lain dalam implementasi pengelolaan lingkungan pada pekerjaan yang dilaksanakan;
5. Unit yang bertugas mengelola lingkungan harus melaporkan secara teratur kepada *Board of Directors* dan *Board of Commissioners* mengenai kinerja pengelolaan lingkungan dari pekerjaan yang dilaksanakan;
6. Perusahaan harus mengungkapkan aktivitas bisnis dan dampak terhadap lingkungan serta program pengelolaan lingkungan yang dilaksanakan dalam laporan tahunan.

Etika dan Perilaku Board of Commissioners

1. Penerapan Prinsip GCG;
2. Memahami prinsip-prinsip GCG dan melaksanakannya sebagai contoh perilaku bagi Pegawai;
3. Menghindari timbulnya benturan kepentingan baik secara langsung maupun tidak langsung;
4. Menjaga keamanan dan kerahasiaan informasi Perusahaan.

3. The Company must provide relevant information to the community in the vicinity of project on the impacts during the project's progress;
4. The Company shall be sensitive and aware on socioeconomic issues in the environment;
5. The Company must be beneficial to and gain supports from the local community.

State Officials Relations

1. The Company ensures that state officials may perform their authorities in line with the prevailing regulations;
2. The Company shall provide material information as required by the state executives in a true, accurate and precise manner pursuant to the prevailing regulations.

Shareholder Relations

1. The Company must ensure that bonds proceed is used as mandated and in a transparent and compliant way in accordance with the purpose of bonds issuance;
2. The Company must provide material information on bond issuance to the rightful parties.

Commitment to the Environment

1. The Company must preserve the environment in line with the prevailing regulations.
2. The Company must ensure that the AMDAL analysis has been performed prior to the initiation of a project;
3. The Company has to develop the policy of environment management in line with the prevailing laws;
4. The Company shall coordinate with other institutions in regards to the workload in the implementation of environmental management;
5. The unit in charge to manage the environment has to report regularly to the Board of Directors and Board of Commissioners concerning the performance of completed activities in the environmental management;
6. The Company shall disclose its business activities, the environmental impacts, and environmental management programs that have been carried out in the annual report.

Board of Commissioners Ethics and Behaviors

1. Implement the GCG Principles;
2. Have a good understanding on the principles which also serve as behavioral model for the staffs to apply;
3. Avoid conflicts of interests either directly or indirectly;
4. Keep the security and the confidentiality of corporate information.

Hubungan dengan Pemegang Saham

1. Memberikan pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Perusahaan dan Laporan Tahunan yang diusulkan Board of Directors;
2. Mengikuti perkembangan kegiatan Perusahaan, memberikan pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai setiap masalah yang dianggap penting bagi kepengurusan Perusahaan;
3. Melaporkan dengan segera kepada Rapat Umum Pemegang Saham apabila terjadi gejala menurunnya kinerja Perusahaan.

Hubungan dengan Board of Directors

1. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan *Board of Directors* serta menandatangani;
2. Melakukan pengawasan dan memberikan saran atas pengelolaan Perusahaan;
3. Melakukan penilaian atas kinerja *Board of Directors*.

Larangan

Anggota *Board of Commissioners* dilarang melakukan transaksi yang mempunyai benturan kepentingan dan mengambil keuntungan pribadi baik secara langsung maupun tidak langsung dari PT Waskita Karya (Persero) Tbk selain penghasilan yang sah.

Etika dan Perilaku Board of Directors

Hubungan dengan Prinsip GCG

1. Memahami prinsip-prinsip GCG dan melaksanakannya sebagai contoh perilaku bagi Pegawai;
2. Menghindari timbulnya benturan kepentingan baik secara langsung maupun tidak langsung.

Hubungan dengan Tugas Pokok

1. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan perusahaan sesuai dengan maksud dan tujuan serta kegiatan usahanya;
2. Menyiapkan pada waktunya Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan, termasuk rencana-rencana lainnya yang berhubungan dengan pelaksanaan usaha dan kegiatan Perusahaan serta menyampaikannya kepada *Board of Commissioners* dan Pemegang Saham untuk mendapatkan pengesahan Rapat Umum Pemegang Saham;
3. Memelihara risalah rapat serta menyelenggarakan pembukuan perusahaan sesuai dengan kelaziman yang berlaku bagi suatu Perusahaan;
4. Menyusun sistem akuntansi sesuai dengan Standar Akuntansi Keuangan dan berdasarkan prinsip-prinsip pengendalian intern, terutama fungsi pengurusan, pencatatan, penyimpanan dan pengawasan;

Shareholder Relations

1. Provide ideas and suggestions to the General Meeting of Shareholders on the Company Long Term Plan, the Workplan and Budget, and the Annual Report submitted by the Board of Directors;
2. Monitor the development of the Company's activities, providing opinion and advice to the General Meeting of Shareholders on every issue deemed important for the Company's management;
3. Immediately report the General Meeting of Shareholders in the event that there are indications of the Company's downturn.

Board of Directors Relations

1. Check and analyze the quarterly report and the annual report prepared by the Board of Directors and provide signatures to such reports;
2. Carry out supervisory actions and provide advises on the Company management.
3. Evaluate the Board of Directors' performance

Prohibition

The Board of Commissioners members are prohibited from conducting transactions with conflicts of interest and taking personal advantage either directly or indirectly of PT Waskita Karya (Persero) Tbk other than their legitimate income.

Board of Directors Ethics and Behaviors

GCG Principles Relations

1. Have a good understanding on the principles of GCG which also serve as behavioral model for the staffs to apply.
2. Avoid any conflict of interests either directly or indirectly.

Main Duties

1. Provide the best efforts to guarantee that the Company's business and activities are properly executed in line with its objectives, goals and the business line;
2. Prepare all of the Company's Long-Term Plan, Work-plan and Budget including other business implementation plans and company activities in timely manner, then deliver to the Board of Commissioners and Shareholders to be approved in the General Meeting of Shareholders;
3. Maintain the minutes of meeting and carry out the Company's bookkeeping by adopting the prevailing standards in a company;
4. Prepare the accounting systems by adopting the Financial Accounting Standards and the principles of internal control, particularly on the management function, recording, storing and supervision;



5. Memberikan pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya Perusahaan berupa laporan tahunan termasuk perhitungan tahunan dan laporan manajemen kepada Rapat Umum Pemegang Saham;
6. Memberikan laporan berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku serta laporan lainnya setiap kali oleh Pemegang Saham;
7. Menyiapkan susunan organisasi pengurusan Perusahaan lengkap dengan perincian tugasnya;
8. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar dan yang diterapkan oleh Rapat Umum Pemegang Saham berdasarkan peraturan perundang-undangan yang berlaku.

Hubungan dengan Pemegang Saham

1. *Board of Directors* harus memberikan informasi material lengkap dan akurat mengenai Perusahaan kepada setiap Pemegang Saham;
2. *Board of Directors* harus menyiapkan mekanisme Rapat Umum Pemegang Saham yang memungkinkan setiap Pemegang Saham dapat hadir dalam Rapat Umum Pemegang Saham dan memberikan suaranya sesuai dengan peraturan perundang-undangan yang berlaku;
3. *Board of Directors* harus menjamin agar setiap Pemegang Saham mendapatkan hak-haknya sesuai ketentuan Anggaran Dasar, semua keputusan yang diambil secara sah dalam Rapat Umum Pemegang Saham serta peraturan perundang-undangan yang berlaku.

Larangan

1. *Board of Directors* PT Waskita Karya (Persero) Tbk dilarang melakukan hal-hal yang bertentangan dengan moral, etika, agama, hukum dan peraturan yang berlaku, norma-norma yang berlaku dalam masyarakat, dan/atau bertentangan dengan kewajibannya sebagai WNI;
2. *Board of Directors* PT Waskita Karya (Persero) Tbk dilarang melakukan tindakan Korupsi, Kolusi, dan Nepotisme (KKN) yang ada kaitannya dengan Perusahaan;
3. *Board of Directors* tidak diperkenankan memiliki perangkapan jabatan sebagai *Board of Directors* pada Perusahaan lain;
4. *Board of Directors* tidak diperkenankan memiliki kepemilikan saham pada Perusahaan pesaing ataupun Perusahaan yang bertindak sebagai pemasok.

Etika dan Perilaku Pegawai

Hubungan Pegawai dengan Perusahaan

1. Pegawai PT Waskita Karya (Persero) Tbk harus senantiasa menjunjung tinggi etika bisnis dalam melaksanakan tugasnya sehari-hari;

5. Be liable to any information about the condition and the management of Company in terms of the annual report including the annual calculation and management report to the General Meeting of Shareholders;
6. Submit periodic report based on the prevailing terms and other report at any time requested by Shareholders;
7. Prepare the organization chart of Company Management that presents every job description;
8. Perform other duties while applying the provisions that have been set up in the Company's Articles of Association which is exercised by the General Meeting of Shareholders and subject to the prevailing laws and regulations.

Shareholder Relations

1. The Board of Directors shall provide comprehensive and accurate material information about the Company to the Shareholders;
2. The Board of Directors must prepare a General Meeting of Shareholders mechanism that enables each Shareholder to attend the General Meeting of Shareholders and cast their votes in accordance with the prevailing laws and regulations;
3. The Board of Directors shall guarantee that all the Shareholders obtain their rights as stated in the Articles of Association and that all the valid decisions made in the General Meeting of Shareholders are subject to the prevailing laws and regulations.

Prohibitions

1. The Board of Directors of PT Waskita Karya (Persero) Tbk is prohibited from doing anything that is contrary to morals, ethics, religion, applicable laws/norms, norms prevailing in society, and/or contrary to their obligations as citizens;
2. The Board of Directors OF PT Waskita Karya (Persero) Tbk is prohibited from being involved in KKN (Corruption, Collusion, and Nepotism) actions related to the Company;
3. The Board of Directors shall not have any concurrent positions as Board of Directors of other companies;
4. The Board of Directors is not allowed to own any shares in a competing Company or any Company acting as a supplier.

Employee Ethics and Behaviors

Employee Relations to the Company

1. Employees of PT Waskita Karya (Persero) Tbk shall at all times uphold the business ethics in performing their daily duties;

2. Pegawai wajib mendahulukan kepentingan Perusahaan daripada kepentingan golongan, pribadi, keluarga, kerabat dan/atau pihak lain;
3. Setiap pegawai wajib menjaga harta milik dan nama baik Perusahaan;
4. Pegawai wajib bersikap/berperilaku baik dan menjaga kesopanan di dalam ataupun di luar Perusahaan;
5. Pegawai wajib mematuhi isi Perjanjian Kerja Bersama;
6. Pegawai wajib menaati aturan-aturan yang berlaku di Perusahaan.

Hubungan Pegawai dengan Jabatannya

1. Pegawai wajib mengerahkan segala daya dan upaya dalam melaksanakan tugas jabatan yang diserahkan kepadanya;
2. Pegawai wajib menerima penempatan tugas, melaksanakan perjalanan dinas, mutasi dan detasir, berdasarkan Perintah/Keputusan Board of Directors atau atasan yang berwenang;
3. Pegawai wajib berada di tempat tugas dan melaksanakan tugasnya pada hari-hari dan jam kerja yang ditentukan, kecuali sedang menjalankan tugas Perusahaan di luar tempat tugasnya;
4. Pegawai wajib memegang rahasia jabatan, yaitu rahasia yang berkaitan dengan tugas dan/atau jabatannya, baik yang berupa dokumen tertulis, rekaman suara ataupun perintah/ Pernyataan lisan dari atasannya.

Hubungan dengan Atasan dan Bawahan

1. Pegawai wajib membina kerja sama yang positif dan produktif, saling menerima dan menghargai didasari ketulusan dan itikad baik;
2. Atasan sebagai panutan, pengarah, pembimbing dan bertanggung jawab atas perilaku dan kinerja bawahannya dalam Perusahaan;
3. Setiap pegawai yang menjadi atasan wajib membina dan memberikan teladan pada pegawai di lingkungannya;
4. Pegawai wajib melakukan kerja lembur atas perintah atasan yang berwenang, apabila pekerjaan harus dilaksanakan di luar jam kerja yang ditetapkan Perseroan;
5. Pegawai wajib melaporkan kepada atasannya setiap terjadi kecurian atau kehilangan harta milik Perseroan yang diketahuinya dalam waktu paling lambat 1x24 jam.

Hubungan dengan Sesama Pegawai

1. Saling menghargai, mendorong semangat, dan membina kerja sama dalam tugas dan tanggung jawab masing-masing;
2. Meningkatkan integritas, keterbukaan, dan hubungan yang harmonis.

2. The employees shall precede the interests of Company rather than the interests of group, individual, family, and/or other parties;
3. Each employee is obliged to preserve the properties and good name of the Company;
4. The employees shall possess good attitude and behavior, inside or outside the Company;
5. The employees shall adhere to the contents of the Employment Agreement;
6. The employees shall obey all prevailing rules within the Company.

Employee Relations to Their Positions

1. The employees must give their best in performing their assigned duties;
2. The employees shall accept all placements, official travels, mutations, and detachments through the Command/Decision of the Board of Directors or the Supervisor in Charge;
3. The employees shall be on their duty stations to complete their duties on agreed days and working hours, unless they are working for the Company outside the duty stations;
4. The employees are obliged to keep the office confidentiality that relate to their assignment and/or position, either in the form of written document, voice recording or instruction/ spoken statement from the Supervisor.

Relations among Supervisors and Subordinates

1. The employees are obliged to build a positive and productive cooperation, and to respect and treat each other well with sincerity and good will;
2. Supervisor acts as a guide, mentor and coach, and is responsible for the attitude and performance of the staffs under their supervision in the Company;
3. Every employee that functions as a supervisor is obliged to act as a role model for the subordinate staffs;
4. Subordinate employees shall accept the overtime instructed by the supervisor, in the case that the assignment has to be completed beyond the working hours determined by the Company;
5. The employees are obliged to report to the supervisor for any information on theft and loss of Company's property not later than 1x24 hours.

Relations among Fellow Employees

1. Be respectful and supportive to each other, and be cooperative in their respective jobs and responsibilities;
2. Improve the integrity, harmony, and open-mindedness of the relationship.

Pemberlakuan Kode Etik

Perseroan secara berkesinambungan telah melakukan proses internalisasi kode etik yang mencakup seluruh level jabatan. Perseroan meyakini bahwa kode etik yang berlaku bagi seluruh level organisasi akan menciptakan fondasi serta karakter budaya kerja Perseroan yang menjadi elemen pembeda bahkan nilai jual di antara kompetitor. Guna mendukung penerapannya, Perseroan melakukan beberapa hal berikut:

1. Pemberlakuan kewajiban untuk mematuhi kode etik Perseroan bagi seluruh insan Perseroan;
2. Sosialisasi dan pemahaman atas kode etik;
3. Manajemen Perseroan bertanggung jawab dan memberi keteladanan bagi bawahannya untuk menerapkan kode etik Perseroan.

Sosialisasi dan Internalisasi Kode Etik

Dalam memberlakukan kode etik secara efektif dan menyeluruh, Perseroan melakukan sosialisasi terhadap penerapan kode etik, mulai dari top management sampai dengan level operasional melalui berbagai media yang dimiliki, termasuk pemanfaatan media teknologi informasi yang dapat diakses oleh semua pegawai dengan mudah setiap saat.

Sosialisasi dan internalisasi kode etik secara berkala dilakukan melalui penyampaian memo dan/atau Surat Edaran Board of Directors tentang pelaksanaan etika bisnis. Perseroan juga memanfaatkan media sosialisasi kode etik lainnya yaitu situs Perseroan, buku saku, spanduk, banner, buletin, pernyataan komitmen, iklan di koran, dan berbagai media sosialisasi lainnya.

kegiatan sosialisasi dan internalisasi kode etik di tahun 2021 diselenggarakan Senin, 9 Agustus 2021 secara *Online* melalui Aplikasi Zoom.

Upaya Penegakan dan Sanksi Pelanggaran

Selain penerapan sosialisasi dan internalisasi, Perseroan memberlakukan penegakan kode etik secara terstruktur. Pelanggaran kode etik adalah tindakan indisipliner dan akan ditangani oleh pihak yang telah ditunjuk oleh *Board of Directors*. Upaya penegakan Pedoman Perilaku dilakukan dengan berbagai cara, di antaranya:

1. Penetapan aturan mengenai Komitmen terhadap *Good Corporate Governance*;
2. Peraturan Perseroan yang ditetapkan melalui Surat Keputusan *Board of Directors* terkait Gratifikasi.

Code of Conduct Implementation

The Company continuously internalizes the code of conduct that covers all positions. The Company believes that the prevailing code of conduct in all organization levels shall create a foundation and characters of the Company's work ethics, which then serve as a differing element and even selling point amongst its competitors. To support the enforcement of the Code of Conduct, the Company takes several actions, as follows:

1. Obligation of complying the code of conduct to all personnel;
2. Dissemination and comprehension on the code of conduct;
3. The Company's management is in charge of and serves as a role model for its sub-ordinate in implementing code of conduct.

Code of Conduct Dissemination and Internalization

To implement the code of conduct effectively and comprehensively, the Company disseminates the implementation of the code of conduct to all personnel, from the top management to those in operational level through various means owned by the Company, including real-time information technology accessible to all employees.

The dissemination and internalization is periodically carried out to all personnel of the Company via memo and/or circular letters from the Board of Directors on the implementation of business ethics. The Company also utilizes other media, such as website, handbook, banners, bulletins, commitment statements, newspapers advertisements, etc.

The dissemination and internalization of the code of conduct in 2021 was held on Monday, August 9, 2021 via Zoom application.

Code of Conduct Enforcement and Sanctions to its Violations

In addition to the dissemination and internalization, the Company applies a structured enforcement of the code of conduct. Violations to the Code of Conducts are considered as unlawful behaviors and will be handled by parties who have been appointed by the Board of Directors. Efforts to uphold the Code of Conduct are carried out in various ways, through:

1. Regulations on the Commitment of Good Corporate Governance;
2. Regulations determined by the Decree of the Board of Directors on Gratification.

Pelanggaran atas kode etik akan diberikan sanksi atau ganjaran yang sesuai dengan peraturan dan ketentuan yang berlaku di Perseroan, baik dalam skala ringan, sedang dan berat tergantung pada jenis pelanggaran yang dilakukan. Sanksi terhadap pelanggaran kode etik sebelumnya dibahas dan disepakati bersama melalui Perjanjian Kerja Bersama (PKB) antara Perseroan dan Serikat Pekerja Waskita agar materi yang terkandung di dalam sanksi tersebut dapat mewakili kepentingan dari masing-masing pihak serta tidak adanya salah satu pihak yang dirugikan.

Jumlah Pelanggaran Kode Etik beserta Sanksi yang Diberikan Tahun 2021

Pada tahun 2021, tidak terdapat kasus pelanggaran Kode Etik yang dilakukan oleh pegawai Perseroan.

SISTEM PELAPORAN PELANGGARAN

Dalam upaya meningkatkan komitmen manajemen terhadap *best practices* GCG serta menumbuhkan budaya kepatuhan yang mampu mencegah indikasi penyimpangan (*fraud*), Perseroan menyediakan Sistem Pelaporan Pelanggaran (*Whistleblowing System*) yang mengacu pada peraturan perundang-undangan yang berlaku.

Keberadaan *Whistleblowing System* berfungsi sebagai alat deteksi dini (*early warning system*) yang dapat mencegah terjadinya pelanggaran dalam perusahaan, serta merupakan wujud nyata implementasi GCG di tingkat operasional.

Dasar Kebijakan Whistleblowing System

Kebijakan *Whistleblowing System* secara internal telah diatur dalam Surat Keputusan *Board of Directors* No. 03.6/SK/WK/2019 tentang Pedoman Sistem Pelaporan Pelanggaran (SPP)/*Whistleblowing System* (WBS) PT Waskita Karya (Persero) Tbk. Pedoman tersebut telah memuat secara komprehensif mengenai komitmen, kebijakan perlindungan bagi pelapor, pengelola *Whistleblowing System*, kebijakan pelaporan anonim, prosedur penyampaian laporan pelanggaran, saluran pelaporan, prosedur investigasi, pemberian penghargaan dan sanksi, sosialisasi, hingga evaluasi efektivitas *Whistleblowing System*.

Violations against the code of conduct shall be charged with sanctions or punishments that are in accordance with the regulations applicable in the Company and categorized into three types: light sanction, medium sanction and heavy sanction according to the level of violation. The sanction for violation of code of conduct has been discussed and agreed upon through the Collective Labor Agreement between the Company and Waskita Labor Union so that the materials incorporated in the sanction may represent the interest of each party in order to prevent loss.

Code of Conduct Violations and Sanctions Given in 2021

In 2021, there were no cases of Code of Conduct violations committed by the employees of the Company.

WHISTLEBLOWING SYSTEM

In order to improve the management's commitment to the best practices of GCG and foster a culture of compliance that is able to prevent indications of fraud, the Company provides a Whistleblowing System that refers to the applicable laws and regulations.

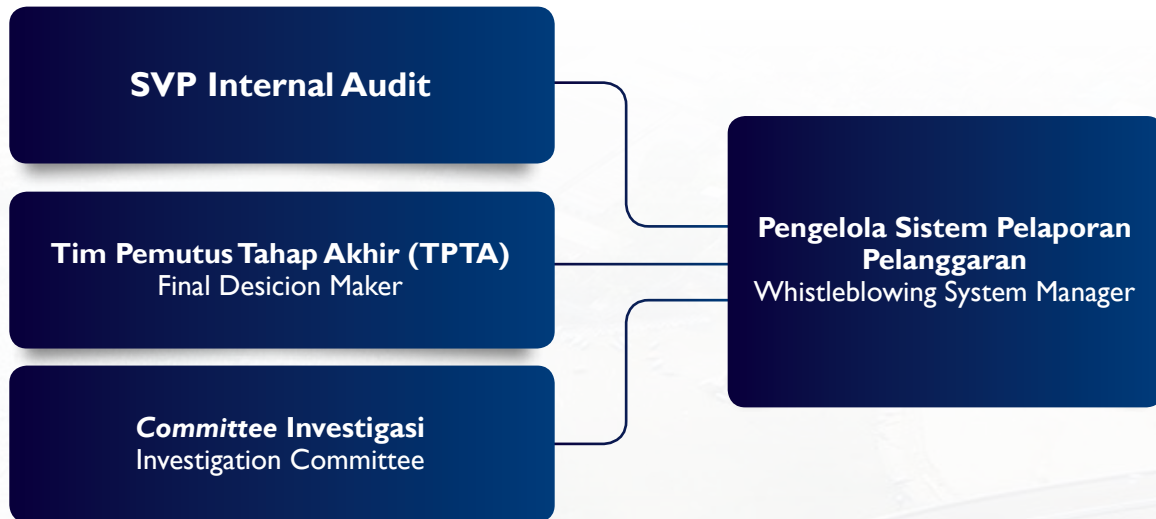
The Whistleblowing System serves as an early warning system that may prevent violations in the Company, and a tangible manifestation of GCG implementation at the operational level.

Legal Basis of the Whistleblowing System Policy

The whistleblowing System is regulated internally in the Board of Directors Decree No. 03.6/SK/WK/2019 concerning Guidelines for the Whistleblowing (WBS) of PT Waskita Karya (Persero) Tbk. These guidelines comprehensively contain commitments, protection policies for whistleblowers, managers of the Whistleblowing System, anonymous reporting policies, procedures for reporting violations, reporting channels, investigative procedures, awards and sanctions, dissemination, and evaluation to the effectiveness of the Whistleblowing System.

Pengelola Whistleblowing System

Pengelolaan *Whistleblowing System* dilakukan oleh 3 (tiga) organ khusus, yaitu SVP - *Internal Audit*, *Committee Investigasi*, serta Tim Pemutus Tahap Akhir (TPTA).



Party in Charge of Whistleblowing System

The Whistleblowing System is managed by 3 (three) designated instruments, namely the SVP Internal Audit, Investigation Committee, and Final Decision-Maker Team (TPTA).

Dalam hal ini, ketiga organ memiliki tugas masing-masing terkait pengelolaan *Whistleblowing System*, sebagai berikut:

The three instruments have their own respective duties related to the management of Whistleblowing System, which are described in the table, as follows:

SVP – Internal Audit	<ol style="list-style-type: none"> 1. Mengelola <i>Whistleblowing System</i> di lingkungan Perseroan termasuk sosialisasi kepada pemangku kepentingan 2. Melakukan verifikasi pemenuhan persyaratan atas pengaduan yang berkaitan dengan Perusahaan 	<ol style="list-style-type: none"> 1. Managing the Company's Whistleblowing System, including dissemination to the stakeholders; 2. Verifying the fulfillment of requirements of whistleblowing related to the Company.
Committee Investigasi / Investigation Committee	Melaksanakan investigasi atas perintah <i>Board of Directors</i> terhadap pengaduan yang harus diperiksa lebih mendalam terkait dugaan pelanggaran yang dilakukan oleh Insan Waskita.	Carrying out investigation upon the instruction from Board of Directors on complaint that shall be further examined related to alleged violation committed by Waskita's personnel.
Tim Pemutus Tahap Akhir (TPTA)	Membuat keputusan hasil akhir atas perintah <i>Board of Directors</i> terhadap pelanggaran berdasar laporan hasil investigasi sesuai dengan peraturan yang berlaku.	Making final decision upon instruction from Board of Directors on violations based on the investigation report in accordance with the prevailing regulations.

Saluran/Media Pelaporan

Perseroan menyediakan media penyimpanan laporan pelanggaran sebagai berikut:

Whistleblowing Channel/Media

The Company provides whistleblowing channel/media, as follows:

Telepon/Whatsapp / Phone/WhatsApp	+6281311384811
E-mail	wbs@waskita.co.id
Laporan Tertulis / Written Report	Kotak Laporan/Keluhan di Lobby Gedung Waskita / Complain/Report Box at Waskita Building Lobby
Surat/Lisan / Mails/Verbal	Ketua Pengelola WBS (SVP Internal Audit) / Head of WBS Manager (SVP Internal Audit) PT Waskita Karya (Persero) Tbk Gedung Waskita Heritage Jl. MT Haryono Kav. No. 10 Cawang Jakarta Timur 13340

Perseroan menjamin bahwa semua laporan pelanggaran yang masuk akan ditindaklanjuti dengan baik. Pelanggaran yang berulang dan sistemik akan dilaporkan kepada pejabat terkait yang mempunyai kewenangan untuk melakukan perbaikan.

The Company ensures that all incoming violation reports will be followed up properly. Repeated and systemic violations will be reported to relevant officials who have the authority to make improvements.

Perlindungan bagi Pelapor

Perseroan berkomitmen untuk melindungi pelapor pelanggaran yang beritikad baik dan manajemen akan patuh terhadap segala peraturan perundang-undangan yang terkait serta *best practices* yang berlaku dalam penyelenggaraan *Whistleblowing System*. Kebijakan ini dimaksudkan untuk mendorong terjadinya pelaporan pelanggaran dan sekaligus menjamin keamanan pelapor maupun keluarganya. Perlindungan yang diberikan adalah terhadap perlakuan yang merugikan pelapor, antara lain:

1. Pemecatan yang tidak adil;
2. Penurunan jabatan atau *grade*;
3. Pelecehan atau diskriminasi dalam segala bentuknya;
4. Catatan yang merugikan dalam *file data* pribadinya;
5. Perlindungan dan tuntutan pidana dan/atau perdata;
6. Perlindungan atas keamanan pribadi dan/atau keluarga pelapor dan ancaman fisik dan/atau mental;
7. Perlindungan terhadap harta pelapor;
8. Kerahasiaan identitas pelapor;
9. Pemberian keterangan tanpa tatap muka dengan terlapor.

Dalam mendukung perlindungan bagi pelapor dari tindakan yang tidak mengenakan, pelaporan pelanggaran dapat dilaporkan secara anonim maupun dengan dilengkapi identitas pelapor. Kendati penyampaian secara terbuka adalah kondisi yang ideal, penyampaian laporan secara anonim tetap akan diterima dengan mempertimbangkan aspek kelancaran komunikasi dan konfirmasi terkait tindak lanjut penanganan laporan pelanggaran tersebut.

Oleh karena itu, untuk mengurangi anonimitas laporan, Perseroan memastikan bahwa kebijakan perlindungan pelapor, kerahasiaan pelapor dan jaminan keamanannya dapat terlaksana dan dirasakan oleh seluruh insan Perseroan.

Prosedur Penyampaian Laporan Pelanggaran

- I. Pihak Pelapor yang mengetahui adanya tindak kecurangan, penyimpangan atau pelanggaran oleh insan Waskita membuat laporan dan menyampaikan kepada Pengelola *Whistleblowing System (Internal Audit)*, yang disampaikan secara rinci dengan disertai data atau bukti yang relevan.
 - a. Pelapor mencantumkan identitas pelapor atau orang yang dapat dimintai keterangan, sebagai berikut:
 - i) Nama;
 - ii) Alamat/tempat tugas;
 - iii) Telepon yang bisa dihubungi.

Whistleblower Protection

The Company is committed to protecting whistleblowers who act in good intentions and the management will comply with all relevant laws and best practices in the implementation of *Whistleblowing System*. This policy is intended to encourage reporting of violations and at the same time to ensure the safety of whistleblower and his/her family. The protection provided include:

1. Wrongful termination;
2. Demotion or downgrade;
3. Harassment or discrimination in any forms;
4. Harmful notes in his/her personal data file;
5. Protection from criminal and/or civil lawsuits;
6. Protection of the whistleblower's personal and/or family security on physical and/or mental threats;
7. Protection of the whistleblower's assets
8. Confidentiality of the whistleblower's identity;
9. Disclosure of information without being face to face with the reported party.

In supporting protection for whistleblowers from unpleasant acts, reporting violations can be reported either anonymously or by stating the whistleblower's identity. Even though transparent whistleblowing is considered as the ideal condition, anonymous submission of reports will still be accepted by considering the aspects of smooth communication and confirmation regarding the follow-up on handling the violation report.

Therefore, to encourage a more transparent reporting and less submission of anonymous report, the Company ensures that the whistleblower's protection policy, confidentiality of the whistleblower and his/her security guarantee can be implemented and felt by all personnel of the Company.

Whistleblowing Procedure

- I. The whistleblower with the knowledge of any fraud, irregularities, or violations committed by Waskita's personnel shall submit a report to the Internal Audit, in detail with relevant data or evidence.
 - a. The whistleblower shall state his/her identity or a party that could provide more information regarding the report in the following details:
 - i) Name;
 - ii) Address;
 - iii) Phone number.

- b. Isi laporan memuat sekurang-kurangnya:
- i) Nama pelaku pelanggaran (terlapor);
 - ii) Tempat/lokasi pelanggaran;
 - iii) Waktu kejadian pelanggaran;
 - iv) Kronologis pelanggaran (mengapa dan bagaimana)
 - Bukti permulaan (data, dokumen, gambar dan rekaman).
2. Pengelola *Whistleblowing System (Internal Audit)* menerima dan memeriksa laporan pelanggaran, apakah telah memenuhi syarat untuk diproses lebih lanjut.
- a. Jika laporan tidak memenuhi syarat, maka diberitahukan kepada pelapor dan proses dinyatakan selesai;
 - b. Jika laporan memenuhi syarat untuk diproses lebih lanjut, maka disampaikan ke *President Director* untuk dibuatkan Surat Tugas kepada Internal Audit guna melakukan Pemeriksaan Pendahuluan;
 - c. Laporan Hasil Pemeriksaan Pendahuluan mencakup perlu tidaknya proses lebih lanjut ke tahap investigasi, membutuhkan pihak independen atau tidak, melibatkan anak perusahaan atau tidak;
 - d. Jika diproses lebih lanjut ke tahap investigasi, Laporan disampaikan ke *Director* terkait (tembusan ke *President Director*) untuk dibuat permintaan investigasi ke Komite Investigasi.

Penanganan Pengaduan

Setiap pengaduan yang dinyatakan lanjut ke tahap investigasi melalui prosedur investigasi sebagai berikut:

1. Semua laporan yang diterima mengenai pelanggaran akan dilakukan investigasi lebih lanjut dengan tujuan untuk sedapat mungkin mengumpulkan semua bukti yang ada, sehingga dapat ditarik kesimpulan apakah laporan pelanggaran tersebut benar adanya atau bahkan sebaliknya tidak ditemukan cukup bukti untuk mendukung dilakukannya tindak lanjut;
2. Independensi pelaksana investigasi sangat diperhatikan demi menentukan objektivitas, kewajaran, dan keadilan dalam melakukan penilaian hasil temuan;
3. Terlapor diberi kesempatan penuh untuk memberikan penjelasan dan bukti-bukti termasuk pembelaan bila diperlukan;
4. Laporan Hasil Investigasi mencakup terbukti tidaknya laporan dan perlu tidaknya proses lebih lanjut ke tahap pemberian penghargaan dan sanksi;
5. Jika perlu diproses ke tahap selanjutnya, Laporan disampaikan ke *Director* terkait (tembusan ke *President Director*) untuk dibuat permintaan pemberian penghargaan dan sanksi ke Tim Pemutus Tahap Akhir (TPTA).

- b. The report shall at least contain the matters, as follows:
- i) Name of offender (reported party);
 - ii) Place/location of violation;
 - iii) Time of violation incident;
 - iv) Chronology of the violation (how and why) - Initial evidence (data, document, picture, and recordings).
2. The Whistleblowing System manager (Internal Audit) receives and examines the violation report on whether it has fulfilled the requirements to be processed or not.
- a. If the report is not qualified for further processing, it will be notified to the whistleblower and the reporting process will be considered complete;
 - b. If the report is qualified for further investigation, the file will be submitted to the President Director to compose an Assignment Letter to the Internal Audit in conducting Initial Examination;
 - c. Report on the Initial Examination includes the matters required to proceed to the next investigation stage, such as the requirement of an independent party and the involvement of subsidiaries;
 - d. If the report is processed to the investigation stage, it will be submitted to the relevant Director (carbon copy to the President Director) for requesting an investigation from the Investigation Committee.

Complaint Handling

All reports qualified to be processed to the investigation stage go through the procedure, as follows:

1. All reports regarding violations will be further investigated to gather all available evidences, so that conclusions can be drawn on whether the violation reports of are true or if the situation turns out to not have gathered enough evidence for further investigation;
2. The investigator is provided with an independence to determine the objectivity and fairness in evaluating the finding;
3. The Reported Party is given full opportunity to provide explanations and evidence including a defense if needed;
4. Reports on Investigation Results include whether or not the report is proven and whether or not there is a need to proceed further to the rewarding and sanctions stage;
5. If the report needs to be processed to the next stage, it will be submitted to the relevant Director (copy to the President Director) to make a request for rewards and sanctions to the Final Decision Team (TPTA).

Sosialisasi Whistleblowing System

Dalam memudahkan dan memastikan bahwa seluruh insan Perseroan maupun pihak lain yang berkepentingan mengetahui adanya *Whistleblowing System*, Perseroan melakukan sosialisasi dan pelatihan berkelanjutan melalui:

1. Pelatihan etika dan budaya perusahaan yang mendorong terwujudnya budaya kejujuran dan keterbukaan. Pelatihan ini diikuti oleh seluruh pegawai dan didukung oleh pernyataan berkala secara tahunan untuk patuh dan berlaku etis sesuai dengan peraturan Perusahaan;
2. Sosialisasi materi GCG secara berkala yang di dalamnya terdapat materi mengenai *Whistleblowing System* bagi insan Perseroan;
3. Pertemuan dengan Serikat Pekerja Waskita dengan agenda penjelasan *Whistleblowing System* dan manfaatnya bagi Perseroan maupun pegawai.

Penghargaan dan Sanksi

Perseroan memberlakukan kebijakan pemberian penghargaan dan sanksi bagi pelapor dan terlapor dengan ketentuan sebagai berikut:

1. Penghargaan atau Sanksi bagi Pelapor
 - a. Atas laporan yang di kemudian hari terbukti kebenarannya dan dapat menyelamatkan aset perusahaan, maka Perseroan memberikan penghargaan (*reward*) kepada pelapor sesuai dengan keputusan *Board of Directors*;
 - b. Jika laporan yang disampaikan terbukti merupakan fitnah, maka Perseroan mengenakan sanksi kepada pelapor.
2. Sanksi bagi Terlapor
Klasifikasi pemberian sanksi bagi terlapor terbagi berdasarkan bobot pelanggaran yang dilakukan, yaitu pelanggaran ringan, pelanggaran sedang, pelanggaran berat, dan pelanggaran sangat berat.

Whistleblowing System Dissemination

In facilitating and ensuring that all of the Company's personnel and other interested parties are aware of the *Whistleblowing System*, the Company conducts continuous dissemination and training through:

1. Corporate culture and ethics training that encourages the culture of honesty and transparency. This training is attended by all employees and is supported by periodic statements on an annual basis to comply and be ethical in accordance with the Company regulations;
2. Periodic dissemination on GCG materials which contains materials on the *Whistleblowing System* for the Company's personnel;
3. Meetings with Waskita Labor Union on the agenda of explaining the *Whistleblowing System* and its benefits for the Company and employees.

Rewards and Sanctions

The Company implements rewards and sanctions policy for the whistleblower and the reported party with provisions as follows:

1. Rewards and Sanctions to the Whistleblower
 - a. Upon the conclusion that the report is proved to be true and able to protect the Company's assets, the Company shall reward the whistleblower in accordance with the decision of the Board of Directors.
 - b. If the submitted report is concluded as an act of wrongful accusation, then the Company shall impose sanctions on the whistleblower.
2. Sanctions to the Reported Party
Classification of sanctions for the reported party is divided based on the weight of committed violations, namely minor violations, moderate violations, serious violations, and very serious violations.

Jenis Sanksi / Types of Sanctions	Sanksi yang Diberikan / Sanctions Given
Ringan / Minor	Catatan Pelanggaran / Violation Records
Sedang / Moderate	<ul style="list-style-type: none"> • Surat Peringatan / Warning Letter • Pemindahan personil ke bagian lain / Personnel transfer to another department
Berat / Serious	<ul style="list-style-type: none"> • Surat Peringatan & Sanksi/Penalti / Warning Letter & Sanctions/Penalty • Penurunan <i>Grade</i> dan Jabatan, pengembalian kerugian dan sanksi lain / Grade reduction and Demotion, compensation, and other sanctions
Sangat Berat / Very Serious	<ul style="list-style-type: none"> • Pemutusan Hubungan Kerja / Termination of Employment • Tindak lanjut kasus ke lembaga / Follow-Up to the relevant authorities

Pelaporan, Pemantauan Efektivitas & Perbaikan Whistleblowing System

Penerapan Sistem Pelaporan Pelanggaran (*Whistleblowing System*) memerlukan upaya dan sumber daya yang memadai baik dalam pelaksanaan, tindak lanjutnya, maupun evaluasinya. Hal tersebut mendorong adanya pelaporan dan evaluasi secara berkala atas efektivitas pelaksanaannya. Laporan dari pengelola *Whistleblowing System* disampaikan kepada *President Director* secara periodik setiap triwulan, sedangkan evaluasi dan perbaikan program dilakukan sekurang-kurangnya 1 (satu) kali dalam setahun.

Benchmarking

Benchmarking merupakan upaya untuk mengukur seberapa jauh kinerja *Whistleblowing System* dengan membandingkan dengan perusahaan lain. *Benchmarking* memungkinkan Perseroan dan perusahaan lain untuk berbagi pengalaman dan pengetahuan tentang penerapan WVBS. Hal ini juga merupakan wujud Perseroan dalam meningkatkan kualitas WVBS yang dimiliki serta mencegah terjadinya kecurangan (*fraud*) di lingkungan Perseroan.

Jumlah Laporan Masuk dan Tindak Lanjut Sepanjang Tahun 2021

Sepanjang tahun 2021, terdapat 4 (empat) laporan masuk dan seluruhnya telah selesai ditindaklanjuti.

Monitoring dan Evaluasi

Monitoring dan evaluasi senantiasa dilakukan terhadap efektivitas saluran pengaduan pelanggaran yang sudah tersedia untuk diperbarui pada masa mendatang. Melalui *monitoring* dan merespons pengaduan pelanggaran dari pemangku kepentingan dengan cepat, tanggal, dan tepat. Hal ini bertujuan untuk meminimalisasi dan mencegah potensi terjadinya risiko reputasi dan meningkatkan kepercayaan masyarakat kepada Perseroan.

Perseroan telah menandatangani perjanjian kerjasama dengan Komisi Pemberantasan Korupsi Republik Indonesia tanggal 2 Maret 2021.

Reporting and Monitoring on the Effectiveness & Improvement of the Whistleblowing System

The *Whistleblowing System* requires adequate efforts and resources in its implementation, follow-up, and evaluation. This encourages regular reporting and evaluation of the effectiveness of its implementation. Reports from the management of the *Whistleblowing System* are submitted to the *President Director* quarterly, while the evaluation and improvement of the program is carried out at least once a year.

Benchmarking

Benchmarking is carried out to measure the performance of the *Whistleblowing System* by comparing it with other companies. *Benchmarking* enables the Company and other companies to share their experience and knowledge about the implementation of WVBS. This is also a form of the Company in improving the quality of its WVBS and preventing fraud in the Company's environment.

Total Whistleblowing Reports and Follow-Ups in 2021

Throughout 2021, there were 4 (four) incoming reports and all of them have been followed up.

Monitoring and Evaluation

Monitoring and evaluation are continuously carried out on the effectiveness of available violation complaint channel to be updated in the future. Through the monitoring and evaluation, the Company may accommodate and respond to complaints from the stakeholders quickly, responsively, and accurately. This aims to minimize and prevent the potential of reputation risk and increase the public's trust of the Company.

The Company has signed a cooperation agreement with the Corruption Eradication Commission of the Republic of Indonesia on March 2, 2021.

KEBIJAKAN ANTI KORUPSI DAN ANTI GRATIFIKASI

Perseroan berkomitmen menghadirkan iklim usaha yang sehat dan adil dengan menghindari berbagai perilaku yang berpotensi menimbulkan terjadinya konflik kepentingan yang merugikan perusahaan, seperti praktik korupsi, kolusi dan nepotisme (KKN) dengan memberlakukan kebijakan tentang Anti Korupsi yang berpedoman pada Undang-Undang No. 30 tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi.

Menggenapi komitmen tersebut, Perseroan telah membuat pedoman perilaku etis yang pada dasarnya telah memuat nilai-nilai etika bisnis berlandaskan pada prinsip korporasi yang patuh, sehat dan bersih yang memuat ketentuan dasar sebagai berikut:

1. Seluruh Insan Perseroan dilarang untuk menerima dan memberikan suap atau menjanjikan untuk memberi atau menerima suap;
2. Seluruh insan Perseroan tidak mengarahkan orang lain untuk melakukan penyusapan Perusahaan dalam segala bentuknya, baik dalam melakukan aktivitas bisnis di dalam maupun di luar lingkungan Perusahaan.

Di samping itu, Perseroan telah membentuk Unit Pengendali Gratifikasi (UPG) sesuai Surat Keputusan No. 14/SK/WK/2019 tanggal 31 Juli 2019 yang memiliki tugas dan wewenang sebagai berikut:

1. Menyiapkan Program Pengendalian Gratifikasi;
2. Melakukan sosialisasi kepada segenap insan Waskita, pihak ketiga, masyarakat, dan pemangku kepentingan Perseroan mengenai anti gratifikasi;
3. Melakukan analisis dan pemrosesan seluruh laporan gratifikasi di lingkungan Perseroan;
4. Melakukan koordinasi, konsultasi, serta kegiatan administratif dengan Komisi Pemberantasan Korupsi (KPK);
5. Melakukan evaluasi atas efektivitas Program Pengendalian Gratifikasi (PPG).

Pedoman Kebijakan Anti Korupsi

Sebagai panduan pengendalian gratifikasi bagi insan Waskita, Perseroan menerbitkan pedoman pengendalian gratifikasi dengan edisi terakhir pada tanggal 15 Oktober 2018. Dengan adanya pedoman tersebut, seluruh insan Perseroan diharapkan dapat menghindari benturan kepentingan yang memengaruhi independensi, objektivitas maupun profesionalisme insan Perseroan. Selain itu, Perseroan telah menerbitkan buku panduan pengelolaan gratifikasi yang ditunjukkan untuk menciptakan pengelolaan bisnis Perseroan yang transparan dan akuntabel.

ANTI-CORRUPTION AND ANTI-GRATIFICATION POLICY

The Company is committed to creating a healthy and fair business environment by preventing various behaviors that could potentially cause conflicts of interest, such as corruption, collusion, and nepotism (KKN) by implementing policy on anti-corruption that refers to Law No. 30 of 2002 on Commission for the Eradication of Corruption.

To fulfill this commitment, the Company has drawn-up a code of ethical behavior which includes the business ethics values based on compliant, healthy, and clean corporate principles that contain the following basic provisions:

1. All personnel of the Company is prohibited to take/give bribery or promise to give/take bribes;
2. All personnel of the Company must not encourage others to give bribery in any forms, in conducting business activities both inside and outside the Company.

In addition, the Company has established a Gratification Control Unit (UPG) in accordance with the Decree No. 14/SK/WK/2019 dated July 31, 2019 whose duties and authorities are, as follows:

1. Prepare a Gratification Control Program;
2. Conduct dissemination to all Waskita personnel, third parties, the public, and stakeholders of the Company on anti-gratification;
3. Analyze and process all gratification reports in the Company;
4. Coordinate, consult, and carry out administrative activities with the Corruption Eradication Commission (KPK);
5. Evaluate the effectiveness of the Gratification Control Program (PPG).

Anti-Corruption Policy Guidelines

To control gratification within Waskita's personnel, the Company has issued gratification control guidelines with the latest edition on October 15, 2018. With this guideline, all Company's personnel are expected to avoid conflicts of interest that affect the independence, objectivity, and professionalism of the Company's personnel. In addition, the Company has published a manual for managing gratuities that is shown to create transparent and accountable business management for the Company.

Pengendalian gratifikasi secara sistematis dijelaskan dalam skema sebagai berikut:

The gratification control is systematically explained in the scheme, as follows:



Ruang Lingkup Gratifikasi

Pedoman pengendalian gratifikasi telah mengatur jenis-jenis gratifikasi yang terbagi menjadi:

1. Gratifikasi yang dianggap suap; dan
2. Gratifikasi yang tidak dianggap suap, antara lain:
 - a. Terkait dengan kedinasan;
 - b. Terkait dengan non kedinasan;
 - c. Makanan yang mudah busuk;
 - d. Nатура dalam rangka dinas.

Gratification Scope

The gratification control guidelines regulate gratification into several type, such as:

1. Gratifications considered as bribery; and
2. Gratifications not considered as bribery which are:
 - a. Related to official matters;
 - b. Related to non-official matters;
 - c. In the form of fresh food;
 - d. Beneficial for official matters.

Sanksi atas Pelanggaran

Pelanggaran terhadap ketentuan yang tertulis dalam buku panduan pengelolaan gratifikasi akan dikenakan sanksi sesuai dengan ketentuan dan peraturan yang berlaku di Perseroan. Gratifikasi memiliki definisi secara luas sebagai kegiatan pemberian uang, barang, rabat (*discount*), komisi, pinjaman tanpa bunga, tiket perjalanan, fasilitas penginapan, perjalanan wisata, pengobatan cuma-cuma dan fasilitas lainnya.

Sanctions

Sanctions will be imposed on any violation to the provisions stipulated in the guideline on gratification management according to the applicable rules in the Company. Gratification is generally defined as a granting of money, gift, discount, commission, loan without interest, travel ticket, accommodation facility, touring, free medication, and other facilities.

Selain itu, gratifikasi juga dapat berupa pemberian dari pegawai kepada pihak lain ataupun penerimaan oleh pegawai kepada pihak lain ataupun penerimaan oleh pegawai dari pihak lain. Aturan mengenai gratifikasi tertuang dalam Undang-Undang No. 20 Tahun 2001 tentang Perubahan Atas Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi dan Surat Edaran Waskita No. 06/SE/WK/2017 tanggal 30 Maret 2017 tentang Pedoman dan Batasan Gratifikasi. Setiap penerimaan gratifikasi yang dianggap suap wajib dilaporkan kepada Komisi Pemberantasan Korupsi (KPK) RI.

In addition, gratification can also be in the form of something given by employees to other parties or something received by the Company's employees from other parties. Regulation on the gratification is stated in the Law No. 20 of 2001 concerning Amendments to Law No. 31 Year 1999 on Eradication of Corruption Criminal Action and Circular Letter of Waskita No. 06/SE/WK/2017 dated March 30, 2017 on Guidelines and Limitation of Gratification. Every gratification received is considered as a bribery and it shall be reported to Corruption Eradication Commission (KPK) of The Republic of Indonesia.



Jumlah Pelanggaran Korupsi dan Gratifikasi Tahun 2021

Sepanjang tahun 2021, tidak terdapat kasus korupsi dan/atau gratifikasi yang terjadi di lingkungan Perseroan, baik yang dilakukan oleh pejabat maupun pegawai Perseroan.

Pakta Integritas

Perseroan memberlakukan pakta integritas yang berisikan komitmen manajemen dan seluruh pegawai Perseroan untuk senantiasa mencegah dan menghindari tindakan korupsi. Pakta integritas ditujukan untuk menumbuhkembangkan keterbukaan dan kejujuran, serta menciptakan pelaksanaan tugas yang berkualitas, efektif, efisien, dan akuntabel dalam lingkungan bisnis. Pakta integritas tersebut memuat kesiapan dan penegakan komitmen seluruh pegawai dalam menjalankan *Good Corporate Governance* dalam setiap aktivitas bisnis yang dijalankan.

INFORMASI PEMBERIAN DANA UNTUK KEGIATAN POLITIK

Perseroan memiliki kebijakan untuk melarang keterlibatan individu atas nama Perseroan dalam kegiatan politik, termasuk memberikan donasi untuk kepentingan politik. Perseroan tidak memaksa atau membatasi hak individu untuk menyalurkan aspirasi politiknya sebatas diperkenankan oleh peraturan perundang-undangan yang berlaku.

KEBIJAKAN INSIDER TRADING

Code of Conduct Perseroan turut mengatur kebijakan akses informasi material di mana pegawai Perseroan dilarang menyalahgunakan jabatan dan wewenangnya untuk mengungkapkan informasi material yang dapat memengaruhi keputusan investor atau penjualan saham melalui orang dalam (*insider trading*). *Insider trading* merupakan indikasi pelanggaran yang dilakukan melalui penyebaran informasi yang belum dipublikasikan secara luas untuk mendorong seseorang untuk membeli, menjual, atau menahan saham Perusahaan. Praktik *insider trading* dapat membawa keuntungan bagi investor tertentu melalui pembelian saham lebih awal karena memperoleh informasi *privilege* terbaru mengenai prospek saham. Selain melanggar ketentuan dan peraturan perundangan yang berlaku, praktik *insider trading* merupakan tindakan ilegal dan tidak sesuai dengan prinsip keadilan dan *best practices* GCG yang diterapkan Perseroan.

Jumlah Pelanggaran Insider Trading di Tahun 2021

Selama tahun 2021, tidak terjadi pelanggaran terkait insider trading yang dilakukan baik oleh pejabat maupun pegawai Perseroan.

Total Corruption and Gratification Cases in 2021

In 2021, there were no cases of corruption and/or gratification that occurred within the Company, either by officials or employees of the Company.

Integrity Pact

The Company enforces an integrity pact which consists of the commitment of management and all employees of the Company to always prevent and avoid the act of corruption. The pact is intended to develop transparency and honesty, as well as to establish high-quality implementation of duties in an effective, efficient, and accountable manner within the business environment. The Company's integrity pact includes readiness and enforcement of commitment of employees in implementing Good Corporate Governance in every business activity.

INFORMATION ON DONATION FOR POLITICAL ACTIVITIES

The Company has issued a policy to prohibit the involvement of individuals on behalf of the Company in political activities, including donations for political purposes. The Company does not force or limit the rights of individuals to channel their political aspirations to the extent permitted by the prevailing laws and regulations.

INSIDER TRADING POLICY

The Company's Code of Conduct also regulates material information access policies in which the Company's employees are prohibited from abusing their position and authority to disclose material information that may affect investors' decisions or insider trading. Insider trading is an indication of violations committed through the dissemination of information that has not been widely publicized to encourage an individual to buy, sell, or hold the Company's shares. Insider trading practices may bring benefits to certain investors through the early purchase of shares as they obtain beneficial information on the prospects of shares. In addition to violating the applicable laws and regulations, insider trading practices are illegal and are not in accordance with the principles of fairness and GCG best practices applied by the Company.

Total Insider Trading Violations in 2021

In 2021, there were no violations related to insider trading committed either by officials or employees of the Company.



LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA (LHKPN)

Sebagai bagian dari upaya untuk mewujudkan penyelenggaraan negara yang bersih dan bebas dari korupsi, kolusi dan nepotisme (KKN), Perseroan melaksanakan kebijakan dan mekanisme penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) kepada Komisi Pemberantasan Korupsi (KPK). Pelaporan harta kekayaan bagi wajib lapor menjadi sebuah perangkat yang digunakan untuk mencegah potensi terjadinya penyalahgunaan jabatan dan kewenangan, menanamkan kejujuran dan integritas, serta transparansi di kalangan penyelenggara negara.

Dasar Hukum

Dasar hukum kebijakan pelaporan LHKPN didasarkan pada peraturan perundang-undangan antara lain:

1. Undang-Undang No. 28 tahun 1999 tentang Penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme;
2. Undang-Undang No. 19 tahun 2003 tentang Badan Usaha Milik Negara;
3. Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan;
4. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas.

Dasar Kebijakan Internal

Koordinator pelaksana untuk menangani Laporan Harta Kekayaan Pejabat Negara di lingkungan Perseroan adalah seluruh Pejabat Penyelenggaraan Negara di lingkungan kerja PT Waskita Karya (Persero) Tbk. Mekanisme dan prosedur telah ditetapkan melalui Surat Keputusan *Board of Directors* No. 38.2/SK/WK/PEN/2017 tanggal 15 Juni 2017 tentang Tata Cara Pendaftaran, Pengumuman dan Pemeriksaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di lingkungan PT Waskita Karya (Persero) Tbk dan Surat Keputusan *Board of Directors* No. 23/SK/WK/2019 tanggal 29 November 2019 perihal Pedoman Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di lingkungan PT Waskita Karya (Persero) Tbk.

Wajib Lapor LHKPN

Sebagaimana diatur dalam ketentuan dan peraturan perundang-undangan yang berlaku, wajib lapor LHKPN di lingkungan Perseroan antara lain:

1. *Board of Commissioners* dan *Board of Directors*;
2. Pejabat struktural sampai dengan dua tingkat di bawah *Board of Directors*;
3. *Board of Directors* Anak Perusahaan dan/atau Perusahaan Asosiasi;

STATE OFFICIALS WEALTH REPORT (LHKPN)

As part of efforts to realize a state that is clean and free of corruption, collusion, and nepotism (KKN), the Company implements policies and mechanisms for the submission of State Officials Wealth Report (LHKPN) to the Corruption Eradication Commission (KPK). Reporting assets for compulsory reporting becomes a tool used in preventing the potential for abuse of position and authority, for instilling honesty, integrity, and transparency among state officials.

Legal Basis

The LHKPN reporting is carried out in accordance with a number of laws and regulations, which include:

1. Law No. 28 of 1999 concerning the Implementation of Clean State that is Free from Corruption, Collusion, and Nepotism;
2. Law No. 19 of 2003 concerning State-Owned Enterprises;
3. Law No. 13 of 2003 concerning Manpower;
4. Law No. 40 of 2007 on Limited Liability Companies.

Basis of Internal Policy

The coordinating officer that handles the State Officials Wealth Report in the Company is all State Officials within PT Waskita Karya (Persero) Tbk. Mechanisms and procedures have been established by virtue of the Board of Directors Decree No. 38.2/SK/WK/ PEN/2017 dated June 15, 2017 on Procedures for Registration, Announcement, and Examination of Report on State Officials Wealth (LHKPN) at PT Waskita Karya (Persero) Tbk and the Board of Directors Decree No. 23/SK/WK/2019 dated November 29, 2019 on Guidelines for the Obligation of submitting State Officials Wealth Report (LHKPN) in PT Waskita Karya (Persero) Tbk.

LHKPN Mandatory Reporting

As stipulated in the applicable laws and regulations, the LHKPN mandatory report within the Company shall be submitted by:

1. The Board of Commissioners and the Board of Directors;
2. Structural officers up to two levels below the Board of Directors;
3. The Board of Directors of Subsidiaries and/or Associated Companies;



- Pejabat lain yang memiliki fungsi strategis dalam kaitannya dengan penyelenggara negara.

Mekanisme Pelaporan LHKPN

Mekanisme pelaporan harta kekayaan pejabat Perseroan dilakukan dengan mengacu pada Undang-Undang No. 28 Tahun 1999, di mana penyelenggara berkewajiban untuk:

- Diperiksa kekayaan sebelum, selama dan sesudah menjabat;
- Melaporkan harta kekayaannya pada saat pertama kali menjabat, mutasi, promosi, dan pensiun;
- Mengumumkan harta kekayaannya.

Pengelola LHKPN

Melalui Surat Keputusan No. 120/SK/WK/PEN/2019 tanggal 25 Oktober 2019 tentang Penetapan Koordinator Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), Perseroan telah menetapkan Koordinator Pengelolaan Harta Kekayaan Penyelenggara Negara (LHKPN), yaitu SVP - *Human Capital Management* sebagai koordinator LHKPN dan User Aplikasi LHKPN yaitu HC *Service Manager Department*.

Pelaksanaan LHKPN Tahun 2021

Berdasarkan surat dari Komisi Pemberantasan Korupsi (KPK) No. B/083/LHK.00/10-12/01/2020 tentang penyampaian LHKPN, berikut informasi mengenai jumlah pelaporan LHKPN tahun buku 2021 oleh pejabat Perseroan:

- Other officials who have strategic functions related to the state administrators.

LHKPN Reporting Mechanism

Reporting mechanism of the Company's official wealth report is conducted by referring to Law No. 28 of 1999, in which the officials are obliged to:

- Be examined for their wealth before, during, and after serving;
- Report their wealth at the initiation of their positions, job transfers, promotions and pensions;
- Announce their wealth.

Party in Charge of LHKPN

Through the Decree No. 120/SK/WK/PEN/2019 dated October 25, 2019, concerning the Appointment of Managing Coordinator of State Officials Wealth (LHKPN), the Company has appointed the Managing Coordinator of State Officials Wealth (LHKPN), namely the SVP-Human Capital Management as the Coordinator for the LHKPN and the LHKPN Application Users namely the HC Service Manager Department.

LHKPN in 2021

Based on the Corruption Eradication Commission (KPK) Letter No. B/083/LHK.00/10-12/01/2020 regarding the submission of LHKPN, information on the number of LHKPN reporting for the 2021 fiscal year by the Company's officials are presented in the table, as follows:

Kantor Pusat/Unit Bisnis/Anak Perusahaan / Head Office/Business Unit/Subsidiary	Jumlah WL 2021 / Total WL in 2021	Sudah Lapo / Already Reported	Belum Lapo / Not Yet Reporting	Presentase Pelaporan / Reporting Percentage
Kantor Pusat / Head Office	87	87	0	100%
Komisaris / Commissioner	3	3	0	100%
Direksi / Director	7	7	0	100%
Senior Vice President	13	13	0	100%
Manager	64	64	0	100%
Unit Bisnis / Business Unit	155	155	0	100%
Building Division	34	34	0	100%
Senior Vice President/ VP	2	2	0	100%
Manager	9	9	0	100%
Project Manager	23	23	0	100%
EPC Division	35	35	0	100%
Senior Vice President/ VP	2	2	0	100%
Manager	8	8	0	100%
Project Manager	25	25	0	100%
Infrastructure I Division	38	38	0	100%
Senior Vice President/ VP	2	2	0	100%
Manager	8	8	0	100%
Project Manager	28	28	0	100%
Infrastructure II Division	38	38	0	100%



Kantor Pusat/Unit Bisnis/Anak Perusahaan / Head Office/Business Unit/Subsidiary	Jumlah WL 2021 / Total WL in 2021	Sudah Lapo / Already Reported	Belum Lapo / Not Yet Reporting	Presentase Pelaporan / Reporting Percentage
Senior Vice President/VP	2	2	0	100%
Manager	9	9	0	100%
Project Manager	27	27	0	100%
Overseas Division	10	10	0	100%
Senior Vice President/VP	1	1	0	100%
Manager	8	8	0	100%
Project Manager	1	1	0	100%
Anak Perusahaan / Subsidiary	98	98	0	100%
PT Waskita Beton Precast	21	21	0	100%
Direksi / Director	4	4	0	100%
Komisaris / Commissioner	2	2	0	100%
General Manager	15	15	0	100%
PT Waskita Toll Road	32	32	0	100%
Direksi / Director	25	25	0	100%
Komisaris (1 Jabatan Rangkap, 1 Jabatan Utama) / Commissioner (1 Concurrent Position, 1 Main Position)	2	2	0	100%
General Manager	5	5	0	100%
PT Waskita Karya Realty	29	29	0	100%
Direksi / Director	9	9	0	100%
Komisaris / Commissioner	4	4	0	100%
Vice President	16	16	0	100%
PT Waskita Karya Infrastruktur	16	16	0	100%
Direksi / Director	7	7	0	100%
Komisaris (1 Jabatan Rangkap, 1 Jabatan Utama) / Commissioner (1 Concurrent Position, 1 Main Position)	2	2	0	100%
Manager	7	7	0	100%
Total	340	340	0	100%

Sosialisasi LHKPN

Sebagai wujud komitmen terhadap kepatuhan pelaporan LHKPN, Perseroan rutin melaksanakan sosialisasi dan pelatihan terkait tata cara penggunaan e-LHKPN untuk menindaklanjuti Peraturan KPK No. 07 Tahun 2016 tentang Tata Cara Penyelenggaraan Pengumuman dan Pemeriksaan Harta Kekayaan Penyelenggara Negara dan Surat dari Komisi Pemberantasan Korupsi (KPK) No. B/083/LHK.00/10-12/01/2020 tentang penyampaian LHKPN.

KEBIJAKAN PENGADAAN BARANG DAN JASA

Pelaksanaan pengadaan barang dan jasa di Perseroan telah dijalankan dengan mematuhi dan menerapkan kebijakan, mekanisme, dan prosedur yang berlaku dengan berprinsip pada transparansi, fleksibilitas, jujur, adil, serta bebas dari benturan kepentingan. Dengan demikian, penyelenggaraan pengadaan barang dan jasa dapat dilakukan secara profesional dan proporsional sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku.

LHKPN Dissemination

As a commitment to the LHKPN reporting compliance, the Company carried out dissemination and training on the manual of e-LHKPN pursuant to the KPK Regulation No. 07 of 2016 regarding Procedure for Announcement and Audit on State Officials Wealth and KPK Letter No. B/083/LHK.00/10-12/01/2020 regarding LHKPN Dissemination.

PROCUREMENT POLICY

The Company's procurement of goods and services is carried out by complying with the prevailing policies, mechanisms, and procedures with the principles of transparency, flexibility, honesty, fairness, and free from conflicts of interest. Therefore, the goods and services procurement is conducted professionally and proportionally in accordance with the prevailing laws and regulations.

Pelaksanaan Pengadaan Barang dan Jasa di Perseroan wajib menerapkan Kebijakan antara lain:

1. Meningkatkan kualitas perencanaan yang konsolidatif dan strategi Pengadaan Barang dan Jasa untuk mengoptimalkan *Value for Money*;
2. Menyelaraskan tujuan pengadaan dengan pencapaian tujuan perusahaan;
3. Melaksanakan Pengadaan Barang dan Jasa yang lebih transparan, kompetitif, dan akuntabel;
4. Mengutamakan produk dalam negeri sesuai ketentuan pendayagunaan produksi dalam negeri;
5. Memberi kesempatan pada pelaku usaha nasional dan usaha kecil;
6. Memperkuat kapasitas kelembagaan dan sumber daya manusia Pengadaan Barang dan Jasa;
7. Memanfaatkan teknologi informasi;
8. Memberikan kesempatan atau Sinergi kepada Anak Perusahaan, Perusahaan Terafiliasi dan/atau BUMN/Anak Perusahaan/Perusahaan Terafiliasi BUMN;
9. Melaksanakan pengadaan yang strategis, modern dan inovatif; dan
10. Memperkuat pengukuran kinerja pengadaan dan pengelolaan risiko.

Dasar Hukum Kebijakan Pengadaan Barang dan Jasa

Kebijakan yang diterapkan dalam proses pengadaan barang dan jasa mengacu pada Peraturan Menteri BUMN No. PER-08/MBU/12/2019 tanggal 12 Desember 2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang Dan Jasa Badan Usaha Milik Negara.

Prosedur dan Tata Cara Pengadaan

Manajemen Perseroan bertanggung jawab dan memiliki kewenangan penuh dalam prosedur dan tata cara pengadaan barang dan jasa. Pada Waskita Prosedur Pengadaan Barang dan Jasa dibagi menjadi 2 (dua) kategori yaitu:

1. Pengadaan Barang dan Jasa Non Proyek;
2. Pengadaan Barang dan Jasa Proyek.

Kedua proses tersebut dimulai dengan Perencanaan Pengadaan Barang dan Jasa, Pelaksanaan Pemilihan Penyedia Barang dan Jasa, Pelaksanaan Kontrak, Serah Terima dan Pembayaran Barang dan Jasa, dan Administrasi dan Pelaporan.

Proses tahapan Pengadaan Barang dan Jasa Non Proyek diuraikan sebagai berikut:

1. Tahap perencanaan
 - a. Menyusun Kerangka Acuan Kerja (KAK);
 - b. Menentukan Barang dan Jasa yang dibutuhkan;
 - c. Menyusun dan menentukan perkiraan anggaran;
 - d. Menentukan Jenis Kontrak;

The implementation of goods and services procurement in the Company must implement a number of policies, including:

1. Improving the quality of a consolidative planning and strategy for the procurement of goods and services to optimize Value for Money;
2. Aligning the procurement objectives in achieving the Company's objectives;
3. Implementing a more transparent, competitive, and accountable procurement of goods and services;
4. Prioritizing domestic products in accordance with the provisions for utilization of domestic production;
5. Providing opportunities for national businessmen and small businessmen;
6. Strengthening institutional capacity and Human Capital for the procurement of goods and services;
7. Utilizing information technology;
8. Providing opportunities or synergies to Subsidiaries, Affiliated Companies and/or SOE/Subsidiary/SOE Affiliated Companies;
9. Carrying out strategic, modern and innovative procurement; and
10. Strengthening procurement performance measurement and risk management.

Legal Basis of the Procurement Policy

The policy implemented in this process refers to the Minister of SOE Regulation No. PER-08/MBU/12/2019 dated December 12, 2019 concerning General Guidelines for the Procurement of Goods and Services for State-Owned Enterprises.

Procurement Procedures

The management is responsible and fully authorized in the procedures and guidelines of goods and services procurement. At Waskita, the procedures of goods and services procurement are divided into 2 (two) categories, namely:

1. Procurement of Non-Project Goods and Services;
2. Procurement of Project Goods and Services.

The two processes begin with the planning for the goods and services procurement, selecting goods and services suppliers, execution of contracts, handovers and payments of goods and services, and administration and reporting.

The process of the procurement of Non-Project Goods and Services is described as follows:

1. Planning
 - a. Draw up the Terms of Reference (KAK);
 - b. Determine the goods and services required;
 - c. Prepare and determine the budget estimation;
 - d. Determine the Type of Contract;

- | | |
|--|---|
| <ul style="list-style-type: none"> e. Menentukan Standar Kontrak atau menyusun Dokumen Kontrak untuk pekerjaan yang tidak standar. | <ul style="list-style-type: none"> e. Determine the Contract Standards or prepare Contract Documents for non-standard work. |
| <ul style="list-style-type: none"> 2. Tahap Pelaksanaan Pemilihan Penyedia Barang dan Jasa <ul style="list-style-type: none"> a. Menentukan metode pemilihan (Sinergi, Penunjukan Langsung, Pembelian Langsung, Pengadaan Langsung, Tender/Seleksi Umum, Tender/Seleksi Terbatas); b. Melaksanakan pemilihan berdasarkan metode pemilihan yang telah ditentukan. | <ul style="list-style-type: none"> 2. Selecting Goods and Services Suppliers <ul style="list-style-type: none"> a. Determine the selection method (Synergy, Direct Appointment, Direct Purchase, Direct Procurement, Tender/General Selection, Tender/Limited Selection); b. Carry out the selection based on the predetermined selection method. |
| <ul style="list-style-type: none"> 3. Tahap Pelaksanaan Kontrak <ul style="list-style-type: none"> a. Menyusun kontrak kerja; b. Penandatanganan kontrak kerja. | <ul style="list-style-type: none"> 3. Contract Execution <ul style="list-style-type: none"> a. Draw up the work contract; b. Sign the work contract. |
| <ul style="list-style-type: none"> 4. Tahap Serah Terima dan Pembayaran Barang dan Jasa <ul style="list-style-type: none"> a. Serah terima dituangkan dalam Berita Acara Serah Terima (BAST); b. Metode pembayaran mengacu pada ketentuan yang telah dirumuskan dalam kontrak kerja. | <ul style="list-style-type: none"> 4. Handover and Payment of Goods and Services <ul style="list-style-type: none"> a. The handover is stated in the Handover Report (BAST); b. The payment method refers to the provisions stipulated in the work contract. |
| <ul style="list-style-type: none"> 5. Tahap Administrasi dan Pelaporan | <ul style="list-style-type: none"> 5. Administration and Reporting |
| <p>Proses tahapan Pengadaan Barang dan Jasa Proyek diuraikan sebagai berikut:</p> <ul style="list-style-type: none"> 1. Tahap perencanaan <ul style="list-style-type: none"> a. Spesifikasi teknis sesuai dengan ruang lingkup yang diberikan oleh Pemberi Kerja; b. Menentukan Barang dan Jasa yang dibutuhkan; c. Menetapkan Anggaran Pelaksanaan Proyek menjadi Perkiraan Anggaran; d. Menentukan Jenis Kontrak. 2. Tahap Pelaksanaan Pemilihan Penyedia Barang dan Jasa <ul style="list-style-type: none"> a. Menentukan metode pemilihan (Sinergi, Penunjukan Langsung, Pembelian Langsung, Pengadaan Langsung, Tender/Seleksi Terbatas); b. Melaksanakan pemilihan berdasarkan metode pemilihan yang telah ditentukan. 3. Tahap Pelaksanaan Kontrak <ul style="list-style-type: none"> a. Menyusun kontrak kerja; b. Penandatanganan kontrak kerja. 4. Tahap Serah Terima dan Pembayaran Barang dan Jasa <ul style="list-style-type: none"> a. Serah terima dituangkan dalam Berita Acara Serah Terima (BAST); b. Metode pembayaran mengacu pada ketentuan yang telah dirumuskan dalam kontrak kerja. 5. Tahap Administrasi dan Pelaporan | <p>The process of the procurement of Project Goods and Services is described in the following:</p> <ul style="list-style-type: none"> 1. Planning <ul style="list-style-type: none"> a. Technical specifications are in accordance with the scope given by the Employer; b. Determine the required goods and services; c. Validate the Project Implementation Budget into an Estimated Budget; d. Determine the Type of Contract. 2. Selecting Goods and Services Suppliers <ul style="list-style-type: none"> a. Determine the selection method (Synergy, Direct Appointment, Direct Purchase, Direct Procurement, Tender/Limited Selection); b. Carry out the selection based on the predetermined selection method. 3. Contract Execution <ul style="list-style-type: none"> a. Draw up the work contract; b. Sign the work contract. 4. Handover and Payment of Goods and Services <ul style="list-style-type: none"> a. The handover is stated in the Handover Report (BAST); b. The payment method refers to the provisions stipulated in the work contract. 5. Administration and Reporting |

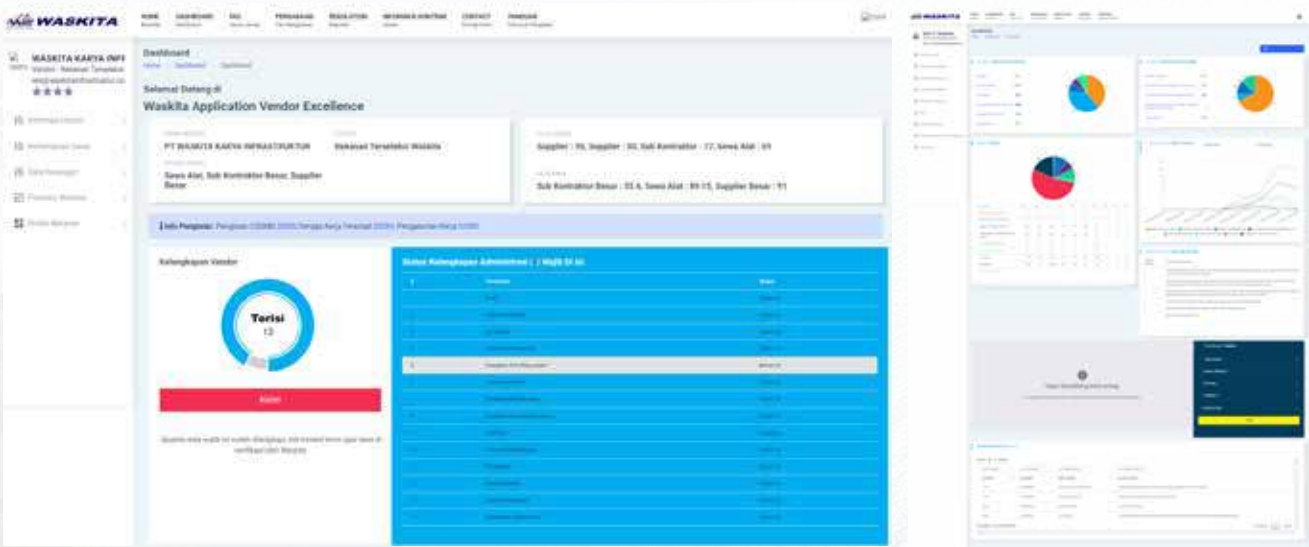


Pengadaan Melalui Aplikasi

Sebagai salah satu sarana dalam mendukung transformasi digital, Perusahaan menggunakan Aplikasi WAVE dalam melakukan proses Pendaftaran Daftar Rekanan Waskita. Penggunaan aplikasi WAVE mampu mempercepat dan mempermudah dalam pencarian informasi mengenai vendor, pengukuran *safety* (CQSMS) & *rating financial*, mengurangi terjadinya duplikasi baik dalam proses seleksi, evaluasi, maupun status vendor. Selain itu, penggunaan aplikasi ini mampu membentuk klasifikasi vendor dan evaluasi kinerja rekanan mampu diakses melalui *mobile apps*.

Procurement through Application

As a mean of supporting digital transformation, the Company utilizes the WAVE application in the process of Waskita Partnership List Registration. The use of WAVE application is able to speed up and ease the search of information on vendors, safety measurements (CQSMS) & financial ratings, to reduce duplication in both the selection, evaluation, and vendor status processes. In addition, the use of this application is able to form vendor classifications and performance evaluations of partners that can be accessed via mobile apps.

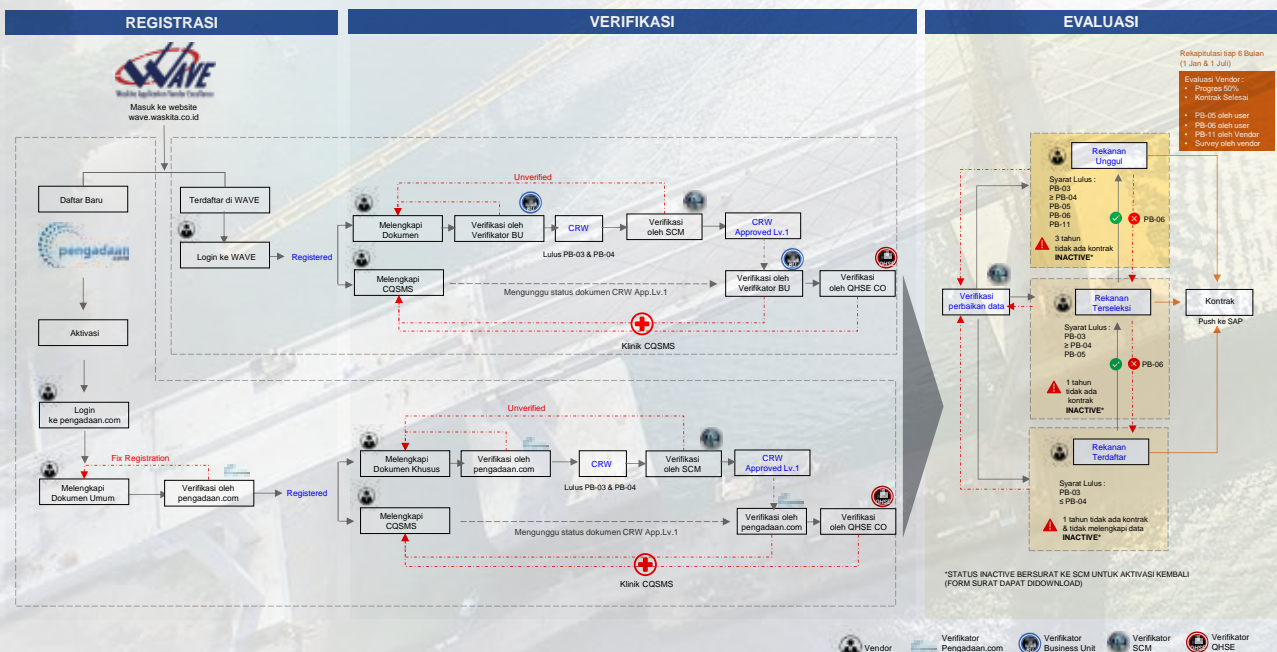


Alur Pendaftaran Penyedia Barang dan Jasa

Perusahaan memiliki alur dalam melakukan pendaftaran bagi calon penyedia barang dan jasa yang digambarkan sebagai berikut.

Registration of Goods and Services Suppliers

The registration flow for prospective suppliers of goods and services of the Company is described as follows.



TRANSPARANSI KONDISI KEUANGAN DAN NON KEUANGAN PERSEROAN

Pemenuhan kewajiban transparansi dan publikasi kondisi keuangan dan non-keuangan Waskita senantiasa dilakukan dari tahun ke tahun melalui penyampaian dan publikasi informasi baik melalui media cetak maupun situs web resmi Perseroan. Di antaranya, yaitu:

1. Laporan Keuangan Triwulanan kepada regulator yang juga dipublikasikan melalui situs web Perseroan;
2. Laporan Tahunan Waskita yang disusun dan disajikan sesuai ketentuan dan disampaikan kepada regulator dan situs web resmi Perseroan;
3. Informasi “Tentang Kami” di situs web Perseroan yang berisi antara lain, sejarah Perseroan, Struktur Organisasi Perseroan, komposisi dan profil *Board of Commissioners*, *Board of Directors*, penerapan Tata Kelola Perusahaan, serta Anggaran Dasar Perseroan;
4. Informasi Lini Bisnis Perseroan di situs web Perseroan;
5. Informasi Tanggung Jawab Sosial Perusahaan di situs web Perseroan.

BUYBACK SAHAM DAN OBLIGASI

Dalam kondisi tertentu, Perseroan dapat melakukan *buyback* saham dan/atau *buyback* obligasi dengan mengikuti ketentuan yang diatur dalam Peraturan Otoritas Jasa Keuangan (POJK) No. 2/POJK.04/2013 tentang Pembelian Kembali Saham yang Dikeluarkan oleh Emiten atau Perusahaan Publik dalam Kondisi Pasar yang Berfluktuasi Secara Signifikan. Kondisi Pasar yang Berfluktuasi Secara Signifikan dalam hal ini adalah indeks harga saham gabungan di Bursa Efek selama 3 (tiga) hari berturut-turut secara kumulatif turun 15% (lima belas persen) atau lebih atau kondisi lain yang ditetapkan oleh Otoritas Jasa Keuangan.

Dalam hal terjadi Kondisi Pasar yang Berfluktuasi Secara Signifikan, Perseroan dapat melakukan pembelian kembali saham tanpa persetujuan Rapat Umum Pemegang Saham (RUPS) sebanyak-banyaknya 20% (dua puluh persen) dari modal disetor dan melaporkan keterbukaan informasi pembelian kembali saham tersebut kepada Otoritas Jasa Keuangan dan Bursa Efek paling lama 7 (tujuh) hari setelah terjadinya Kondisi Pasar Yang Berfluktuasi Secara Signifikan.

Ada pun untuk obligasi, hingga akhir tahun buku 2021, Perseroan tidak melakukan *buyback* obligasi.

TRANSPARENCY ON THE COMPANY'S FINANCIAL AND NON-FINANCIAL CONDITIONS

The fulfillment of obligations for transparency and publication of financial and non-financial conditions of Waskita is always carried annually through the delivery and publication of information either through printed media or the Company's official website. The transparency is presented in the:

1. Quarterly Financial Statements to regulators which are also published on the Company's website;
2. Waskita's Annual Report which is prepared and presented in accordance with the provisions and submitted to the regulator and the Company's official website;
3. Information “About Us” on the Company's website which contains the history of the Company, the Company's Organizational Structure, the composition and profile of the Board of Commissioners, Board of Directors, implementation of Corporate Governance, and the Company's Articles of Association;
4. Information on the Company's Business Lines on the Company's website;
5. Information on the Corporate Social Responsibility on the Company's website.

BONDS AND SHARES BUYBACK

Under certain conditions, the Company may carry out share and/or bonds buybacks by following the provisions stipulated in the Financial Services Authority Regulation (POJK) No. 2/POJK.04/2013 concerning Buyback of Shares Issued by Issuers or Public Companies in Significantly Fluctuating Market Conditions. The Significantly Fluctuating Market Conditions, in this case, is the composite stock price index on the Stock Exchange for 3 (three) consecutive days, cumulatively decreasing by 15% (fifteen percent) or more or other conditions determined by the Financial Services Authority.

In the event of Significantly Fluctuating Market Conditions, the Company may repurchase shares without the approval of the General Meeting of Shareholders (GMS) as much as 20% (twenty percent) of the paid-up capital and report the disclosure of information on the buyback of shares to the Financial Services Authority and Stock Exchanges no later than 7 (seven) days after the occurrence of Significantly Fluctuating Market Conditions.

In terms of bonds, as of the end of the 2021 fiscal year, the Company carried did not carry out any bond buybacks.

TRANSPARANSI PRAKTIK BAD GOVERNANCE

Laporan atas Aktivitas Perusahaan yang Mencemari Lingkungan

Di sepanjang tahun 2021, Perseroan tidak menerima satu pun pelaporan atas aktivitas Perusahaan yang mencemari lingkungan, baik di sekitar kantor pusat maupun di sekitar lingkungan proyek.

Pengungkapan Pemenuh-pajakan Kewajiban Perpajakan

Perseroan memiliki komitmen yang tinggi untuk mematuhi seluruh peraturan dan perundang-undangan yang berlaku, salah satunya adalah kepatuhan terhadap peraturan terkait perpajakan. Sepanjang tahun 2020, Perseroan tidak memiliki kasus yang berkaitan dengan perpajakan. Perseroan taat dan patuh dalam membayar dan melaporkan pajak sesuai kewajibannya. Per 31 Desember 2020, Perusahaan berkontribusi terhadap negara melalui pemenuhan kewajiban pajak sebesar Rp751.653.921.222, mengalami penurunan sebesar 83 % dari tahun 2019 yang sebesar Rp4.506.376.304.658. Pajak tersebut terdiri dari Pajak PPh Pasal 21, Pasal 22, Pasal 23, Pasal 26, Pasal 4 (2), PPN, PBB, Pajak Daerah dan Dividen.

Ketidaksesuaian Penyajian Laporan Tahunan dan Laporan Keuangan dengan Peraturan yang Berlaku dan Standar Akuntansi Keuangan (SAK)

Seluruh penyajian informasi dalam Laporan Tahunan ini, khususnya terkait kinerja keuangan dan hal-hal lainnya, mengacu pada Laporan Keuangan untuk tahun-tahun yang berakhir 31 Desember 2021 dan 31 Desember 2020 yang telah di audit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar, dan Rekan, member of the RSM Network. Penyajian dan pengungkapan laporan keuangan konsolidasian Perusahaan disusun dan disajikan sesuai Standar Akuntansi Keuangan di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK), yang diterbitkan oleh Ikatan Akuntan Indonesia (IAI) dan Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) No.VIII.G.7 tentang Pedoman Penyajian Laporan Keuangan, dengan Surat Keputusan Ketua Bapepam-LK No. KEP-347/BL/2012 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

Kasus Terkait Dengan Buruh dan Pegawai

Tidak ada kasus dengan buruh dan pegawai di sepanjang tahun 2021. Seluruh pengelolaan Sumber Daya Manusia dalam kegiatan operasional dan usaha dari Perusahaan telah memenuhi peraturan dan perundang-undangan; termasuk juga memenuhi standar praktik Ketenagakerjaan, Kesehatan dan Keselamatan Kerja.

TRANSPARENCY ON BAD GOVERNANCE PRACTICES

Report on the Company's Activities Polluting the Environment

Throughout 2021, the Company did not receive any report on the Company's activities that polluted the environment, both around the head office and the environment around the Company's projects.

Disclosure on the Compliance of Tax Payments

The Company is highly committed to comply with all applicable laws and regulations, one of which is compliance with the tax-related regulations. Throughout 2020, the Company had no cases related to taxation. The Company is obedient and compliant in paying and reporting taxes according to its obligations. As of December 31, 2020, the Company contributed to the state through the fulfillment of tax obligations of Rp751,653,921,222, which was decreased by 83% From 2019 from a total of Rp4,506,376,304,658, The tax consists of Income Tax Article 21, Article 22, Article 23, Article 26, Article 4 (2), VAT, PBB, Regional Taxes and Dividend Taxes.

Incompatibility of Annual Report and Financial Statements Presentation with Applicable Regulations and Financial Accounting Standards (SAK)

All information presented in this Annual Report, especially the ones related to financial performance and other matters, refers to the Financial Statements for the years ended December 31, 2020 and December 31, 2019 which have been audited by Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar, dan Rekan, member of RSM Network. Presentation and disclosure of the Company's consolidated financial statements are prepared and presented in accordance with Indonesian Financial Accounting Standards, namely the Statement of Financial Accounting Standards (PSAK), issued by the Indonesian Institute of Accountants (IAI) and Regulation of Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) No. VIII.G.7 concerning Guidelines for the Presentation of Financial Statements, with the Bapepam-LK Head Decree No. KEP-347/BL/2012 concerning Presentation and Disclosure of Financial Statements of Issuers or Public Companies.

Cases on Labors and Employees

There were no cases with workers and employees throughout 2021. All Human Capital management in the operational and business activities of the Company have complied with the prevailing laws and regulations; including the standards of employment and occupational health and safety practices.

Pengungkapan Segmen Operasi pada Laporan Keuangan

Sebagaimana yang tercantum dalam PSAK No. 5 (Penyesuaian 2015) tentang Segmen Operasi dan untuk kepentingan manajemen, Perseroan telah menyajikannya menurut pengelompokkan (segmen) jenis usaha/produk dan berdasarkan geografis sebagai bentuk pelaporan segmen operasi, seperti yang telah disampaikan dalam Laporan Keuangan Audit tahun buku 2021 catatan “Segmen Operasi”.

Kesesuaian Buku Laporan Tahunan dan Laporan di Website Perseroan

Laporan Tahunan Perseroan baik yang disampaikan kepada pemegang saham, pemangku kepentingan, maupun yang telah diunggah pada situs web resmi Perseroan telah sesuai dengan buku Laporan Tahunan yang dicetak dan diterbitkan oleh Perseroan.

PENERAPAN ATAS PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA

Sesuai dengan perkembangan Penerapan GCG di lingkup Waskita yang merujuk pada Surat Edaran No. 32/SEOJK.04/2015 tentang Penerapan Tata Kelola Terbuka, implementasi Waskita terhadap penerapan atas pedoman tata Kelola perusahaan terbuka dapat dilihat melalui tabel di bawah ini:

Prinsip / Principles	Rekomendasi / Recommendations	Penerapan / Implementations
Aspek A: Hubungan Perusahaan Terbuka dengan Pemegang Saham Dalam Menjamin Hak-Hak Pemegang Saham / Aspect A: / Relations of Public Companies with the Shareholders in Ensuring Shareholders' Rights		
Prinsip 1: Meningkatkan nilai penyelenggaraan Rapat Umum Pemegang Saham. / Principle 1: Increasing the Value of the Implementation of the General Meeting of Shareholders (GMS)	Cara atau prosedur teknis pengumpulan suara (<i>voting</i>) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. / Public Companies to have a technical voting method or procedure, for both open and private votings, which prioritizes the independence and the interests of the shareholders.	Perusahaan telah memiliki prosedur teknis pengumpulan suara dalam dalam tata tertib Rapat Umum Pemegang Saham. Keterangan: Terpenuhi (<i>Complied</i>) / The Company already has a technical voting procedure for the General Meeting of Shareholders. Description: Complied
	Anggota Direksi dan Dewan Komisaris hadir dalam RUPS Tahunan. / Members of the Board of Directors and the Board of Commissioners to attend the Annual GMS.	Seluruh anggota Dewan Komisaris dan Direksi hadir dalam pelaksanaan RUPS, kecuali Komisaris Perseroan yang berhalangan karena keperluan mendesak yang tidak dapat dihindari Keterangan: Dengan Penjelasan (<i>Explain</i>) / All members of the Board of Commissioners and the Board of Directors are present at the GMS, except for the Company's Commissioners who are unable to attend due to urgent needs that cannot be overlooked. Description: Explained
	Ringkasan risalah RUPS tersedia dalam situs web paling sedikit 1 (satu) tahun. / The summary of the GMS minutes to be available on the website for at least 1 (one) year.	Terpenuhi (<i>complied</i>)
Prinsip 2. Meningkatkan kualitas komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor / Principle 2. Improving the quality of the communication between the Public Company and the Shareholders or Investors	Memiliki kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor / Public Companies to have a policy on the communication between the Public Companies and the shareholders or investors	Terpenuhi (<i>complied</i>)
	Mengungkapkan kebijakan komunikasi Perusahaan Terbuka dalam situs web / Public Companies to have a disclosure of the Public Company communication policy on the website	Perseroan sampai saat ini belum mengungkapkan kebijakan komunikasi kepada Investor dalam situs web. Keterangan: Dengan Penjelasan (<i>Explain</i>) / The Company has not yet disclosed the communication policy to the Investors on its website. Description: Explained

Disclosure on the Operational Segment in the Financial Statements

As stated in PSAK No. 5 (2015 Amendment) concerning Operational Segment, and for the benefit of management, the Company has presented its business/product segments based on geographical or operating segment, as presented in the 2021 Audited Financial Statements on the “Operational Segment” note.

Conformity of the Annual Report Book and the Annual Report on the Company's Website

The Company's Annual Reports, whether submitted to shareholders, stakeholders, or those uploaded on the Company's official website are in accordance with the Annual Report book that is printed and published by the Company.

IMPLEMENTATION OF THE CORPORATE GOVERNANCE GUIDELINES FOR PUBLIC COMPANIES

Waskita's GCG implementation in reference to the Circular Letter No. 32/SEOJK.04/2015 on Corporate Governance Implementation of Public Companies are presented in the following table:



Prinsip / Principles	Rekomendasi / Recommendations	Penerapan / Implementations
Aspek B: Fungsi dan Peran Dewan Komisaris / Aspect B: Board of Commissioners Functions and Roles		
Prinsip 3. Memperkuat keanggotaan dan Komposisi Dewan Komisaris / Principle 3. Strengthening the membership and the composition of the Board of Commissioners	Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi perusahaan. / The number of the Board of Commissioners members to be determined in accordance with the condition of Public Companies	Perseroan telah memenuhi ketentuan yang berlaku bagi Perseroan sebagai Perusahaan Terbuka sebagaimana ditentukan dalam Pasal 20 POJK No.33/POJK.04/2014 yaitu jumlah anggota Dewan Komisaris 2 (dua) orang. Keterangan: Terpenuhi (<i>Complied</i>) / The Company has met the required number for a Public Company as stipulated in the Article 20 of POJK No. 33/POJK.04/2014 which stated that the number of Board Commissioners shall consists of at least 2 (two) members. Description: Complied
	Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian. / The composition of the Board of Commissioners members to be considered based on diverse expertises.	Berdasarkan kebijakan Pemegang Saham, Dewan Komisaris telah dipilih dengan memperhatikan keberagaman keahlian, pengetahuan, pengalaman, serta kondisi dan kompleksitas bisnis Perseroan. Keterangan: Terpenuhi (<i>Complied</i>) / Based on the Shareholder policy, the Board of Commissioners by considering the diversity of expertises, knowledge, experience, and the condition and complexity of the Company's business. Description: Complied
Prinsip 4. Meningkatkan kualitas pelaksanaan tugas dan tanggung jawab Dewan Komisaris / Principle 4. Improving the quality of the Board of Commissioners' duties and responsibilities	1. Dewan Komisaris mempunyai kebijakan penilaian sendiri untuk menilai kinerja Dewan Komisaris. / The Board of Commissioners to have a self-assessment policy to assess the performance of the Board of Commissioners.	Perseroan sudah memiliki kebijakan penilaian sendiri untuk Dewan Komisaris. Penilaian dilakukan setahun sekali atau secara periodik lainnya yang dipandang perlu dengan mengkaji apakah masing-masing anggota Dewan Komisaris telah melaksanakan tugasnya dengan yang terangkum dalam piagam Dewan Komisaris. Keterangan: Terpenuhi (<i>Complied</i>) / The Company already has a self-assessment policy for the Board of Commissioners. The assessment is carried out once a year or on other time period if necessary by examining whether each member of the Board of Commissioners has carried out his/her duties as summarized in the Board of Commissioners charter. Description: Complied
	2. Kebijakan penilaian sendiri diungkapkan dalam Laporan Tahunan / The self-assessment policy to be disclosed in the Annual Report.	Perseroan telah memiliki kebijakan penilaian sendiri dan telah diungkapkan dalam Laporan Tahunan. Keterangan: Terpenuhi (<i>Complied</i>) / The Company already has a self-assessment policy which has been disclosed in the Annual Report. Description: Complied
	3. Dewan Komisaris mempunyai kebijakan pengunduran diri apabila terlibat dalam kejahatan keuangan. / The Board of Commissioners to have a resignation policy if it is involved in financial crimes.	Berdasarkan Anggaran Dasar Perseroan, setiap Dewan Komisaris yang tidak memenuhi syarat untuk menjadi Anggota Dewan Komisaris yang disebutkan dalam Anggaran Dasar termasuk di dalamnya adalah terlibat kejahatan keuangan maka jabatannya sebagai Dewan Komisaris akan berakhir. Dalam hal Anggota Dewan Komisaris tersebut mengundurkan diri maka akan diputuskan melalui mekanisme RUPS. Keterangan: Terpenuhi (<i>Complied</i>) / Based on the Company's Articles of Association, every Board of Commissioners Member that does not meet the member requirements in the Articles of Association, which includes to not be involved in any financial crimes, will be terminated from their position as a Board of Commissioners. The resignation of the Board of Commissioners Member will be decided through the GMS mechanism. Description: Complied
	4. Dewan Komisaris atau Komite Nominasi dan Remunerasi menyusun kebijakan suksesi dalam Proses Nominasi anggota Direksi / The Board of Commissioners or the Nomination and Remuneration Committee to draw up a succession policy for the Nomination Process for members of the Board of Directors	Merujuk pada Piagam Komite Nominasi dan Remunerasi, salah satu tugas dan tanggung jawab dari Komite Nominasi dan Remunerasi adalah untuk memberikan rekomendasi kepada Dewan Komisaris mengenai evaluasi kinerja dan usulan calon yang memenuhi syarat sebagai anggota Direksi. Keterangan: Terpenuhi (<i>Complied</i>) / Referring to the Nomination and Remuneration Committee Charter, one of the duties and responsibilities of the Nomination and Remuneration Committee is to provide recommendations to the Board of Commissioners regarding performance assessments and proposals of candidates who qualify as members of the Board of Directors. Description: Complied



Prinsip / Principles	Rekomendasi / Recommendations	Penerapan / Implementations
Aspek C: Fungsi Dan Peran Direksi / Aspect C: Board of Directors Functions and Roles		
<p>Prinsip 5. Memperkuat keanggotaan dan Komposisi Direksi / Principle 5. Strengthening the membership and the Composition of the Board of Directors</p>	<p>1. Penentuan jumlah anggota Direksi mempertimbangkan kondisi perusahaan serta efektivitas dalam pengambilan keputusan / The number of the Board of Directors members to be considered based on the Company's condition and effectiveness in decision making.</p>	<p>Berdasarkan Anggaran Dasar Perseroan, Penentuan jumlah Direksi Perseroan mengacu pada ketentuan Perundang-undangan yang berlaku di mana menurut POJK No.33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik paling kurang terdiri dari 2 (dua) orang anggota Direksi. Keterangan: Terpenuhi (<i>Complied</i>) / Based on the Company's Articles of Association, the number of Directors in the Company should refer to the provisions of the applicable legislation, which according to POJK No.33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of an Issuer or Public Company must consists of at least 2 (two) Board of Directors Members. Description: Complied</p>
	<p>2. Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan dan pengalaman yang dibutuhkan / Determination of the composition of the members of the Board of Directors takes into account the diversity of expertise, knowledge and experience required</p>	<p>Berdasarkan kebijakan Pemegang Saham, Direksi Perseroan telah dipilih dengan memperhatikan keberagaman keahlian, pengetahuan, pengalaman serta kondisi dan kompleksitas bisnis Perseroan. Keterangan: Terpenuhi (<i>Complied</i>) / In accordance with the Shareholders policy, the Board of Directors of the Company has been selected by considering the diversity in expertise, knowledge, and experience as well as the Company's business complexity Description: Complied</p>
	<p>3. Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi / Members of the Board of Directors who are in charge of accounting or finance to have expertise and/or knowledge in accounting.</p>	<p>Direksi yang membawahi bidang akuntansi atau keuangan dalam Perseroan adalah Direktur Keuangan yang memiliki pengetahuan dan pengalaman yang cukup di bidang akuntansi dan Keuangan sebagaimana dapat dilihat dalam riwayat jabatan dan pendidikan Direksi pada bagian Profil Direksi. Keterangan: Terpenuhi (<i>ComplyComplied</i>) / Board of Directors Member who is in charge of accounting or finance in the Company is the Director of Finance who has sufficient knowledge and experience in accounting and Finance which can be seen in the history of positions and education of the Board of Directors on the Profile section. Description: Complied</p>
<p>Prinsip 6. Meningkatkan pelaksanaan tugas dan tanggung jawab Direksi / Principle 6. Improving the quality of the Board of Directors' duties and responsibilities</p>	<p>Direksi memiliki kebijakan penilaian sendiri untuk menilai kinerja Direksi / The Board of Directors to have a self-assessment policy to assess the performance of the Board of Directors.</p>	<p>Perseroan sudah memiliki kebijakan penilaian sendiri untuk Direksi. Penilaian dilaksanakan setahun sekali atau secara periodik lainnya yang dipandang perlu dengan mengkaji apakah masing-masing anggota Direksi telah melaksanakan tugasnya seperti yang terangkum dalam piagam Direksi. Keterangan: Terpenuhi (<i>Complied</i>) / The Company already has its self-assessment policy for the Board of Directors. The assessment is carried out once a year or other time period by examining whether each member of the Board of Directors has carried out his/her duties as summarized in the Board of Directors' charter. Description: Complied</p>
	<p>Kebijakan penilaian sendiri diungkapkan dalam Laporan Tahunan / The self-assessment policy to be disclosed in the Annual Report</p>	<p>Perseroan sudah memiliki kebijakan penilaian sendiri untuk Direksi dan sudah diungkapkan dalam Laporan Tahunan. Keterangan: Terpenuhi (<i>Complied</i>) / The Company already has a self-assessment policy for the Board of Directors and it has been disclosed in the Annual Report. Description: Complied</p>
	<p>Direksi memiliki kebijakan pengunduran diri apabila terlibat dalam kejahatan keuangan / The Board of Directors to have a resignation policy for member involved in financial crimes</p>	<p>Berdasarkan Anggaran Dasar kami, setiap Anggota Direksi yang tidak memenuhi syarat untuk menjadi Anggota Direksi yang disebutkan dalam Anggaran Dasar termasuk di dalamnya adalah tidak terlibat kejahatan keuangan maka jabatannya sebagai Direksi akan berakhir. Keterangan: Terpenuhi (<i>Complied</i>) / Every Board of Directors Member that does not meet the member requirements in the Company's Articles of Association, which includes to not be involved in any financial crimes, will be terminated from their position as a Board of Directors Member. Description: Complied</p>

Prinsip / Principles	Rekomendasi / Recommendations	Penerapan / Implementations
Aspek D: Partisipasi Pemangku Kepentingan / Aspect D: Stakeholder Engagement		
Prinsip 7. Meningkatkan aspek tata kelola Perusahaan melalui partisipasi pemangku kepentingan / Principle 7. Improving the Corporate Governance aspects through stakeholder engagement	1. Memiliki kebijakan untuk mencegah Insider Trading. / Public Companies to have a policy to prevent Insider Trading	Berdasarkan pada Pedoman Perilaku yang diterbitkan Perseroan, khususnya pada bagian Etika Kerja, seluruh karyawan berkewajiban untuk menjaga kerahasiaan informasi non publik Perseroan, dalam hal ini salah satunya ialah bertujuan untuk mencegah terjadinya insider trading. Keterangan: Terpenuhi (<i>Complied</i>) / As stated on the Code of Conduct issued by the Company, in the Work Ethics section, all employees are required to maintain the confidentiality of the Company's non-public information. This regulation was issued to prevent insider trading. Description: Complied
	2. Memiliki kebijakan Anti-Korupsi dan Anti-Fraud. / Public Companies to have Anti-Corruption and Anti-Fraud Policies	Pada bagian Etika Kerja dalam Pedoman Perilaku yang diterbitkan Perseroan, Perseroan mengatur mengenai pemberian dan penerimaan hadiah, jamuan, hiburan, pemberian donasi dan fasilitas lain serta seluruh karyawan berkewajiban untuk melindungi aset Perseroan. Keterangan: Terpenuhi (<i>Complied</i>) / In the Work Ethics section of the Code of Conduct issued by the Company, the Company regulates the offering and receiving of gifts, meals, entertainment, donations and other facilities as well as the requirement for all employees to protect the Company's assets. Description: Complied
	3. Memiliki kebijakan tentang Seleksi dan Peningkatan Kemampuan Pemasok dan Vendor. / Public Companies to have a policy regarding the Selection and Competence Improvement of Suppliers and Vendors.	Perseroan memiliki Pedoman dalam melakukan seleksi kemampuan Pemasok dan Vendor. / The Company already has a Guideline in selecting Suppliers and Vendors for their competence. Keterangan: Terpenuhi / Description: Complied
	4. Memiliki Kebijakan Pemenuhan Hak-Hak Kreditor / Public Companies to have a policy to meet the Creditors' Rights	Dalam berhubungan dengan Kreditor, Perseroan melakukannya secara profesional dan saling menguntungkan. Keterangan: Terpenuhi (<i>Complied</i>) / The Company deals with Creditors in a professional manner which could benefit both parties. Description: Complied
	5. Memiliki Kebijakan whistleblowing system / Public Companies to have a whistleblowing system policy	Perseroan telah mengeluarkan Pedoman Pelaporan Whistleblowing System. Keterangan: Terpenuhi (<i>Complied</i>) / The Company has already issued a Whistleblowing System Guideline. Description: Complied
	6. Memiliki Kebijakan pemberian insentif jangka panjang Direksi dan Karyawan / Public Companies to have a policy regarding long-term incentives for the Board of Directors and the Employees	Dalam menentukan insentif jangka Panjang yang didapat oleh Direksi dan karyawan, Perseroan memberikan Jaminan Hari Tua yang disesuaikan dengan ketentuan perundang-undangan. Keterangan: Terpenuhi (<i>Complied</i>) / In determining the long-term incentives for the Board of Directors and the employees, the Company provides a Pension Plan which is adjusted to applicable laws and regulations. Description: Complied
Aspek E: Meningkatkan keterbukaan informasi / Aspect E: Improving Information Disclosure		
Prinsip 8. Meningkatkan keterbukaan informasi / Principle 8. Improving information disclosure	1. Memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs Web sebagai media keterbukaan informasi / Public Companies to make greater use of information technology, in addition to the website as a medium for information disclosure	Keterangan: Terpenuhi (<i>complied</i>) / Description: Complied
	2. Laporan Tahunan Perusahaan mengungkapkan pemilik manfaat akhir dalam kepemilikan saham perusahaan, paling sedikit 5% selain Pemegang Saham Utama dan Pengendali / The Annual Report of Public Companies to disclose at least 5% the ultimate benefit owner of the Company's shares, other than the Major and Controlling Shareholders	Keterangan: Terpenuhi / Description: Complied



HASIL PENILAIAN GCG TAHUN 2021

Pada tahun 2021, Perseroan melakukan penilaian terhadap tata Kelola Perseroan secara mandiri (*self-assessment*). Adapun kategori dalam penilaian diantaranya adalah sebagai berikut:

1. Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan
2. Pemegang Saham dan RUPS/Pemilik Modal
3. Dewan Komisaris
4. Direksi
5. Pengungkapan Informasi dan Transparansi

2021 GCG ASSESSMENT RESULT

The Company conducted a self-assessment of corporate governance in 2021. The categories in the assessment include:

1. Commitment to Sustainable Implementation of Good Corporate Governance
2. Shareholders and Capital Owners/GMS
3. Board of Commissioners
4. Board of Directors
5. Information Disclosure and Transparency

Hasil Self-Assessment GCG 2020 dan 2021

GCG Self-Assessment Results in 2020 and 2021

No	Parameter Penilaian / Assessment Parameter	Bobot / Value	Skor / Score		Persentase / Percentage		Pertumbuhan (%) / Growth (%)
			2021	2020	2021	2020	
1	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan / Commitment to Implementation of Sustainable Good Corporate Governance	7,00	6,63	6,78	94,66	96,92	(0,15)
2	Pemegang Saham dan RUPS/Pemilik Modal / Shareholders and Capital Owners/GMS	9,00	8,10	8,56	90,03	95,11	(0,46)
3	Dewan Komisaris / Board of Commissioners	35,00	31,36	30,22	89,59	86,35	1,14
4	Direksi / Board of Directors	35,00	32,34	31,84	92,39	90,90	0,50
5	Pengungkapan Informasi dan Transparansi / Information Disclosure and Transparency	9,00	8,83	9,00	98,08	100,00	(0,17)
Total		95,00	87,25	86,38	-	-	
6	Aspek Lainnya / Other Aspects	5,00	2,50	2,50	-	-	
	Skor Akhir / Final Score	100,00	89,75	88,88	89,75	88,88	

Secara keseluruhan, praktik tata Kelola pada Perusahaan tahun buku 2021 sudah mencapai kualitas **“Sangat Baik”**. Hal itu terlihat dari peningkatan skor pada aspek Dewan Komisaris dan Direksi. Sementara pada aspek Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan, Pemegang Saham dan RUPS/Pemilik Modal, dan Pengungkapan Informasi dan Transparansi mengalami penurunan skor dibandingkan tahun sebelumnya. Berdasarkan hasil self-assessment tersebut ada beberapa AOI (*Aare of Improvement*) pada setiap aspek dengan rincian sebagai berikut:

Overall, the corporate governance practices in the 2021 fiscal year reached **“Excellent”** quality. This can be seen from the increase in scores on the aspects of the Board of Commissioners and the Board of Directors. Meanwhile, in the aspect of Commitment to the Implementation of Sustainable Good Corporate Governance, Shareholders and Capital Owners/GMS, and Information Disclosure and Transparency experienced a decrease in score compared to the previous year. Based on the results of the self-assessment, there are several AOI (*Aare of Improvement*) in each aspect with the following details:

No	Aspek Penilaian / Assessment Aspect	Jumlah / Total
1	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan / Commitment to Sustainable Corporate Governance	1
2	Pemegang Saham dan RUPS/Pemilik Modal / Shareholders and Capital Owner/GMS	7
3	Dewan Komisaris / Board of Commissioners	8
4	Direksi / Board of Directors	7
5	Pengungkapan Informasi dan Transparansi / Information Disclosure and Transparency	0

An aerial photograph of a highway interchange. The highway has multiple lanes with several cars and a truck. There are green grassy areas and some residential buildings in the background. The image is overlaid with a blue and white cloud-like graphic on the left side.

07

TANGGUNG JAWAB SOSIAL PERUSAHAAN

CORPORATE SOCIAL RESPONSIBILITY





TANGGUNG JAWAB SOSIAL PERUSAHAAN

Corporate Social
Responsibility

TATA KELOLA TANGGUNG JAWAB SOSIAL PERUSAHAAN

Komitmen dan Kerangka Kebijakan Penerapan Tanggung Jawab Sosial Perusahaan

Eksistensi Waskita Karya sebagai entitas usaha yang bertanggung jawab melatarbelakangi upaya serta langkah yang dilakukan Perseroan dalam mendukung pembangunan berkelanjutan (*sustainable development*) yang tidak hanya mendukung kelangsungan usaha jangka panjang, tetapi juga memberikan manfaat nyata bagi pemangku kepentingan, lingkungan, dan masyarakat luas. Oleh karena itu, Perseroan menempatkan pemenuhan Tanggung Jawab Sosial Perusahaan atau *Corporate Social Responsibility* (CSR) sebagai salah satu bagian integral dari pelaksanaan Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG).

CORPORATE SOCIAL RESPONSIBILITY GOVERNANCE

Corporate Social Responsibility Commitment and Policy Framework

Waskita Karya as a responsible business entity is committed to support the efforts in carrying out sustainable development that does not only support the Company's long-term business continuity but also provide actual benefits to the stakeholders, environment, and the public. Therefore, the Company places Corporate Social Responsibility as an integral part in implementing Good Corporate Governance.



Perseroan menekankan pada pentingnya pemeliharaan hubungan yang harmonis dan sinergi dengan stakeholders. Upaya ini menjadi bentuk tanggung jawab Perseroan dalam mewujudkan praktik bisnis yang seimbang antara tujuan perolehan laba (*profit*), pelestarian lingkungan (*planet*), dan kesejahteraan masyarakat dan pegawai (*people*).

The Company understands the importance of maintaining a synergy and harmonious relationship with the stakeholders. This is the Company's responsibility in practicing business in which the Company does not merely focus on the interest of gaining profit (*profit*), but is also balanced with the fulfillment of the interests and obligations to preserve the environment (*planet*) and support the welfare of the community and employees (*people*).

Dalam pelaksanaan aktivitas usahanya, Perseroan juga memahami peran penting pemangku kepentingan terhadap kelangsungan usaha jangka panjang sekaligus menyadari dampak yang dihasilkan kegiatan bisnis Perseroan terhadap pemangku kepentingan. Oleh karena itu, Perseroan menekankan pada pentingnya pemeliharaan hubungan yang harmonis dan sinergi dengan *stakeholders*. Upaya ini menjadi bentuk tanggung jawab Perseroan dalam mewujudkan praktik bisnis yang seimbang antara tujuan perolehan laba (*profit*), pelestarian lingkungan (*planet*), dan kesejahteraan masyarakat dan pegawai (*people*). Langkah ini juga menjadi wujud komitmen Waskita sebagai agen pembangunan yang mendukung pencapaian tujuan pembangunan berkelanjutan (*Sustainable Development Goals*).

In implementing its business activities, the Company recognizes the role of the stakeholders for the long-term business continuity and also realizes the impact of the business activities to the stakeholders. Hence, the Company understands the importance of maintaining a synergy and harmonious relationship with the stakeholders. This is the Company's responsibility in practicing business in which the Company does not merely focus on the interest of gaining profit (*profit*), but is also balanced with the fulfillment of the interests and obligations to preserve the environment (*planet*) and support the welfare of the community and employees (*people*). The Company believes that this stage is crucial to support the Company towards Sustainable Development Goals.



Penerapan dan pelaksanaan Tanggung Jawab Sosial Perusahaan berpedoman pada standar mutu ISO 26000 tentang Panduan Tanggung Jawab Sosial (*Guidance on Social Responsibility*), yang memuat 7 (tujuh) aspek utama tanggung jawab sosial. Pedoman tersebut menjadi pendekatan ideal yang digunakan organisasi atau perusahaan dalam melaksanakan tanggung jawab sosial dengan membidik tujuh isu keberlanjutan secara holistik dan terintegrasi.

The Corporate Social Responsibility is implemented in reference to the ISO 26000 quality standard on the Guidance on Social Responsibility, which contains 7 (seven) main aspects of social responsibility. These guidelines are the ideal approach used by organizations or companies in carrying out social responsibility by targeting seven sustainability issues in a holistic and integrated manner.

Holistic Integrated Approach of Social Responsibility



Tujuh fokus tanggung jawab sosial yang diatur dalam ISO 26000 meliputi:

1. **Tata kelola organisasi (*organizational governance*)**
Penetapan, pengambilan, dan penerapan keputusan strategis sehingga prinsip tanggung jawab sosial dapat diterapkan.
2. **Hak asasi manusia (*human rights*)**
Hak dasar yang dimiliki semua orang sebagai manusia, antara lain mencakup hak sipil, politik, ekonomi, sosial, dan budaya.
3. **Praktik ketenagakerjaan (*labour practices*)**
Kebijakan dan praktik terkait pekerjaan dan ketenagakerjaan.
4. **Lingkungan (*environment*)**
Tanggung jawab atas dampak lingkungan kepada masyarakat dari kegiatan bisnis yang dilakukan.
5. **Operasi yang adil (*fair operating practices*)**
Penerapan perilaku etis dan adil saat berinteraksi dengan pemangku kepentingan.

Seven focuses on social responsibility in accordance with ISO 26000 include:

1. **Organizational governance**
Determination, making, and implementation of strategic decisions in realizing the principles of social responsibility.
2. **Human rights**
The basic rights possessed by all human beings including, civil, political, economic, social and cultural rights.
3. **Labor Practices**
Policies and practices on work and labor.
4. **Environment**
Responsibility on environmental impacts of the business activities to the community.
5. **Fair operating practices**
Implementation of fair and ethical behaviors in interacting with the stakeholders.



6. Isu konsumen (*consumer issues*)

Pemenuhan hak-hak konsumen terkait produk dan layanan yang diberikan, kejelasan informasi, dan perlakuan yang adil.

7. Pelibatan dan pengembangan masyarakat (*community involvement and development*)

Hubungan dan interaksi perusahaan dengan masyarakat di lingkungan operasinya.

Prinsip-prinsip dasar tanggung jawab sosial yang menjadi dasar dalam pengambilan keputusan dan pelaksanaan kegiatan CSR menurut ISO 26000 meliputi:

1. Kepatuhan kepada hukum;
2. Menghormati instrumen/badan-badan internasional;
3. Menghormati pemangku kepentingan dan kepentingannya;
4. Akuntabilitas;
5. Transparansi;
6. Perilaku yang beretika;
7. Melakukan tindakan pencegahan;
8. Menghormati dasar-dasar hak asasi manusia.

Prinsip dan Acuan Dasar Pelaksanaan Tanggung Jawab Sosial Perusahaan

Prinsip dasar pelaksanaan program tanggung jawab sosial perusahaan Waskita, dilakukan berlandaskan pada beberapa pendekatan, salah satunya dilakukan oleh Unit Tanggung Jawab Sosial & Lingkungan (*Social & Environment Responsibility Unit*) yang berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-05/MBU/4/2021 tanggal 8 April 2021 tentang Program Tanggung Jawab Sosial & Lingkungan Badan Usaha Milik Negara.

Pengelola Kegiatan Tanggung Jawab Sosial Perusahaan

Pelaksanaan dan pengelola kegiatan Tanggung Jawab Sosial Perusahaan Waskita menjadi tanggung jawab SER Unit selaku pengelola Program Tanggung Jawab Sosial & Lingkungan. Pengelola program Tanggung Jawab Sosial Perusahaan tersebut bertanggungjawab penuh kepada *Board of Directors*, dengan SER Unit secara khusus bertanggungjawab kepada *Director of Finance*. Penetapan pengelola kegiatan Tanggung Jawab Sosial Perusahaan tersebut telah sesuai dengan ketentuan dalam Surat Keputusan Board of Directors PT Waskita Karya (Persero) Tbk dan Surat Keputusan *Board of Directors* PT Waskita Karya (Persero) Tbk No. 35/SK/WK/2021 tanggal 29 Oktober 2021 tentang Perubahan Struktur Organisasi Corporate Office & Business Unit PT Waskita Karya (Persero) Tbk.

6. Consumer issues

Fulfillment of consumers' rights on products and services provided, clarity of information, and fair treatment.

7. Community involvement and development

Relationship and interaction between the Company and the local community in its operational area.

The basic principles of social responsibility that serve as the basis for decision making and implementation of CSR activities according to ISO 26000 include:

1. Compliance with the law;
2. Respect for international instruments/bodies;
3. Respect for stakeholders and their interests;
4. Accountability;
5. Transparency;
6. Ethical behavior;
7. Taking precautionary measures;
8. Respect for human rights.

Basic Principles and References in Implementing Corporate Social Responsibility

The basic principles in the implementation of Waskita's corporate social responsibility program are based on several approaches, one of which is implemented by the Social & Environmental Responsibility Unit in reference to the Regulation of Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-05/MBU/4/2021 dated April 8, 2020 concerning Social and Environmental Responsibility Program of State-Owned Enterprises.

Party in Charge of Corporate Social Responsibility Program

The management and implementation of Waskita's Corporate Social Responsibility program is carried out by the SER Unit as the party in charge of Social & Environmental Responsibility Program. The party is fully responsible to the Board of Directors, especially the Director of Finance. The appointment of the party in charge of Corporate Social Responsibility is pursuant to the provisions in PT Waskita Karya (Persero) Tbk's Board of Directors Decree No. 35/SK/WK/2021 dated October 29, 2021 on Changes to the Organizational Structure of PT Waskita Karya (Persero) Tbk.



Sampai dengan 31 Desember 2021, susunan pengurusan SER Unit PT Waskita Karya (Persero) Tbk adalah sebagai berikut:

As of December 31, 2021, the composition of PT Waskita Karya (Persero) Tbk's SER Unit is as follows:

Susunan Pengurus SER Unit per 31 Desember 2021

SER Unit Composition as of December 31, 2021

Nama / Name	Jabatan / Position
Poppy Sukmawati	Head Social & Environment Responsibility Unit
Andri Ramadhan	Social & Environment Responsibility Unit Officer
Lutfy Ardian Fahmi	Social & Environment Responsibility Unit Officer
Dyah Ayu Widhayati	Social & Environment Responsibility Unit Officer
Tarudi	Social & Environment Responsibility Unit Officer

Adapun tugas dan tanggung jawab SER Unit adalah sebagai berikut:

1. Menyusun Rencana Kerja dan Anggaran Unit TJSJ tahunan dan mempertanggungjawabkan realisasi program Unit TJSJ terhadap *Director of Finance & Risk Management*.
2. Menyusun pedoman / kriteria kelayakan usaha untuk menetapkan calon mitra binaan.
3. Mengevaluasi dan menyeleksi kelayakan usaha & menetapkan calon mitra binaan (kriteria pemilihan calon mitra binaan).
4. Menyiapkan dan menyalurkan dana Program PUMK kepada mitra binaan.
5. Menyiapkan dan menyalurkan dana Program TJSJ kepada masyarakat
6. Melakukan pemantauan dan pembinaan kepada mitra binaan.
7. Melakukan pembukuan atas pelaksanaan program Unit TJSJ terpisah dengan pembukuan perusahaan.
8. Menyusun dan melaporkan pelaksanaan program Unit TJSJ baik secara triwulan maupun tahunan kepada Kementerian BUMN dengan tembusan kepada Koordinator BUMN Pembina di masing – masing wilayah.
9. Melakukan koordinasi dengan *Director of Finance & Risk Management* dalam perencanaan & realisasi program Unit TJSJ.
10. Melakukan administrasi kegiatan pembinaan.

Duties and responsibilities of the SER Unit include:

1. Drawing up Annual SER Unit Work Plans and Budget and being responsible for the realization of SER Unit program to the Director of Finance & Risk Management .
2. Drawing up guidelines / criteria of business adequacy to determine the fostered partners.
3. Evaluating and selecting the business adequacy and determining the fostered partners (selection criteria of fostered partners).
4. Preparing and allocating the PUMK Program to the fostered partners.
5. Preparing and allocating funds of TJSJ Program to the Community.
6. Monitoring and guiding the fostered partners.
7. Carrying out the bookkeeping on the implementation of SER Unit program, separated from the Company's bookkeeping.
8. Drawing up and submitting the implementation report of the SER Unit program both quarterly or annually to the Ministry of SOE with a copy to the Coordinator of the State Owned Enterprise in each region.
9. Coordinating with the Director of Finance & Risk Management in planning and realizing the SER Unit Program
10. Carrying out administrations of the fostering activities.

Metode dan Lingkup Due Diligence terhadap Dampak Sosial, Ekonomi dan Lingkungan dari Aktivitas Perseroan

Pelaksanaan program TJSJ di lingkup Perseroan dilakukan berdasarkan identifikasi dan penelaahan terhadap dampak sosial, ekonomi, dan lingkungan yang dihasilkan oleh setiap aktivitas bisnis yang dijalankan Perseroan. Metode dan lingkup *due diligence* dilakukan dengan melibatkan unit terkait guna memetakan skala prioritas atas isu-isu keberlanjutan yang diangkat. Hasil metode *due diligence* ini selanjutnya akan menjadi acuan bagi Perseroan dalam menyusun kebijakan dan program yang dirancang khusus untuk membidik dampak-dampak tersebut. Perencanaan program harus dibuat sesuai dengan rencana kebutuhan nyata pemangku kepentingan dengan mempertimbangkan kemampuan Perseroan.

Method and Scope of Due Diligence on Social, Economic and Environmental Impacts of the Company's Activities

The SER programs within the scope of the Company is carried out based on the identification and review of social, economic, and environmental impacts as a result of the Company's business activities. Due diligence methods and procedures are carried out by involving related units to map the priority scale of the sustainability issues being raised. The results of this due diligence method will further serve as a reference for the Company in formulating policies and programs specifically designed to target these impacts. The program planning must be made in accordance with the actual needs of the stakeholders by taking into account the Company's capabilities.



Dalam menentukan topik-topik dan isu-isu keberlanjutan yang menjadi prioritas, Perseroan melakukan langkah-langkah penentuan sebagai berikut:

1. Melakukan identifikasi dan pemetaan aspek-aspek material atau penting sekaligus menetapkan batasannya (*boundary*) dengan menimbang karakteristik terhadap aktivitas usaha Perseroan;
2. Membuat skala prioritas terhadap aspek-aspek material yang telah diidentifikasi pada langkah sebelumnya;
3. Membuat validasi terhadap topik-topik material tersebut dengan mendapatkan persetujuan organ Perseroan yang bertanggungjawab dalam mengelola kinerja keberlanjutan;
4. Melakukan *review* dan pengkajian kembali topik dan isu keberlanjutan sebelumnya dalam rangka menyempurnakan dan melakukan perbaikan terhadap kinerja keberlanjutan dengan mempertimbangkan saran dan rekomendasi pemangku kepentingan.

In determining the priority topics and issues of sustainability, the Company takes the following steps:

1. Identifying and mapping material or important aspects as well as establishing boundaries by considering the characteristics of the Company's business activities;
2. Preparing a priority scale on the material aspects that have been identified in the previous step;
3. Validating the material topics with the approval from the Company's organ in charge of managing sustainability performance;
4. Reviewing and re-assessing previous sustainability topics and issues in order to enhance and make improvements to sustainability performance by considering the stakeholders' suggestions and recommendations.

Skema Perencanaan dan Pelaksanaan Program Tanggung Jawab Sosial Perusahaan

Planning and Implementation Scheme of the Company's Social and Environmental Responsibility Program



Pemangku Kepentingan Penting Terdampak atau Berpengaruh Sosial, Ekonomi, dan Lingkungan dari Kegiatan Usaha Perseroan

Keberhasilan Perseroan dalam mewujudkan pertumbuhan berkelanjutan melibatkan peranan pemangku kepentingan dalam prosesnya. Oleh karena itu, Perseroan melakukan pemetaan terhadap pemangku kepentingan, baik yang terlibat langsung maupun tidak langsung dalam kegiatan usaha Perseroan, sebagai langkah awal dalam memetakan isu-isu keberlanjutan yang berkaitan dengan *stakeholders* dan kegiatan usaha Perseroan. Dengan merujuk pada AA1000 *Stakeholder Engagement Standard* tahun 2015, penentuan pemangku kepentingan memperhatikan aspek-aspek sebagai berikut:

Important Stakeholders Affecting or Affected by the Company's Social, Economic and Environmental Business Activities

The Company has successfully realized the sustainable developments by involving the stakeholders in the process. Thus, the Company has also mapped the stakeholders who are directly or indirectly involved in the Company's business activities as an initial step in mapping the sustainability issues regarding the stakeholders and the Company's business activities. Referring to the 2015 AA1000 *Stakeholder Engagement Standard*, the determination of stakeholders affecting or affected by the Company's activities, takes into account the following aspects:



1. Ketergantungan (*Dependency/D*)

Kelompok atau individu pemangku kepentingan yang bergantung secara langsung maupun tidak langsung terhadap aktivitas, produk dan layanan Perseroan, atau pemangku kepentingan di mana Perseroan bergantung dalam menjalankan operasionalnya.

2. Pertanggungjawaban (*Responsibility/R*)

Kelompok atau individu di mana Perseroan memiliki tanggung jawab legal, bisnis, operasional, dan/atau moral.

3. Perhatian (*Tension/T*)

Kelompok atau individu yang membutuhkan perhatian khusus dari Perseroan terkait permasalahan ekonomi, sosial, atau lingkungan.

4. Kedekatan (*Proximity/P*)

Kelompok atau individu yang memiliki kedekatan baik secara geografis maupun operasional dengan Perseroan.

5. Pengaruh (*Influence/I*)

Kelompok atau individu yang memiliki dampak terhadap strategi dan pengambilan keputusan Perseroan.

6. Keberagaman Pandangan (*Diverse Perspective/DP*)

Kelompok atau individu yang pandangannya terhadap isu dapat memberikan jawaban tentang pemecahan masalah atau identifikasi peluang.

1. Dependency (D)

Stakeholders both in groups or as individuals who depend directly or indirectly on the activities, products and services of the Company, or the stakeholders on which the Company depends on carrying out its operations.

2. Responsibility (R)

Groups or individuals to which the Company has legal, business, operational and/or moral responsibilities.

3. Tension (T)

Groups or individuals who require special attention from the Company on economic, social, or environmental issues.

4. Proximity (P)

Groups or individuals with close geographic and operational proximity to the Company.

5. Influence (I)

Groups or individuals who have an impact on the Company's strategy and decision making.

6. Diverse Perspective (DP)

Groups or individuals whose views on issues can provide answers to problem solving or identification of opportunities.

Berdasarkan hasil pemetaan, pemangku kepentingan Perseroan diuraikan pada tabel sebagai berikut:

Based on the mapping results, the stakeholders who are affecting or affected by the Company's activities are described in table, as follows:

Daftar Pemangku Kepentingan / Stakeholders	Basis Penetapan / Basis of Determination	Metode Pelibatan / Engagement Method	Frekuensi / Frequency	Topik Utama yang Muncul / Main Topics
Pelanggan / Customers	D, R, T, I, P	Website dan <i>frontline information</i> / Website and <i>frontline information</i>	Sesuai kebutuhan / As needed	Pelayanan / Services
		Kunjungan ke proyek / Project visitations		Pemenuhan kontrak / Contact fulfillment
		Layanan <i>call center</i> / Call center service		Layanan pengaduan/keluhan dan solusi / Complaint center/complaints and solutions Mendapatkan kepuasan layanan / Satisfaction with the Services
		Survei Kepuasan Pelanggan / Customer Satisfactory Surveys		
Pemegang Saham / Shareholders	D, R, I, P	Pelaporan kinerja / Performance reporting	Setiap kuartal / Quarterly	Dividen / Dividend
		Rapat Umum Pemegang Saham Tahunan (RUPST) / Annual General Meeting of Shareholder (AGMS)	Setiap tahun / Annually	Kelangsungan dan pengembangan usaha / Company's performance and development
		Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) / Extraordinary General Meeting of Shareholders (EGMS)	Sesuai kebutuhan / As needed	Tata kelola perusahaan / Corporate governance
Pemerintah / Government	D, R, T, I, DP, P	Pelaporan Kinerja / Performance Reporting	4 (empat) kali setahun / 4 (four) times a year	Kebutuhan Perseroan terhadap peraturan perundang-undangan yang berlaku / Company's need of the current applicable laws.
				Kinerja Perusahaan / Corporate Performance
				Pembayaran Pajak / Tax Payment



Daftar Pemangku Kepentingan / Stakeholders	Basis Penetapan / Basis of Determination	Metode Pelibatan / Engagement Method	Frekuensi / Frequency	Topik Utama yang Muncul / Main Topics
Pegawai / Employees	D, R, T, I, P	Media Internal / Internal Media	Sesuai kebutuhan / As needed	Sosialisasi kebijakan dan strategi yang berkaitan dengan kepegawaian / Socializing the policies and strategies on employment.
		Serikat Pekerja	Sesuai kebutuhan / As needed	Kesetaraan kesempatan kerja dan jenjang karier / Equal career opportunity Pengembangan kompetensi, karier, pelatihan dan lain-lain / Skill development, career training, etc. Jaminan Kesehatan dan Keselamatan Kerja / Health and Safety Insurance. Perlindungan dan kondisi kerja / Protection and Safe Work Environment Ketenagakerjaan / Manpower Kesejahteraan / Welfare
		Koordinasi Operasional	Sesuai kebutuhan / As needed	Hubungan komersial / Commercial relations
Mitra Kerja/Pemasok / Work Partners/Suppliers	D, R, T, P	Kunjungan ke proyek / Project Visitation	Sesuai kebutuhan / As needed	Pemenuhan kontrak yang saling menguntungkan, transparan dan adil / Beneficial, transparent and fair contract fulfillment
		Pelatihan / Training		Penjelasan lingkup pekerjaan / Explanation on job description
		Website dan frontline information / Website and frontline information		Pelayanan / Services
Masyarakat / Public	D, R, T, I, DP, P	Program TJSL / TJSL Program	Sesuai kebutuhan / As needed	Optimalisasi kapasitas TJSL yang diberikan / Optimizing the given TJSL capacity
		Rekrutmen tenaga kerja / Employee recruitment	Sesuai kebutuhan / As needed	Penggunaan tenaga kerja lokal / local employee recruitment
		Interaksi langsung kepada masyarakat / Direct interaction to the public	Sesuai kebutuhan / As needed	Sosialisasi program TJSL / TJSL program dissemination Pelaksanaan program TJSL / TJSL program implementation
		Program TJSL / TJSL Program	Sesuai kebutuhan / As needed	Optimalisasi dampak program TJSL / Optimizing impacts of the TJSL program

Isu-isu Penting di Bidang Sosial, Ekonomi, dan Lingkungan Terkait Aktivitas Perseroan

Penetapan isu-isu penting terkait sosial, ekonomi, dan lingkungan didasarkan pada tingkat dampak yang dihasilkan dan berpengaruh signifikan pada Perseroan, anak perusahaan, dan pemangku kepentingan. Isu-isu sosial, ekonomi, dan lingkungan yang telah diidentifikasi selanjutnya akan ditentukan batasannya guna menentukan pelibatan dan tindak lanjut yang akan diambil Perseroan.

Important Social, Economic and Environmental Issues on the Company's Business Activities

The social, economic, and environmental issues is determined through the rate of impacts arising from or which has a significant impact to the Company, its subsidiaries, and the stakeholders. The identified social, economic and environmental issues will then be demarcated in order to determine the involvement and follow-up actions that will be taken by the Company.

Isu dan Topik Material / Material Topic and Issues	Alasan Isu/Topik Material Ini Material / Reason for Being Material	Pelibatan dan Tindak Lanjut terhadap Dampak yang Diidentifikasi / Engagement and Follow-Up on the Identified Impacts
Kinerja Ekonomi / Economic Performance	Berdampak signifikan bagi pemangku kepentingan / Has a significant impact on the Stakeholders	Kinerja ekonomi yang dihasilkan menentukan keberlanjutan dan keberlangsungan usaha Perseroan, serta menentukan jumlah yang disisihkan untuk pembagian dividen kepada Pemegang Saham dan penyaluran dana pengembangan sosial dan lingkungan. / The generated economic performance determines business sustainability and continuity of the Company, and determines the amount set aside for dividend distribution to shareholders and funds for social and environmental development.
Anti Korupsi / Anti-Corruption	Berdampak signifikan bagi pemangku kepentingan dan pembangunan / Has a significant impact on development and the Stakeholders	Tindakan korupsi dapat merugikan Perseroan pada kualitas aspek kepatuhan, reputasi, maupun aset Perseroan. Perseroan menerapkan kebijakan anti korupsi yang disosialisasikan, diinternalisasikan, dan dievaluasi efektivitasnya secara berkala. Dalam hal ini, penguatan fungsi kepatuhan turut ditegaskan. / Corruption can harm the Company in the quality of compliance, reputation, and corporate assets aspect. The Company implements an anti-corruption policy which is regularly socialized, internalized and evaluated for its effectiveness. In this case, strengthening the compliance function is also enforced.
Dampak Ekonomi Tidak Langsung / Indirect Economic Impact	Berdampak signifikan pada pemangku kepentingan / Has a significant impact on the Stakeholders	Penyaluran dana bagi pengembangan infrastruktur layanan menjadi investasi sosial jangka panjang Perseroan melibatkan masyarakat dalam pengambilan keputusan pada saat perencanaan dan evaluasi program TJSL. / Fund distribution for the development of service infrastructure into long-term social investments. The Company involves the community in making decisions during the planning and evaluation of the TJSL program.



Isu dan Topik Material / Material Topic and Issues	Alasan Isu/Topik Material Ini / Reason for Being Material	Pelibatan dan Tindak Lanjut terhadap Dampak yang Diidentifikasi / Engagement and Follow-Up on the Identified Impacts
Ketenagakerjaan / Labor	Kepatuhan pada peraturan perundang-undangan dan berdampak signifikan pada pegawai / Compliance to the laws and regulations and has a significant impact on the Stakeholders	Pemenuhan kecukupan sumber daya manusia berdampak pada tingkat efektivitas dan efisiensi proses bisnis yang dijalankan. Perseroan melaksanakan rekrutmen serta menjamin skema kompensasi yang adil, termasuk skema imbalan pasca kerja (program pensiun). / Adequacy fulfillment of human resources has an impact on the level of effectiveness and efficiency of the business processes. The Company carries out recruitment and guarantees a fair compensation scheme, including a post-employment benefit scheme (pension program).
Keselamatan dan Kesehatan Kerja (K3) / Occupational Safety and Health (OSH)	Berdampak signifikan pada pegawai / Has a significant impact on the employees	Terpenuhinya peraturan mengenai K3 serta penerapan kebijakan K3 berdampak pada tingkat kecelakaan kerja yang terjadi, baik di lingkungan proyek maupun kantor. Perseroan telah memiliki unit kerja yang secara khusus mengatur pemenuhan sekaligus mengevaluasi penerapan aspek-aspek K3. / The fulfillment of regulations on OSH and the implementation of OSH policies have an impact on the level of work accidents, both in the project and office environment. The Company has a work unit that specifically regulates compliance while evaluating the implementation of OSH aspects.
Pelatihan dan Pendidikan / Training and Education	Berdampak signifikan pada pegawai / Has a significant impact on the employees	Pembekalan dan pengembangan kompetensi pegawai melalui pelatihan dan pendidikan berdampak pada kualitas kemampuan dan keahlian yang dimiliki pegawai. Perseroan memberikan pelatihan dan pendidikan yang disesuaikan dengan kebutuhan jabatan dan posisi yang diduduki. / Equipping and developing employee competencies through training and education have an impact on the quality of employees' abilities and skills. The Company provides training and education tailored to the needs of the occupied positions.
Masyarakat Lokal / Local Community	Berdampak signifikan pada pemangku kepentingan / Has a significant impact on the Stakeholders	Pemenuhan tanggung jawab terhadap pengembangan sosial kemasyarakatan berdampak pada kualitas reputasi dan keberlanjutan perusahaan. Perseroan melaksanakan Program TJSL untuk berkontribusi terhadap kesejahteraan masyarakat di lingkungan sekitar perusahaan. / The fulfillment of responsibility for social community development has an impact on the quality of the Company's reputation and sustainability. The Company implements the TJSL Program to contribute to the welfare of the local community.

Strategi dan Program Kerja Perseroan dalam Menangani Isu-isu Sosial, Ekonomi, dan Lingkungan

Pemetaan pemangku kepentingan menjadi dasar bagi penetapan strategi dan program kerja Perseroan dengan memperhatikan isu-isu sosial, ekonomi, dan lingkungan dari tiap-tiap pemangku kepentingan. Perseroan lalu melakukan prioritas isu-isu tersebut serta uji tuntas untuk melahirkan strategi maupun program kerja yang membawa manfaat sosial, ekonomi, dan lingkungan. Adapun strategi serta program dengan manfaat ekonomi, sosial, dan lingkungan yang telah dilakukan Perseroan adalah sebagai berikut:

Strategies and Work Programs in Handling Social, Economic and Environmental Issues

The stakeholder mapping serves as a foundation in determining the Company's strategies and work programs while also considering social, economic, and environmental issues of each stakeholder. The Company then prioritizes these issues and conducts due diligence to develop strategies and work programs that bring social, economic and environmental benefits. The strategies and programs with economic, social and environmental benefits that have been carried out by the Company are as follows:

Aspek / Aspect	Strategi / Strategy	Program Kerja / Work Programs
Sosial / Social	Menekankan pada strategi tanggung jawab sosial berupa kegiatan sosial kemasyarakatan lainnya dalam bentuk bantuan dan pengembangan tingkat kesejahteraan masyarakat. / Emphasizing social responsibility strategies in the form of social community programs and other social activities in the form of community assistance and development.	<ol style="list-style-type: none"> 1. Meningkatkan kompetensi usaha kecil sehingga dapat menjadi tangguh dan mandiri; 2. Memberikan manfaat kepada masyarakat dengan memberikan bantuan yang memiliki manfaat yang berkelanjutan sesuai dengan ISO 26000 Tentang Tujuan Pembangunan Berkelanjutan (Sustainable Development Goals).
Ekonomi / Economic	<p>Pencapaian dan kinerja Perseroan bergantung pada pengelolaan SDM, konsumen, dan hubungan dengan mitra kerja. Untuk memperkuat kinerja Perseroan, dilakukan strategi sebagai berikut:</p> <ol style="list-style-type: none"> 1. Menekankan tidak terdapatnya konflik kepentingan dalam setiap keputusan bisnis, terkait dengan operasi yang adil; 2. Menekankan pada strategi pemenuhan hak-hak pegawai termasuk pemenuhan hak asasi manusia terkait ketenagakerjaan, kesehatan, dan keselamatan kerja pegawai; 3. Menekankan pada strategi kepuasan konsumen/pelanggan termasuk pemenuhan hak konsumen/pelanggan. <p>The Company's achievements and performance depend on the management of human resources, consumers and relationships with business partners. To strengthen the Company's performance, the following strategies are carried out:</p> <ol style="list-style-type: none"> 1. Emphasizing the absence of conflict of interest in any business decision related to fair operations; 2. Emphasizing strategies for fulfilling employee rights, including the fulfillment of human rights related to employment, and Occupational Safety and Health; 3. Emphasizing the customer satisfaction strategies, including the fulfillment of consumer rights. 	<ol style="list-style-type: none"> 1. Pengelolaan Gratifikasi, WBS, dan Code of Conduct; 2. Pengelolaan pelaksanaan Pengadaan Barang dan/atau Jasa; 3. Pengelolaan program kesejahteraan pegawai; 4. Menciptakan suasana yang kondusif bagi pegawai; 5. Pengelolaan program pelatihan dan pendidikan bagi pegawai; 6. Pengelolaan program kesehatan dan keselamatan kerja; 7. Melakukan survei kepuasan konsumen; 8. Menjaga mutu dan kualitas produk dan layanan; 9. Program-program lainnya yang relevan.



Aspek / Aspect	Strategi / Strategy	Program Kerja / Work Programs
Lingkungan / Environmental	Melaksanakan perencanaan, pelaksanaan dan pengawasan semua aspek yang timbul dalam proses usaha Perseroan untuk meminimalkan dampak negatif yang mungkin timbul terhadap pegawai dan lingkungan sekitar atas kegiatan usaha yang dijalankan Perseroan. / Planning, implementing and supervising all aspects that arise from the Company's business processes to minimize any negative impacts that may arise on employees and local environment as a result of the Company's business activities.	<ol style="list-style-type: none"> 1. Melakukan Analisis Mengenai Dampak Lingkungan (AMDAL); 2. Pengelolaan limbah baik padat maupun cair; 3. Pengelolaan penggunaan energi; 4. Melakukan pemantauan kualitas lingkungan kerja; 5. Pengelolaan tanaman dan lingkungan dengan melakukan pelestarian keanekaragaman hayati; 6. Program-program lainnya yang relevan. <ol style="list-style-type: none"> 1. Conducting Environmental Impact Analysis (AMDAL); 2. Management of solid and liquid waste; 3. Management of energy use; 4. Monitoring the quality of work environment; 5. Management of plants and the environment by preserving biodiversity; 6. Other relevant programs.

Ruang Lingkup Tanggung Jawab Sosial Perusahaan yang Menjadi Kewajiban Perseroan

Perseroan yang berstatus sebagai BUMN memiliki tanggung jawab dan kewajiban untuk melaksanakan Program TJSJ yang memiliki fungsi melaksanakan program Pendanaan Usaha Mikro Kecil (PUMK) dan Program Tanggung Jawab Sosial Lingkungan itu sendiri, sebagaimana ditetapkan dalam Peraturan Menteri Badan Usaha Milik Negara Nomor PER-05/MBU/04/2021 Tanggal 8 April 2021 tentang Program Tanggung Jawab Sosial & Lingkungan Badan Usaha Milik Negara.

Melalui program TJSJ, Perseroan bertanggung jawab untuk membina usaha kecil dan memberdayakan kondisi lingkungan dan sosial masyarakat. Untuk dana PUMK diambil dari dana PUMK yang bergulir itu sendiri, Sedangkan program TJSJ sumber dana berasal dari penyisihan laba bersih setelah pajak yang ditetapkan dalam RUPS/Menteri pada saat pengesahan Laporan Tahunan BUMN Pembina paling banyak 4% dari proyeksi laba bersih tahun sebelumnya.

Selain itu, pelaksanaan program TJSJ Perseroan dilaksanakan dengan berpedoman pada kerangka tanggung jawab sosial secara holistik dan terintegrasi, yang mencakup tata kelola organisasi, lingkungan hidup, ketenagakerjaan, keselamatan dan kesehatan kerja, pengembangan sosial kemasyarakatan, serta produk dan pelanggan.

Kegiatan Tanggung Jawab Perusahaan yang Melebihi Kewajiban Perseroan

Dalam penerapannya, kegiatan tanggung jawab sosial Perusahaan telah mengadopsi kebijakan dan peraturan yang melebihi kewajiban, antara lain berpedoman pada prinsip-prinsip dan ketentuan sebagai berikut:

Kegiatan / Activities	Prinsip dan Kebijakan yang Diadopsi / Adopted Principles and Policies
Tata Kelola CSR / CSR Governance	GRI Standards, ISO 26000, Peraturan Menteri BUMN No PER-05/MBU/04/2021 Tanggal 8 April 2021 Tentang Program Tanggung Jawab Sosial & Lingkungan Badan Usaha Milik Negara / GRI Standards, ISO 26000, Regulation of the Minister of SOE No PER-05/MBU/04/2021 Dated April 8, 2021 Regarding Social & Environmental Responsibility Program of State-Owned Enterprises
Lingkungan Hidup / Environmental	Undang-Undang No. 32 tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup dan ISO 14001:2015 tentang Sistem Manajemen Lingkungan / Law No. 32 of 2009 concerning Environmental Protection and Management and ISO 14001: 2015 concerning Environmental Management Systems

Scope of Corporate Social Responsibility as the Company's Obligation

As an SOE, the Company has the responsibility and obligation to implement the TJSJ Program that carries of the program of Funding of Small and Micro Businesses (PUMK) and the Social and Environmental Responsibility Program itself as stipulated in the Regulation of the Minister of SOE No. PER-05/MBU/04/2021 dated April 8, 2021 on Social and Environmental Responsibility Program of State-Owned Enterprises.

Through the TJSJ program, the Company is responsible for fostering small businesses and empowering the environmental and social conditions of the community. The PUMK funds are taken from the revolving PUMK funds themselves, while the TJSJ program source of funds comes from the net profit after tax as determined in the GMS/Ministerial Decree at the time of ratification of the Supervising SOE's Annual Report at a maximum of 4% of the projected net profit of the previous year.

In addition, the development of the Company's TJSJ dimension is also outlined in several aspects, including direct economic generated and value; organizational governance, environment; employment, Occupational Safety and Health; social community; as well as product, service and consumer aspects.

Corporate Social Responsibility Activities Exceeding the Company's Obligation

In its implementation, the Company's responsibility activities have also adopted policies and regulations that exceed its obligations, which are guided by the following principles and provisions:



Kegiatan / Activities	Prinsip dan Kebijakan yang Diadopsi / Adopted Principles and Policies
Ketenagakerjaan / Manpower	Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan / Law No. 13 of 2003 concerning Manpower
Ekonomi / Economic	Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan / Financial Services Authority Regulation No. 51/POJK.03/2017 concerning Implementation of Sustainable Finance

Kebijakan dan Realisasi Anggaran Tanggung Jawab Sosial Perusahaan

Sebagian besar kebijakan dan realisasi anggaran tanggung jawab sosial Perusahaan mengikuti kegiatan-kegiatan operasional Perseroan yang relevan, terutama pada biaya ketenagakerjaan, keselamatan dan kesehatan kerja, biaya pemeliharaan layanan dan konsumen, dan biaya lainnya. Namun, pembiayaan penyaluran dana untuk kegiatan tanggung jawab sosial berasal dari Penyisihan laba bersih setelah pajak yang ditetapkan dalam RUPS/Menteri pada saat pengesahan Laporan Tahunan BUMN Pembina paling banyak 4% dari proyeksi laba bersih tahun sebelumnya.

Realisasi penggunaan dana Program PUMK tahun 2021 adalah sebesar Rp4.592.000.000,-, meningkat dibandingkan tahun 2020 sebesar Rp1.595.000.000. Adapun realisasi Program TJSL Non PUMK tahun 2021 adalah sebesar Rp7.914.364.883, menurun dibandingkan tahun 2020 sebesar Rp8.773.090.518. Penurunan anggaran Program TJSL ini disebabkan adanya penurunan laba yang diperoleh perseroan.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT HAK ASASI MANUSIA

Komitmen dan Kebijakan Tanggung Jawab Sosial Perusahaan terkait Hak Asasi Manusia

Pelaksanaan kegiatan usaha yang dijalankan Perseroan senantiasa didasarkan pada pemenuhan aspek-aspek hak asasi manusia (HAM) sebagai hal yang melandasi terpenuhinya hubungan yang saling menghargai antara Perseroan dengan seluruh pemangku kepentingan. Pemenuhan aspek HAM merupakan salah satu bentuk komitmen Perseroan dalam menghindari konflik dan timbulnya dampak negatif yang dapat mengganggu kepercayaan dan loyalitas pemangku kepentingan terhadap Perseroan. Perseroan mengorientasikan pada pemenuhan nilai-nilai kesetaraan dan anti diskriminasi serta tidak membeda-bedakan suku, agama, ras, jenis kelamin, dan latar belakang budaya.

Berdasarkan kerangka ISO 26000 tentang Panduan Tanggung Jawab Sosial, pemenuhan aspek-aspek HAM yang diterapkan mencakup hak-hak terkait analisa dampak keputusan dan kegiatan, situasi berisiko terkait HAM; menghindari persekongkolan; penanganan keluhan, diskriminasi dan kelompok marjinal, hak sipil dan politik, hak ekonomi, sosial, dan budaya; serta prinsip dan hak dasar di tempat kerja.

Corporate Social Responsibility Policy and Budget Realization

Majority of the policies and realization of the Company's social responsibility budget follow the Company's relevant operational activities, especially on labor costs, occupational safety and health, service and consumer maintenance costs, and other costs. However, the financing for distribution of funds for social responsibility activities comes from the provision for net profit after tax as determined in the GMS/Minister at the time of ratification of the Supervising SOE's Annual Report at a maximum of 4% of the projected net profit of the previous year.

The realization of the use of PUMK Program funds in 2021 is Rp.4,592,000,000,-, an increase compared to 2020 which was Rp.1,595,000,000. The realization of the Non-PUMK TJSL Program in 2021 is Rp7,914,364,883, a decrease compared to the number in 2020 at Rp8,773,090,518. The decrease in the CSR program budget was due to a decrease in the company's profit.

CORPORATE SOCIAL RESPONSIBILITY ON HUMAN RIGHTS

Corporate Social Responsibility Commitment and Policies on Human Rights

The Company's business activities are conducted based on the fulfillment of human rights (HAM) aspects as a foundation of the mutual respect in the relationship between the Company and the stakeholders. The HAM fulfillment is one of the Company's commitments in avoiding conflicts and negative impacts that could disrupt the trust and loyalty of the stakeholders to the Company. The Company focuses on meeting equality and anti-discriminatory values and having no prejudice on ethnicity, religion, race, gender, and cultural background.

Based on the ISO 26000 framework on Social Responsibility Guidelines, the fulfillment of human rights aspects includes the rights related to the impact analysis of decisions and activities, risky situations related to human rights; conspiracy avoidance; complaint handling, discrimination and marginalized groups, civil and political rights, economic, social and cultural rights; and basic principles and rights at work.



Cakupan definitif tersebut telah dilaksanakan oleh Perseroan, baik dalam kegiatan operasional yang melibatkan pegawai, maupun lingkungan masyarakat. Penerapan kebijakan HAM dalam lingkup internal, dititikberatkan pada aspek ketenagakerjaan sebagaimana yang telah diatur dan disepakati bersama dalam Perjanjian Kerja Bersama (PKB) yang secara khusus mengatur hubungan industrial yang sehat dan adil dengan Serikat Pekerja yang telah terdaftar di Dinas Tenaga Kerja DKI Jakarta dengan nomor pendaftaran No. KEP.101/PHIJSK-PK/PKB/IV/2019. Sementara, Perseroan juga senantiasa berupaya untuk memenuhi HAM pada masyarakat, terutama masyarakat di lingkungan proyek, maupun pemangku kepentingan lainnya.

Perencanaan dan Penetapan Cakupan/Lingkup Tanggung Jawab Sosial Perusahaan terkait Hak Asasi Manusia

Pemenuhan prinsip dan aspek-aspek HAM dalam kegiatan usaha Perseroan ditujukan kepada sejumlah pemangku kepentingan yang memiliki dampak terhadap atau terdampak dari kegiatan operasional Perusahaan, antara lain pegawai, pemasok, distributor, konsumen dan penggunaan akhir, serta masyarakat sekitar. Perseroan secara rutin menyusun perencanaan kegiatan tanggung jawab sosial Perusahaan di bidang HAM dalam penetapan program kerja yang dimuat dalam Rencana Kerja dan Anggaran Perusahaan (RKAP), yang salah satunya ditujukan untuk pemenuhan HAM pada lingkup operasi dan bisnis Perseroan. Salah satunya, Perseroan menekankan pentingnya hak-hak seluruh insan Perseroan melalui penyediaan lingkungan kerja yang kondusif, iklim kerja bebas diskriminasi, tenaga kerja anak dan/atau tenaga kerja paksa di lingkungan kerja, serta kesetaraan gender dalam pemberian kesempatan pengembangan kompetensi dan karier, serta pemenuhan hak dasar pegawai.

Pemenuhan Tanggung Jawab Sosial Perusahaan Bidang Hak Asasi Manusia

Kebebasan Berserikat

Perseroan menjamin hak pekerjaannya untuk berserikat, berkumpul, dan menyampaikan pendapat. Perseroan juga mendukung kegiatan pekerja dalam berserikat dengan pembentukan Serikat Pekerja (SP). Serikat Pekerja tercatat di Suku Dinas Tenaga Kerja dan Transmigrasi Kodya Jakarta Timur sesuai Nomor Bukti Pencatatan No. 506/IV/P/V/2005 tanggal 18 Mei 2005. PKB telah memuat perjanjian yang disepakati Perseroan dan Serikat Pekerja terkait pemenuhan hak dan kewajiban kedua belah pihak, termasuk periode pengumuman ketentuan operasional yang signifikan terhadap kegiatan usaha Perseroan, perubahan struktur organisasi, penambahan cabang, perubahan prosedur kerja, dan perubahan ketentuan operasional lainnya.

Such definitive coverage has been implemented by the Company, both in operational activities that involve employees, as well as in the community. Implementation of human rights policies in the internal scope is emphasized on labor aspects as regulated and mutually agreed upon in the Collective Labor Agreement (PKB) which specifically regulates healthy and fair industrial relations with the Labor Union registered with the DKI Jakarta Manpower Office with the Registration No. KEP.101/PHIJSK-PK/PKB/IV/2019. Meanwhile, the Company also always strives to fulfill human rights in the community, especially the community in the project environment, as well as other stakeholders.

Planning and Determination of the Scope of Corporate Social Responsibility on Human Rights

The fulfillment of human rights principles and aspects in the Company's business activities is addressed to a number of stakeholders who are affecting or are affected by the Company's operational activities, including employees, suppliers, distributors, consumers and end users, as well as the local community. The Company regularly plans corporate social responsibility activities in the field of human rights in determining work programs contained in the Company's Work Plan and Budget (RKAP), one of which is intended to fulfill human rights in the scope of operations and business of the Company. One of the plans is for the Company emphasize the importance of the rights of all employees of the Company through a work environment that is conducive, free of discrimination, free of child labor and/or forced labor, and upholding gender equality in providing competence and career development opportunities, as well as fulfilling the employees' basic rights.

Corporate Social Responsibility Fulfillment on Human Rights

Freedom of Association

The Company guarantees its employees' rights to associate, gather and express their opinions. The Company also supports the activities of employees in association with the establishment of Labor Union (SP). The Labor Union is registered at the Manpower and Transmigration Office of East Jakarta in accordance with the Registration Proof No. 506/IV/P/V/2005 dated May 18, 2005. The PKB has included an agreement signed by the Company and the Labor Union regarding the fulfillment of the rights and obligations of both parties, including the announcement period of significant operational provisions for the Company's business activities, changes in organizational structure, addition of branches, changes in work procedures, and changes in other operational provisions.



Pengelolaan SDM Berprinsip Kesetaraan, Keadilan dan Anti Diskriminasi

Perseroan telah menerapkan prinsip kesetaraan dalam proses rekrutmen dan pengembangan pegawai. Kesetaraan yang dimaksud diwujudkan melalui pemberian kesempatan yang sama kepada setiap orang, baik pria maupun wanita, untuk mengembangkan kariernya di Perseroan. Selain itu, Perseroan juga menerapkan prinsip *affirmative action* untuk menciptakan budaya non-diskriminasi terkait perlakuan yang setara dan pemberian kesempatan kerja yang sama. Perseroan turut menekankan pada pentingnya pemenuhan prinsip keadilan kepada setiap pegawai melalui pemeliharaan keseimbangan antara bobot kerja yang diemban dengan fasilitas yang diberikan. Dalam hal ini, Perseroan tidak semata memberikan skema kompensasi yang adil dan kompetitif, tetapi juga waktu kerja yang wajar sehingga pegawai mampu menyeimbangkan kehidupan profesional dan kehidupan pribadinya.

Penggunaan Tenaga Kerja Lokal

Peran strategis Waskita sebagai entitas BUMN turut mengemban peran sebagai agen pembangunan nasional. Oleh sebab itu, Perseroan menitikberatkan pada pemanfaatan tenaga kerja lokal dan pemasok lokal sebagai salah satu wujud penerapan prinsip kesetaraan dalam pelaksanaan kegiatan operasional.

Sampai dengan akhir tahun 2020, 100% pegawai Waskita Karya merupakan tenaga kerja lokal. Sementara mayoritas atau sebesar 100% pemasok bagi Perseroan merupakan pemasok lokal/nasional, dibandingkan pemasok luar negeri.

Dampak, Capaian, dan Penghargaan atas Pemenuhan Tanggung Jawab Sosial Perusahaan Bidang Hak Asasi Manusia

Penerapan tanggung jawab perusahaan terkait Hak Asasi Manusia di Waskita Karya sebagian besar menitikberatkan pada isu ketenagakerjaan. Adapun dampak yang dihasilkan dari penerapan tanggung jawab perusahaan terkait Hak Asasi Manusia terlihat dari jumlah top talent millennial dan jumlah pegawai wanita dalam BOD-I yang terus meningkat dari tahun ke tahun.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT OPERASI YANG ADIL

Komitmen dan Kebijakan Tanggung Jawab Sosial Perusahaan terkait Operasi yang Adil

Waskita Karya sebagai entitas perusahaan yang etis dan bertanggung jawab berkomitmen untuk menerapkan praktik-praktik operasi yang adil. Perseroan meyakini bahwa setiap pemangku kepentingan berhak untuk memperoleh perlakuan

HC Management Based on Equality, Fair, and Anti-Discrimination Principles

The Company has implemented the principle of equality in the recruitment process and employee development. Such equality is realized by providing equal opportunities to everyone, both male and female, to develop their careers in the Company. In addition, the Company also applies the principle of affirmative action to create non-discrimination culture related to equal treatment and equal employment opportunities. The Company also emphasizes the importance of fulfilling the principle of fairness to every employee by maintaining a balance between the workload and the facilities provided. In this case, the Company does not only provide fair and competitive compensation scheme, but also reasonable working time so that employees are able to balance their professional and personal lives.

Local Employee Recruitment

Waskita, as a SOE, also serves as a national development agent. Thus, the Company focuses on employing local employees working with local suppliers to implement the equality principle in its operational activities.

As of the end of 2020, 100% of Waskita's employees are local employees. Meanwhile, 100% of the Company's suppliers are local/national suppliers. This shows the commitment in hiring local suppliers instead of foreign suppliers.

Impacts, Achievements, and Awards on Corporate Social Responsibility Fulfillment on Human Rights

The implementation of corporate responsibility on human rights at Waskita Karya mostly focuses on labor issues. The impact resulting from the implementation of corporate responsibility on Human Rights can be seen from the number of top millennial talents and number of female employees in BOD-I which continues to increase every year.

CORPORATE SOCIAL RESPONSIBILITY ON FAIR OPERATIONS

Corporate Social Responsibility Commitment and Policies on Fair Operations

Waskita Karya is an ethical and responsible company with a commitment to implement fair operational practices. The Company believes that all stakeholders has the right to be treated fairly and the Company is also responsible in carrying out business



yang adil dan Perseroan juga bertanggung jawab menjalankan praktik bisnis yang jujur, berintegritas, dan adil sesuai peraturan perundang-undangan yang berlaku. Pemenuhan prinsip dan praktik operasi yang adil menjadi upaya dalam menghindari praktik bisnis yang menyimpang yang dapat menimbulkan dampak negatif bagi Perusahaan.

Landasan dari praktik operasi yang adil ini adalah peraturan perundang-undangan yang berlaku, kebijakan internal, dan berbagai standar industri dan internasional lainnya. Komitmen Perseroan ini kemudian dituangkan menjadi kebijakan-kebijakan yang berlaku di Perseroan, seperti praktik terbaik Keselamatan, Kesehatan Kerja, Lingkungan dan Mutu (K3LM), kebijakan Anti Korupsi dan Gratifikasi, pengelolaan benturan kepentingan, peraturan perusahaan, *Code of Conduct*, Sistem Pelaporan Pelanggaran (*Whistleblowing System*), dan dokumen dan infrastruktur kepatuhan lainnya.

Perencanaan dan Penetapan Cakupan/Lingkup Tanggung Jawab Sosial Perusahaan terkait Operasi yang Adil

Prinsip dan praktik operasi yang adil telah melandasi pelaksanaan kegiatan usaha Perseroan sebagaimana telah dituangkan ke dalam kebijakan-kebijakan internal yang berlaku sebagai upaya Perseroan dalam mewujudkan praktik bisnis yang transparan, berintegritas, dan akuntabel. Penerapan praktik operasi yang adil bertujuan untuk menjaga hubungan baik dan harmonis dengan seluruh pemangku kepentingan, khususnya dengan pegawai dalam memberikan kondisi kerja yang baik dan aman, dengan masyarakat dalam menjaga dan membina lingkungan yang lestari, dan dengan pemasok dalam memenuhi pengadaan barang dan jasa yang bertanggung jawab dan transparan.

Perseroan senantiasa menargetkan dalam perencanaan tahunannya untuk menjamin terlaksananya semua kebijakan praktik dan aktivitas bisnis yang didasarkan pada operasi yang adil dan ditujukan untuk memperkuat integritas, akuntabilitas, serta profesionalisme Perseroan dalam menjalankan tanggung jawabnya kepada pemangku kepentingan. Pemenuhan aspek operasi yang adil juga ditargetkan pada semakin baiknya kualitas kepatuhan Perseroan terhadap peraturan dan ketentuan yang berlaku serta bebas dari praktik-praktik *fraud* yang dapat merugikan Perseroan dan merusak kepercayaan pemangku kepentingan. Perseroan juga berupaya untuk terus meningkatkan penerapan GCG pada setiap aspek bisnis yang dijalankan, dengan harapan mampu menciptakan operasi yang adil dan dapat dipertanggungjawabkan.

practices with integrity, honesty, and fairness in accordance with the applicable laws and regulations. The fulfillment of fair operational practices and principles also serves to prevent improper business activities that could cause negative impacts to the Company.

These fair operational practices are based on the applicable laws and regulations, internal policies, and other industry and international standards. The Company's commitment is then translated into policies that apply in the Company, such as the best practices of Occupational Safety, Health, Environment, and Quality (OSHEQ), Anti-Corruption and Gratification policies, conflict of interest management, company regulations, Code of Conduct, Whistleblowing System, and other compliance documents and infrastructure.

Planning and Determination of the Scope of Corporate Social Responsibility on Fair Operations

The operational principles and practices are based on the implementation of business activities stipulated in the applicable internal policies as part of the Company's efforts to realize transparent, integrity, and accountable business practices. The application of fair operational practices aims to maintain a good and harmonious relationship with all stakeholders, especially with the employees by providing good and safe working conditions, with the public by maintaining and fostering a sustainable environment, and with suppliers by carrying out transparent and responsible procurements.

In its annual planning, the Company targets to implement all policies, practices and business activities that are based on fair operations and are aimed at strengthening accountability, as well as the Company's professionalism in carrying out its responsibilities to the stakeholders. The fulfillment of the fair operation aspect is also expected to improve the quality of compliance with the applicable rules and regulations and to prevent fraudulent practices that can harm the Company and damage stakeholders' trust. The Company also strives to continuously improve the implementation of GCG in every aspect of its business in creating fair and accountable operations.



Pemenuhan Tanggung Jawab Sosial Perusahaan Bidang Operasi yang Adil

Perlindungan Hak Cipta

Perseroan berupaya melindungi hasil riset dan pengembangan atas hasil karya dan kreativitas produk serta inovasi yang diciptakan melalui pendaftaran sejumlah hak kekayaan intelektual yang terdiri dari merek, hak cipta, dan paten di Direktorat Jenderal Kekayaan Intelektual. Adapun sejumlah hak kekayaan intelektual yang berhasil didaftarkan antara lain:

- Sistem Peralatan Bekisting Gelincir Terowongan dengan Sertifikat Paten No. IDP0031392 yang dikeluarkan oleh Direktur Paten pada Direktorat Jenderal Hak Kekayaan Intelektual tanggal 26 Juli 2012 dengan tanggal pendaftaran adalah 29 Agustus 2007 dan berlaku selama 20 (dua puluh) tahun sejak tanggal pendaftaran;
- Sistem dan Peralatan Payung Elektrik dengan Sertifikat Paten No. ISP0023301 yang dikeluarkan oleh Direktur Paten pada Direktorat Jenderal Hak Kekayaan Intelektual tanggal 21 April 2009, dengan tanggal pendaftaran adalah 1 Desember 2006 dan berlaku selama 20 (dua puluh) tahun sejak tanggal pendaftaran;
- Merek “Waskita” dengan Sertifikat Merek No. IDM000029288 yang dikeluarkan oleh Direktur Merek pada Direktorat Jenderal Hak Kekayaan Intelektual tanggal 8 Februari 2005 berlaku 10 (sepuluh) tahun sejak tanggal penerimaan permohonan yaitu tanggal 29 Agustus 2003. Perseroan sedang melakukan pembaruan pendaftaran Hak Atas Kekayaan Intelektual tersebut di atas berdasarkan permohonan pendaftaran merek tanggal 15 Agustus 2014 yang diterbitkan oleh direktur merek;
- Surat Pendaftaran Ciptaan No.024536 yang dikeluarkan oleh Direktur Hak Cipta, Desain Industri, Desain Tata Letak Sirkuit Terpadu dan Rahasia Dagang pada Direktorat Jenderal Hak Kekayaan Intelektual yang dikeluarkan pada tanggal 31 Maret 2004, dan berlaku selama 50 (lima puluh) tahun sejak tanggal pengumuman yaitu pada tanggal 22 Desember 2000, dengan Pencipta dan Pemegang Hak Cipta atas nama Perseroan.

Memprioritaskan Keamanan dan Keselamatan Utama

Bentuk pemenuhan tanggung jawab terhadap operasi yang adil bagi pegawai Perseroan ditunjang oleh penerapan Sistem Manajemen Keselamatan Kesehatan Kerja (SMK3) yang harus dipatuhi oleh seluruh insan Perseroan. Penerapan SMK3 Waskita berpedoman pada Sistem Manajemen Mutu ISO 9001:2015, Sistem Manajemen Lingkungan I4001:2015, Sistem Manajemen K3 ISO 45001:2018, dan Sistem Manajemen Pengamanan. SMK3 menjadi salah satu aspek yang diatur dan disepakati bersama dalam Perjanjian Kerja Bersama (PKB), yang memuat bahwa:

Corporate Social Responsibility Fulfillment on Fair Operations

Copyright Protection

The Company seeks to protect the results of research and development on the work and product of creativity and innovations created through the registration of a number of intellectual property rights consisting of brands, copyrights, and patents at the Directorate General of Intellectual Property. The intellectual property rights that have been successfully registered include:

- Tunnel Slip Formwork Equipment System with Patent Certificate No. IDP0031392 issued by the Director of Patents at the Directorate General of Intellectual Property Rights on July 26, 2012 with the registration date of August 29, 2007 and validity of 20 (twenty) years from the date of registration;
- Electric Umbrella System and Equipment with Patent Certificate No. ISP0023301 issued by the Director of Patents at the Directorate General of Intellectual Property Rights on April 21, 2009, with the date of registration of December 1, 2006 and validity of 20 (twenty) years from the date of registration;
- “Waskita” Brand with Brand Certificate No. IDM000029288 issued by its Director at the Directorate General of Intellectual Property Rights on February 8, 2005 with the validity of 10 (ten) years from the date of registration, namely August 29, 2003. The Company is currently updating the registration of the Intellectual Property Rights mentioned above based on the application for trademark registration on August 15, 2014 published by the brand director;
- Copyright Registration Letter No.024536 issued by the Director of Copyright, Industrial Design, Layout Design of Integrated Circuits and Trade Secrets at the Directorate General of Intellectual Property Rights on March 31, 2004, with the validity of 50 (fifty) years from the date of announcement on December 22, 2000, with the Author and Copyright Holder representing the Company.

Prioritization of Safety and Security First

The responsibility fulfillment on fair operations for the Company's employees is supported by the implementation of Occupational Safety and Health Management System (OSHMS) that must be complied by all personnel of the Company. The implementation of Waskita OSHMS is guided by ISO 9001:2015 Quality Management System, the I4001:2015 Environmental Management System, ISO 45001:2018 OSH Management System, and Security Management System. The OSHMS is one of the aspects that are mutually regulated and agreed upon in the Collective Labor Agreement (CLA), which states that:



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| <ul style="list-style-type: none"> a. Perseroan wajib menyediakan alat-alat Keselamatan dan Kesehatan Kerja, Lingkungan, Mutu dan Pengamanan (K3LMP); b. Pegawai berhak memperoleh fasilitas kerja dan alat-alat K3LMP sesuai dengan sifat tugas dan lokasi kerja; c. Pegawai wajib memakai dan memelihara alat-alat K3LMP yang disediakan oleh Perseroan; d. Pegawai wajib turut serta aktif mengambil bagian dalam usaha pencegahan dan penanggulangan kecelakaan dan pencemaran di lingkungan kerjanya; e. Pegawai wajib melaporkan setiap kecelakaan yang terjadi di lingkungan kerjanya; f. Semua insan Perseroan wajib mematuhi dan menaati semua peraturan perundang-undangan tentang K3LMP di lingkungan Perseroan. | <ul style="list-style-type: none"> a. The Company is required to provide tools for Occupational Safety and Health, Environment, Quality and Safety (K3LMP); b. Employees are entitled to obtain work facilities and K3LMP tools in accordance with the nature of their duties and work location; c. Employees shall use and maintain K3LMP tools provided by the Company; d. Employees shall actively participate in the efforts to prevent and manage accidents and pollution in their work environment; e. Employees shall report any accidents that occur in their work environment; f. All Company personnel shall obey and comply with all laws and regulations regarding K3LMP in Waskita. |
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Sebagai upaya meningkatkan kesadaran terhadap pentingnya faktor Keselamatan dan Kesehatan Kerja (K3), Perseroan secara rutin mengikutsertakan pegawai pada program pelatihan, seminar, maupun workshop terkait kebijakan K3. Selama tahun 2021, Perseroan telah mengikutsertakan pegawai pada 38 program pelatihan K3 baik yang diselenggarakan secara internal maupun eksternal.

In raising awareness of the importance of Occupational Safety and Health (OSH) factors, the Company routinely engages employees in training programs, seminars and workshops related to OSH policies. Throughout 2021, the Company's employees have participated in 38 internal and external OSH training programs.

Implementasi Kebijakan dan Prosedur Anti Korupsi dan Fraud

Komitmen Perseroan dalam menghadirkan iklim usaha yang sehat dan adil serta terhindar dari praktik Korupsi, Kolusi, dan Nepotisme (KKN) yang merugikan Perseroan diwujudkan melalui penerapan kebijakan anti korupsi yang berpedoman pada Undang-Undang No. 30 tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi. Kebijakan tersebut antara lain mengatur bahwa seluruh insan Perseroan dilarang untuk menerima/memberikan suap, menjanjikan memberi/menerima suap, mengarahkan orang lain untuk melakukan penyuapan, dan/atau memberikan atau menawarkan secara langsung atau tidak langsung suatu hadiah atau pembayaran lainnya yang tidak wajar.

Implementation of Anti-Corruption and Anti-Fraud Policy

The Company's commitment in realizing a healthy and fair business environment and avoiding the practice of Corruption, Collusion and Nepotism (KKN) which is detrimental to the Company is manifested through the implementation of anti-corruption policies that are in reference to Law No. 30 of 2002 concerning the Corruption Eradication Commission. This policy, among others, regulates that all Company personnel are prohibited from accepting/giving bribes, promising to give/receive bribes, directing others to bribe, and/or giving or offering gifts or other improper payment directly or indirectly.

Dalam mensosialisasikan kebijakan serta memperkaya pemahaman terhadap kebijakan anti korupsi, Perseroan telah bekerja sama dengan konsultan independen dalam menyelenggarakan *workshop* implementasi GCG dengan materi dan pembahasan seputar latar belakang kebijakan anti korupsi, jenis-jenis tindakan yang dikategorikan sebagai korupsi, pelaporan indikasi korupsi, hingga kontribusi terhadap pemantauan efektivitas penerapan kebijakan anti korupsi.

In disseminating policies and enriching the understanding on anti-corruption policies, the Company has collaborated with independent consultants in organizing GCG implementation workshops with materials and discussions about the background of anti-corruption policies, types of actions categorized as corruption, reporting indications of corruption, and contributing to monitoring the effectiveness of anti-corruption policies.



Penerapan Infrastruktur Kepatuhan

Penegakan iklim dan praktik bisnis yang adil dan terhindar dari praktik *fraud* diperkuat oleh penyediaan infrastruktur kepatuhan, yaitu Sistem Pelaporan Pelanggaran (*Whistleblowing System*) dan pemberlakuan Kode Etik Perusahaan (*Code of Conduct*). *Whistleblowing System* berperan dalam memberikan sarana bagi pemangku kepentingan untuk melaporkan indikasi terjadinya pelanggaran di lingkungan Perseroan sekaligus menjadi mekanisme deteksi dini (*early warning system*) bagi Perseroan dalam menanggulangi tindakan yang merugikan Perseroan. Dalam hal ini, Perseroan bertanggung jawab dalam memberikan sosialisasi *Whistleblowing System* kepada segenap pemangku kepentingan sekaligus menilai efektivitas *Whistleblowing System* secara berkala.

Selama tahun 2021, terdapat 4 (empat) pengaduan atas laporan pelanggaran yang disampaikan melalui *Whistleblowing System* Perseroan.

Dampak, Capaian, dan Penghargaan atas Pemenuhan Tanggung Jawab Sosial Perusahaan Bidang Operasi yang Adil

Komitmen Perseroan dalam menerapkan praktik operasi yang adil sebagai bagian dari tanggung jawab sosial Perusahaan membuahkan hasil berupa semakin kuatnya kepercayaan pemangku kepentingan terhadap Perseroan. Sementara itu, Perseroan juga berhasil mempertahankan praktik bisnis yang sehat dengan tidak adanya laporan yang mengindikasikan pelanggaran di lingkungan Perseroan. Pencapaian ini sejalan dengan tujuan penerapan prinsip-prinsip GCG yaitu mewujudkan praktik usaha yang bebas dari pelanggaran dan kecurangan di lingkungan Perseroan.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT LINGKUNGAN HIDUP

Komitmen dan Kebijakan Tanggung Jawab Sosial Perusahaan terkait Lingkungan Hidup

Dalam menegakkan prinsip dan nilai *triple bottom line* dalam mencapai pembangunan berkelanjutan, Perseroan menaruh perhatian pada keseimbangan lingkungan hidup. Hal ini dilatarbelakangi pemahaman bahwa kegiatan operasional Perseroan memiliki dampak terhadap lingkungan hidup, sehingga perlu adanya upaya nyata dalam menanggulangi dampak tersebut. Pengelolaan dampak lingkungan yang dilakukan Perseroan mengacu pada serta berpedoman pada sistem, mutu, dan regulasi yang berlaku.

Compliance Infrastructure Implementation

Enforcement of business environment and practices that are fair and free from fraud is strengthened by the provision of compliance infrastructure, namely the *Whistleblowing System* and the enactment of the *Code of Conduct*. The *Whistleblowing System* plays a role in providing a platform for the stakeholders to report indications of violation within the Company as well as being an early warning system for the Company in dealing with actions that are detrimental to the Company. In this regard, the Company is responsible for disseminating the *Whistleblowing System* to all stakeholders while simultaneously evaluating the effectiveness of the *Whistleblowing System*.

In 2021, there were 4 (four) complaints of violation submitted through the Company's *Whistleblowing System*.

Impacts, Achievements, and Awards on Corporate Social Responsibility Fulfillment on Fair Operations

The Company's commitment in the implementation of social responsibility on fair operational practices has contributed to the strengthening of stakeholders' trust in the Company. Apart from that, the Company has also succeeded in achieving a number of achievements as reflected in the absence of reports indicating violation within the Company's scope. This indirectly proves that the Company has properly implemented GCG principles.

CORPORATE SOCIAL RESPONSIBILITY ON ENVIRONMENT

Corporate Social Responsibility Commitment and Policies on Environment

In upholding the principles and values of the *triple bottom line* to achieve sustainable developments, the Company focuses on the environmental balance. This is motivated by the understanding that the Company's operational activities have an impact on the environment, and, thus, real efforts are needed to overcome these impacts. The management of environmental impacts carried out by the Company refers to and is guided by the applicable system, quality, and regulations.



Setiap tahunnya, Perseroan secara berkala merencanakan, mengidentifikasi, mengevaluasi, serta melakukan perbaikan atas upaya pelestarian lingkungan demi meningkatkan efektivitas proses bisnis sekaligus meminimalisir dampak lingkungan dengan lebih baik. Perseroan mengimplementasikan praktik bisnis berwawasan lingkungan melalui metode *green construction*, pemantauan dan pengelolaan lingkungan secara berkala, dan perlindungan lingkungan hidup sebagai bentuk komitmen Waskita terhadap lingkungan hidup yang lebih lestari.

Dampak dan Risiko Lingkungan Terkait Kegiatan Usaha Perseroan Beserta Pengelolannya

Aktivitas dan proses bisnis Perseroan di industri konstruksi, baik secara langsung maupun tidak langsung, bersinggungan dengan proses modifikasi lingkungan. Sehingga Perseroan perlu menitikberatkan pada pengelolaan dampak lingkungan, praktik-praktik bisnis berwawasan lingkungan, peningkatan efisiensi kegiatan bisnis yang dijalankan, dan minimalisasi dampak negatif terhadap lingkungan yang ditimbulkan dari kegiatan operasional Perseroan.

Target dan Rencana Kegiatan Tanggung Jawab Sosial Perusahaan Terkait Lingkungan Hidup

Komitmen Waskita dalam mewujudkan aktivitas usaha yang seimbang senantiasa menaruh perhatian pada praktik usaha yang disertai kepedulian terhadap kelestarian lingkungan hidup. Terlebih Waskita menyadari bahwa karakteristik usaha yang dijalani bersinggungan erat dengan lingkungan hidup, sehingga perlu adanya perencanaan serta penetapan strategi yang tepat dalam menanggulangi dampak tersebut. Target dan rencana kegiatan tanggung jawab sosial perusahaan di bidang lingkungan hidup diorientasikan pada aspek-aspek sebagai berikut:

1. Terlaksananya Pemantauan dan Pengelolaan Aspek dan Dampak Lingkungan sesuai dengan Rencana Pengelolaan Lingkungan/Rencana Pemantauan Lingkungan (RKL/RPL), Analisis Mengenai Dampak Lingkungan (AMDAL), serta peraturan perundang-undangan lainnya yang berlaku;
2. Terlaksananya Pencegahan dan Penanganan Tumpahan Bahan B3;
3. Hasil pengukuran lingkungan yang sesuai dengan Rencana Pengelolaan Lingkungan/Rencana Lingkungan (RKL/RPL), Analisis Mengenai Dampak Lingkungan (AMDAL), serta peraturan perundang-undangan lainnya yang berlaku.

Every year, the Company periodically plans, identifies, evaluates, and makes improvements to the environmental conservation efforts in order to improve the effectiveness of business processes while minimizing environmental impacts. The Company implements environmentally sound business practices through green construction methods, periodic environmental monitoring and management, and environmental protection as a form of commitment to a more sustainable environment.

Environmental Impacts and Risks Related to the Company's Business Activities and the Management of Such Issues

The Company's business activities and processes in the construction industry, both directly and indirectly, intersect with the environmental modification process. To that end, the Company has implemented responsibility programs in the environmental sector that are focused on environmentally sound business practices, increasing the efficiency of business activities, and striving to minimize the potential of negative impacts to the environment in the Company's operational activities.

Targets and Plans of Corporate Social Responsibility Activities on Environment

Waskita's commitment in realizing balanced business activities always considers the environmental sustainability. Moreover, Waskita realizes that the characteristics of its business are closely related to the environment, hence, it is necessary to plan and determine the right strategy in overcoming these impacts. Targets and plans for corporate social responsibility activities in the environmental sector are oriented to the following aspects:

1. Implementation of Monitoring and Management of Environmental Aspects and Impacts in accordance with the Environmental Management Plan/Environmental Monitoring Plan (RKL/RPL), Environmental Impact Analysis (AMDAL), as well as other applicable laws and regulations;
2. Implementation of prevention and handling of hazardous spills;
3. Results of the environmental measurements in accordance with the Environmental Management Plan/Environmental Monitoring Plan (RKL / RPL), Environmental Impact Analysis (AMDAL), as well as other applicable laws and regulations.



Program dan Kegiatan Tanggung Jawab Sosial Perusahaan terkait Lingkungan Hidup

Implementasi Green Construction

Perseroan menerapkan metode *green construction* sebagai konsep konstruksi yang menekankan pada nilai-nilai ramah dan berwawasan lingkungan secara holistik di tiap-tiap prosesnya, mulai dari tahap perencanaan, pengerjaan, hingga pemakaian. Konsep ini memiliki pengaruh positif terhadap harmonisasi antara gedung dan lingkungan yang berkelanjutan (*sustainable*). Konsep proyek berwawasan hijau ini telah menjadi komitmen Perseroan yang menjadi nilai tambah yang ditawarkan kepada seluruh pemangku kepentingan, khususnya pelanggan, dalam menjalankan aktivitas bisnis yang bertanggungjawab.

Pelaksanaan *Green Construction* mengacu pada Sistem Manajemen Lingkungan *GreenShip Rating Tools* dan peraturan perundang-undangan terkait lingkungan hidup.

Sampai saat ini, Perseroan masih berperan aktif dalam *Green Building Council Indonesia (GBCI)* yang memiliki misi untuk melakukan transformasi menuju masyarakat hijau yang berorientasi pada tujuan pembangunan berkelanjutan (*Sustainable Development Goals/SDGs*). Salah satu program GBCI adalah menyelenggarakan kegiatan Sertifikasi Bangunan Hijau di Indonesia berdasarkan perangkat penilaian bernama *GreenShip Rating Tools*.

Analisis dan Pemantauan Dampak Lingkungan

Dalam setiap pengerjaan proyek, Perseroan mempertimbangkan dan memperhatikan dampak lingkungan yang dihasilkan melalui Analisis Mengenai Dampak Lingkungan (AMDAL). Perseroan juga melaksanakan audit terhadap setiap proyek yang dikerjakan guna memastikan bahwa pelaksanaan proyek telah sesuai dengan kriteria lingkungan dan peraturan perundangan yang berlaku.

Audit Proyek dilakukan secara rutin oleh Auditor Internal dan Auditor Eksternal. Berdasarkan hasil audit yang telah dilakukan, Perseroan telah menerapkan prinsip berwawasan lingkungan dalam pengerjaan proyek, antara lain sebagai berikut:

1. Perseroan telah memenuhi kewajiban pembuatan dokumen lingkungan, yaitu AMDAL dan Dokumen Pengelolaan dan Pemantauan Lingkungan (DPPL) sesuai dengan amanat Undang-Undang No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup;
2. Perseroan telah membuat Laporan Pengelolaan Lingkungan (RKL) dan Laporan Pemantauan Lingkungan (RPL) yang dilaporkan secara periodik setiap 6 (enam) bulan sekali kepada instansi terkait, yaitu Kementerian Lingkungan Hidup. Adapun komponen yang dipantau dan dievaluasi meliputi:

Corporate Social Responsibility Programs and Activities on Environment

Green Construction

The Company applies the *green construction* method as a construction concept that emphasizes eco-friendly and environmentally sound values holistically in each process, from the planning, construction, to the implementation stage. This concept brings a positive influence on the harmonization between the building and the environment in a sustainable manner. The green project concept is the Company's commitment to provide added value to all stakeholders, especially customers, in carrying out responsible business activities.

The implementation of *Green Construction* refers to the Environmental Management System *GreenShip Rating Tools* and laws and regulations related to the environment.

As of this present date, the Company still plays an active role in the *Green Building Council Indonesia (GBCI)* which has a mission in the transformation towards a green society oriented to the sustainable development goals (*Sustainable Development Goals/SDGs*). One of the GBCI programs is to organize *Green Building Certification* activities in Indonesia based on an assessment tool called the *GreenShip Rating Tools*.

Environmental Impact Analysis and Monitoring

In every project, the Company always considers and pays attention to the environmental impacts through the Environmental Impact Analysis (AMDAL). The Company also conducts regular audit on each project through Internal Auditor and External Auditor, to ensure that projects are implemented in compliance with environmental criteria and applicable laws and regulations.

Project audits are carried out regularly by Internal Auditors and External Auditors. Based on the results of the audit that has been carried out, the Company has implemented eco-friendly principles in every project, including the following:

1. The Company has fulfilled the obligation to prepare environmental documents, namely AMDAL and Environmental Management and Monitoring Documents (DPPL) in accordance with Law No. 32 of 2009 concerning Environmental Protection and Management;
2. The Company has drawn up Environmental Management Report (RKL) and Environmental Monitoring Report (RPL), which are submitted periodically every 6 (six) months to the relevant institution, namely the Ministry of Environment. The components that are monitored and evaluated include:



- a. Kualitas udara dan kebisingan;
 - b. Kualitas air bersih dan air permukaan;
 - c. Limbah padat/sampah;
 - d. Pengelolaan kesehatan masyarakat;
 - e. Pengelolaan sosial ekonomi.
3. Perseroan memiliki izin untuk menyimpan secara sementara Limbah Bahan Berbahaya dan Beracun (B3) dari Pemerintah Provinsi DKI Jakarta yang dituangkan melalui Keputusan Gubernur Provinsi DKI Jakarta Nomor 62/2010 tentang Izin Sementara Limbah Bahan Berbahaya dan Beracun (B3);
 4. Aktivitas penghijauan dan penanaman pohon di sekitar lingkungan proyek.

Pemulihan dan Perlindungan Lingkungan

Dalam memenuhi kriteria yang diatur dalam Sistem Manajemen Lingkungan ISO 14001:2015, Perseroan memastikan bahwa tingkat polusi dan ambien yang dihasilkan proyek berada dalam batas aman atau di bawah Nilai Ambang Batas (NAB) yang diizinkan. Kepatuhan terhadap pelaksanaan manajemen lingkungan ini juga dipakai dalam penilaian pegawai yang tertuang dalam salah satu aspek *Key Performance Indicator* (KPI), khususnya pegawai yang bekerja langsung di proyek-proyek Perseroan.

Sementara itu, Perseroan juga secara berkelanjutan melakukan konservasi lingkungan hidup terhadap lahan tandus sebagai upaya untuk mengelola tingkat polusi yang dihasilkan dari kegiatan usaha Perseroan, dan sebagai bentuk kepedulian Perseroan terhadap pemulihan dan perlindungan lingkungan.

Inisiatif Penghijauan dan Penanaman Pohon

Bentuk kontribusi dan dukungan Perseroan terhadap kelestarian lingkungan hidup diwujudkan melalui inisiatif penghijauan dan penanaman pohon yang dapat meningkatkan kualitas lingkungan secara berkelanjutan. Perseroan secara rutin melakukan gerakan penanaman pohon, khususnya di lingkungan sekitar proyek. Di tahun 2021, inisiatif Gerakan Penanaman Pohon dilakukan di Desa Ketapang, Kecamatan Mauk, Kabupaten Tangerang, Provinsi Banten berupa Bibit Pohon Mangrove sebanyak 40.000 bibit pada tanggal 22 Desember 2021.

Gerakan penanaman pohon ini mampu meningkatkan kualitas lingkungan sekitar dan mengurangi dampak lingkungan seperti pengikisan tanah oleh air hujan, meningkatkan kekuatan tanah, pengurangan emisi karbon dan mengurangi polusi udara di sekitar lokasi proyek.

Environmental Restoration and Protection

In meeting the criteria set out in the ISO 14001:2015 Environmental Management System, the Company ensures that the pollution and ambient levels produced by the project are within safe limits or below the permitted Threshold Value (NAB). Compliance with the implementation of environmental management is also used in employee assessment as stated in one of the Key Performance Indicators (KPI) aspects, especially for employees who work directly on the Company's projects.

Meanwhile, the Company also continuously conducts environmental conservation on barren land as an effort to manage the level of pollution generated from the Company's business activities, and as a form of the Company's concern for environmental restoration and protection.

Reforestation and Tree Planting Activities

The Company's contribution and support for environmental sustainability is realized through reforestation and tree planting initiatives to improve environmental quality in a sustainable manner. The Company routinely carries out tree planting activities, especially in the environment around the Company's projects. In 2021, the Tree Planting Movement initiative was carried out in Ketapang Village, Mauk District, Tangerang Regency, Banten Province by planting 40,000 Mangrove Tree seeds on December 22, 2021.

This tree planting movement is able to improve the quality of the local environment and reduce environmental impacts such as soil erosion by rainwater, increase of soil strength, carbon emission reduction and air pollution reduction around the project sites.



Dampak Kuantitatif Tanggung Jawab Sosial Perusahaan terkait Lingkungan Hidup

Program kegiatan tanggung jawab sosial perusahaan di bidang lingkungan hidup yang dijalankan Perseroan telah memberikan dampak positif bagi lingkungan dan meningkatkan kontribusi Perseroan terhadap pencapaian tujuan pembangunan berkelanjutan. Salah satunya yaitu penerapan prinsip *Green Building* yang berpedoman pada enam kriteria *GreenShip* GBCI, yaitu Tepat Guna Lahan, Efisiensi dan Konservasi Energi, Konservasi Air, Sumber & Siklus Material, Kualitas Udara & Kenyamanan Udara dalam Ruang, dan Manajemen Lingkungan Bangunan yang memberikan dampak positif terhadap efektivitas dan efisiensi penggunaan gedung.

Dampak kuantitatif atas pelaksanaan kegiatan tanggung jawab sosial perusahaan di bidang lingkungan hidup juga tercermin dari efisiensi energi dan konservasi air yang berhasil diraih. Penggunaan energi rata-rata sebesar 1.299.840 kWh, sedikit menurun dibandingkan tahun sebelumnya sebesar 1.417.374 kWh. Sementara konsumsi air rata-rata tahun 2021 sebesar 5.489 m³, mengalami penurunan dibandingkan tahun 2020 sebesar 5.773 m³. Integrasi penerapan prinsip *Green Building* turut ditunjukkan oleh pencapaian aspek *GreenShip* lainnya, yang tercermin dari tidak adanya pengaduan yang disampaikan terkait masalah lahan proyek, polusi dan kualitas udara yang buruk, permasalahan limbah, dan manajemen lingkungan yang tidak etis.

Mekanisme Pengaduan Masalah Lingkungan

Perseroan membuka kesempatan kepada semua pihak untuk melakukan pengaduan terkait pelanggaran pencemaran lingkungan dari kegiatan bisnis yang dilakukan Perseroan. Terkait hal tersebut, Perseroan telah memiliki sistem yang mengatur mengenai penanganan dan penyelesaian terhadap permasalahan lingkungan. Setiap pengaduan masalah lingkungan yang masuk akan dicatat dalam formulir register komunikasi, konsultasi, dan partisipasi untuk kemudian dipelajari dan dianalisis untuk mengetahui akar penyebabnya serta memutuskan tindak lanjutnya. Adapun pelaksanaan tindak lanjut dilakukan di tingkat Proyek sendiri, Proyek dengan bantuan *Business Unit*, atau Proyek dengan Bantuan *Business Unit* dan Kantor Pusat. Begitu pula dengan pemantauan hasil pelaksanaan tindak lanjut dan evaluasi dilakukan secara bertahap dan komprehensif mulai dari tingkat Proyek sampai dengan tingkat Kantor Pusat.

Sampai dengan akhir tahun 2021, Perseroan tidak menerima pengaduan, laporan, dan keluhan dari pihak mana pun berkaitan dengan masalah lingkungan.

Quantitative Impacts of Corporate Social Responsibility Activities on Environment

The social and environmental responsibility activity programs on environment are carried out in order to bring positive impacts on the environment and to contribute in realizing sustainable developments. One of programs is the implementation of *Green Building* principles that is guided by the six GBCI *GreenShip* criteria, namely Appropriate Land Use, Energy Efficiency and Conservation, Water Conservation, Material Sources & Cycles, Air Quality & Indoor Air Comfort, and Building Environmental Management, which can bring positive impacts on the effectiveness and efficiency of building use.

The quantitative impacts on the implementation of corporate social responsibility activities related to the environment can also be seen from the energy efficiency and water conservation aspects. The average energy used throughout 2021 was recorded at 1,299,840 kWh, an decrease compared to the previous year at 1,417,374 kWh. Meanwhile, water consumption throughout 2021 was an average of 5,489 m³, an decrease compared to the previous year, which was an average of 5,773 m³. Meanwhile, the integration of the application of *Green Building* principle is also demonstrated by the achievement of other aspects of *GreenShip*, which was reflected in the absence of complaints submitted regarding problems on project land, pollution and poor air quality, waste problems, and unethical environmental management.

Environmental Complaint Mechanism

The Company provides an opportunity for all parties to submit complaints regarding violations of environmental pollution from business activities carried out by the Company. With due regard to this, the Company has a system that regulates the handling and resolution of environmental issues. Every submitted complaint on environmental issues to be recorded in a communication, consultation, and participation register forms to be studied and analyzed in determining the root cause and decide on follow-up. The follow-up is carried out at the Project level itself, Project with the assistance of Business Unit, or Project with the assistance of Business Unit and Head Office. Likewise, monitoring of the follow-up and evaluation results is carried out comprehensively in stages, starting from the Project level up to the Head Office level.

As of the end of 2021, the Company has not received reports and complaints from any party, relating to environmental issues.



Sertifikasi di Bidang Lingkungan

Perseroan memiliki sertifikasi di bidang lingkungan yang masih berlaku sampai dengan akhir tahun 2021, antara lain sebagai berikut:

Tanggal Dikeluarkannya Sertifikasi / Date Issued	Jenis Sertifikasi / Type of Certification	Dikeluarkan oleh / Issued by	Masa Berlaku Sertifikasi / Validity Period
14 Februari 2018 / February 14, 2018	ISO 14001:2015 (Sistem Manajemen Lingkungan) / ISO 14001:2015 (Environmental Management System)	SGS	13 Januari 2024 / January 13, 2024
28 Februari 2020 / February 28, 2020	Sertifikat <i>GreenShip</i> Gedung Baru V.1.2 untuk salah satu proyek Waskita – Gedung Waskita Rajawali Tower / New Building <i>GreenShip</i> Certificate V.1.2 for one of Waskita's projects - Waskita Rajawali Tower Building	<i>Green Building Council Indonesia</i>	28 Februari 2023 / February 28, 2023

Environmental Certifications

The Company has obtained a number of certifications on environment which are still valid as of the end of 2021. The certifications are, namely:

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT KETENAGAKERJAAN, KESELAMATAN, DAN KESEHATAN KERJA (K3)

Komitmen dan Kebijakan Tanggung Jawab Sosial Perusahaan terkait Ketenagakerjaan, Keselamatan dan Kesehatan Kerja (K3)

Sumber Daya Manusia (SDM) merupakan elemen utama yang dimaknai Perseroan sebagai aset yang menggerakkan keberlangsungan usaha, sehingga perlu adanya tanggung jawab dalam memelihara produktivitas dan kesejahteraan seluruh pegawai. Perseroan senantiasa memprioritaskan kesejahteraan pegawai melalui penerapan kebijakan dan prinsip Ketenagakerjaan, Keselamatan dan Kesehatan Kerja (K3) demi meraih produktivitas dan hasil kerja terbaik dari setiap pegawai Perseroan.

Dalam rangka menjamin terpenuhinya *best practices* terkait Ketenagakerjaan, Keselamatan dan Kesehatan Kerja (K3), Perseroan mengacu pada peraturan dan ketentuan yang berlaku, di antaranya:

1. Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja;
2. Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan;
3. Peraturan Pemerintah No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja;
4. Surat Keputusan Board of Director No. 73/SK/WK/2020 Tentang Kebijakan Waskita;
5. Internal Memo (IM) Fasilitas No. 24.1/IM/WK/2017 tanggal 2 Mei 1970 tentang Fasilitas Pegawai;
6. Surat Keputusan *Board of Directors* No. 20/SK/WK/2021 tanggal 20 September 2021 tentang Remunerasi Pegawai 2021;
7. Surat Keputusan Board of Director No. 88/SK/WK/2020 Tentang Penerapan Quality, Health, Safety and Environment Di Lingkungan PT.Waskita Karya (Persero) Tbk;

CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYMENT, OCCUPATIONAL SAFETY AND HEALTH (OSH)

Corporate Social Responsibility Commitment and Policies on Employment, Occupational Safety and Health (OSH)

Human Capital (HC) is a crucial element for the Company as it is an asset that drives business continuity. Therefore, the Company is responsible in maintaining the productivity and welfare of all employees. The Company always prioritizes employee welfare through the implementation of policies and principles of Employment, Occupational Safety and Health (OSH) in order to achieve the best productivity and work results from each of the Company's employees.

In ensuring the fulfillment of *best practices* on Employment, Occupational Safety and Health (OSH), the Company refers to the applicable rules and regulations, including:

1. Law No. 1 of 1970 concerning Occupational Safety;
2. Law No. 13 of 2003 concerning Manpower;
3. Governmental Regulation No. 50 of 2012 tentang on the Implementation of Occupational Safety and Health Management System;
4. Board of Directors Decree No. 73/SK/WK/2020 concerning Waskita's Policy;
5. Internal Memo (IM) of Facility No. 24.1/IM/WK/2017 dated May 2, 2017 concerning Employee Facilities;
6. Board of Directors Decree No. 20/SK/WK/2021 dated September 20, 2021 concerning the 2021 Determination of Employee Remuneration;
7. Board of Directors Decree No. 88/SK/WK/2020 concerning the Implementation of Quality, Health, Safety and Environment in PT.Waskita Karya (Persero) Tbk;



8. Surat Keputusan Board of Director No. 16.2/SK/WK/2021 tanggal 29 Juni 2021 tentang Prosedur Waskita Bidang Health, Safety, and Environment; dan
9. Surat Keputusan Board of Director No. 99/SK/WK/PEN/2020 Tentang Review Standarisasi Site Facilities, Alat Pelindung Kerja (APK) dan Alat Pelindung Diri (APD) PT.Waskita Karya (Persero) Tbk.

Lingkup dan Perumusan Tanggung Jawab Sosial Perusahaan terkait Ketenagakerjaan, Keselamatan dan Kesehatan Kerja (K3)

Perseroan menempatkan kebijakan mengenai ketenagakerjaan dan Keselamatan dan Kesehatan Kerja (K3) sebagai bagian dari strategi yang direncanakan setiap tahunnya dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) dalam mendukung pengembangan usaha Perseroan. Adapun lingkup tanggung jawab Perusahaan pada aspek ketenagakerjaan menekankan pada penyediaan kesempatan yang setara dalam pengembangan karier, kompetensi, pelatihan dan pendidikan, serta penyediaan skema remunerasi dan kesejahteraan pegawai. Perseroan juga memperhatikan tingkat keterikatan dan kepuasan pegawai sebagai bahan bagi optimalisasi produktivitas pegawai ke depan.

Sementara itu pada aspek Keselamatan dan Kesehatan Kerja (K3), Perseroan memprioritaskan penyediaan lingkungan kerja yang aman, sehat, dan minim risiko kecelakaan kerja melalui penerapan praktik terbaik Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3), penyediaan sarana dan pelayanan kesehatan, peningkatan kompetensi pegawai melalui pelatihan K3, penerapan mutu K3, dan mitigasi risiko K3, investigasi kecelakaan kerja, dan audit Sistem Manajemen K3.

Target dan Rencana Kegiatan Tanggung Jawab Sosial Perusahaan terkait Ketenagakerjaan, Keselamatan dan Kesehatan Kerja (K3)

Pelaksanaan kegiatan tanggung jawab sosial perusahaan di bidang ketenagakerjaan, keselamatan, dan kesehatan kerja (K3) diorientasikan pada pencapaian rencana dan target sebagai berikut:

1. Terpenuhinya hak-hak pegawai sebagaimana diatur dan disepakati bersama dalam Perjanjian Kerja Bersama (PKB) dan ketentuan ketenagakerjaan yang berlaku;
2. Terciptanya lingkungan kerja yang kondusif, aman, dan sehat serta iklim kerja yang adil bagi seluruh insan Perseroan;
3. Tumbuhnya loyalitas dan produktivitas terbaik dari seluruh pegawai Perseroan berkat adanya kebijakan kesejahteraan pegawai secara komprehensif;
4. Terciptanya kondisi kerja yang *zero accident* dan *zero penyakit* akibat kerja.

8. Board of Directors Decree No. 16.2/SK/WK/2021 dated June 29, 2021 concerning Waskita Procedures for Health, Safety, and Environment; and
9. Board of Directors Decree No. 99/SK/WK/PEN/2020 concerning Standardization Review of Site Facilities, Work Protective Equipment (APK) and Personal Protective Equipment (PPE) of PT.Waskita Karya (Persero) Tbk.

Scope and Formulation of Social Responsibility on Employment, Occupational Safety and Health (OSH)

The Company's policies on employment and Occupational Safety and Health (K3) is a part of the annual strategy stipulated in the Company's Work Plan and Budget (RKAP) in supporting the Company's business development. The scope of the Company's responsibility in the employment aspect emphasizes in providing equal opportunities on career and competence development, training, and education, as well as providing remuneration and employee welfare schemes. The Company also pays attention to the level of employee engagement and satisfaction to optimize employee productivity in the future.

Meanwhile, in the aspect of Occupational Safety and Health (OSH), the Company prioritizes in providing a safe and healthy work environment with minimal risk of work accidents through implementing best practices in the Occupational Safety and Health Management System (SMK3), providing healthcare facilities and services, improving employee competence. through OSH training, implementing OSH quality, and OSH risk mitigation, accident investigation, and OSH Management System audits.

Targets and Plans of Corporate Social Responsibility activities on Employment, Occupational Safety and Health (OSH)

The implementation of the Company's social responsibility activities on employment, Occupational Safety and Health (OSH) is oriented to achieve the following plans and targets:

1. Fulfillment of employee rights as regulated and mutually agreed in the Collective Labor Agreement (PKB) and the applicable manpower provisions;
2. Creation of a work environment that is conducive, safe, and healthy as well as a fair working climate for all employees of the Company;
3. Emergence of loyalty and best productivity of all employees of the Company due to the comprehensive employee welfare policy;
4. Creation of working conditions with zero accidents and zero occupational diseases.



Pengelola Human Capital Management (HCM) dan Quality, Health, Safety, and Environment (QHSE)

Sebagaimana ditetapkan dalam Surat Keputusan Direksi Nomor 16/SK/WK/2021 tanggal 26 Juni 2021 tentang Perubahan Struktur Organisasi PT Waskita Karya (Persero) Tbk, pengelolaan QHSE menjadi tanggung jawab Direktorat QHSE yang dipimpin oleh seorang *Director of Business Development & Quality, Safety, Health, Environment* dan membawahi QHSE & System Division. Sementara itu, pengelolaan *Human Capital* menjadi tanggung jawab HCM Division yang dipimpin oleh seorang *Director of Human Capital & System Development* dan *Senior Vice President of Human Capital Management Division*.

Lingkup dan perumusan tanggung jawab sosial bidang ketenagakerjaan, yang dilaksanakan oleh HCM Division, menitikberatkan pada pemenuhan hak-hak pegawai dan pengembangan pegawai untuk meningkatkan loyalitas serta produktivitas pegawai untuk kemajuan Perseroan. Sementara Direktorat QHSE, bertanggung jawab atas kesehatan dan keselamatan kerja, dengan menciptakan lingkungan kerja yang kondusif, aman, dan sehat bagi seluruh pegawai.

Program dan Kegiatan Tanggung Jawab Sosial Perusahaan terkait Ketenagakerjaan, Keselamatan, dan Kesehatan Kerja (K3)

Aspek Ketenagakerjaan

Kesetaraan Gender dan Kesempatan Kerja yang Sama

Perseroan menerapkan prinsip kesetaraan gender dan pemberian kesempatan kerja yang sama, kesempatan pengembangan kompetensi, pengembangan karier, hingga sistem remunerasi tanpa memandang perbedaan agama, suku, ras, status sosial, warna kulit, jenis kelamin, dan kondisi fisik lainnya. Hal ini dikarenakan Perseroan sepenuhnya hanya berfokus pada potensi, kompetensi, dan kualifikasi tiap individu yang disesuaikan dengan bobot kerja dan keahlian posisi yang diduduki.

Sampai dengan akhir tahun 2021, Perseroan memiliki pegawai perempuan sebanyak 213 orang dengan latar belakang keahlian yang berbeda-beda.

Persamaan Hak dalam Pengembangan Kompetensi Pegawai

Dalam membentuk SDM yang unggul, kompeten, dan berdaya saing tinggi, Perseroan memenuhi tanggung jawabnya melalui pemberian kesempatan yang sama bagi seluruh pegawai dalam mengembangkan kompetensi. Setiap program pendidikan dan pelatihan yang dilaksanakan disesuaikan dengan kebutuhan dan rencana pengembangan Perseroan. Program pengembangan kompetensi direncanakan secara berkala setiap tahun untuk menunjang kegiatan usaha Perseroan.

Party in Charge of Human Capital Management (HCM) and Quality, Health, Safety, and Environment (QHSE)

As stipulated in the Board of Directors Decree No. 16/SK/WK/2021 dated June 26, 2021 regarding Changes in the Organizational Structure of PT Waskita Karya (Persero) Tbk, the management of QHSE is the responsibility of the QHSE Directorate led by the Director of Business Development & Quality, Safety, Health, Environment and oversees the QHSE & System Division. Meanwhile, the management of Human Capital is the responsibility of the HCM Division, which is led by the Director of Human Capital & System Development and Senior Vice President of Human Capital Management Division.

The scope and formulation of social responsibility on employment, which is carried out by the HCM Division, focuses on the fulfillment of employee rights and employee development to increase employee loyalty and productivity for the advancement of the Company. Meanwhile, the QHSE Directorate is responsible for Occupational Safety and Health by creating a conducive, safe and healthy work environment for all employees.

Corporate Social Responsibility Programs and Activities on Employment, Occupational Safety and Health (OSH)

Employment Aspect

Gender Equality and Equal Employment Opportunity

The Company is committed in upholding gender equality and providing opportunities on equal employment, competence development, career development, and remuneration system regardless of religion, ethnicity, race, social status, skin color, gender, and other physical conditions as the Company only focuses on the potential, competence, and qualifications of each individual in the workload and expertise of the position occupied.

As of the end of 2021, the Company's female employees are a total of 213 employees with different expertise backgrounds.

Equal Rights on Employee Competence Development

In realizing an excellent, competent, and highly competitive HC, the Company fulfills its responsibilities by providing equal opportunities for all employees to develop their competencies. Each education and training program implemented is adjusted to the needs and development plans of the Company. The competence development program is planned to be held periodically every year to support the Company's business activities.



Sampai dengan akhir tahun 2021, Perseroan telah merealisasikan biaya sebesar Rp5.922.588.651 untuk memberikan pelatihan dan pendidikan kepada pegawai laki-laki dan perempuan di berbagai level jabatan.

Remunerasi dan Kesejahteraan Pegawai

Penyediaan remunerasi dan kesejahteraan pegawai yang kompetitif merupakan salah satu kewajiban dan tanggung jawab yang dipenuhi Perseroan sekaligus membangun hubungan kemitraan yang erat dengan pegawai sebagai pemangku kepentingan internal. Skema remunerasi Perseroan tentu selalu memperhatikan regulasi dan peraturan ketenagakerjaan yang berlaku. Kebijakan remunerasi pegawai ditetapkan berdasarkan prinsip keadilan (*fairness*) dan kompetitif (*competitiveness*), dan disesuaikan dengan faktor internal yakni bobot kerja atau jenjang jabatan serta faktor eksternal yaitu peraturan pengupahan pegawai berdasarkan Upah Minimum Regional (UMR).

Perseroan tidak menutup kemungkinan terhadap penambahan remunerasi dan kompensasi bagi individu yang mampu mencapai atau melebihi ekspektasi dari hasil evaluasi kinerja dan pencapaian *Key Performance Indikator* (KPI). Penerapan prinsip keadilan dalam remunerasi pegawai terlihat dari rasio gaji pegawai, di mana tidak terdapat perbedaan (*gap*) yang signifikan, yang diuraikan dalam tabel berikut:

Tabel Perbandingan Gaji Pegawai

Uraian / Description	Rasio / Ratio
Gaji Pegawai tertinggi dan terendah / Highest and lowest employee salary	12:1
Gaji Board of Directors tertinggi dan terendah / Highest and lowest Board of Directors salary	1.2 :1
Gaji Board of Commissioners tertinggi dan terendah / Highest and lowest Board of Commissioners salary	1.1:1
Gaji Board of Directors tertinggi dan Pegawai tertinggi / Highest Board of Directors salary and highest employee salary	4:1

Kebebasan Berserikat dan Hubungan Industrial

Perseroan menjamin hak pekerjaannya untuk berserikat, berkumpul, menyampaikan pendapat, dan mendukung kegiatan pekerja dalam berserikat dalam pembentukan Serikat Pekerja (SP) yang telah tercatat di Suku Dinas Tenaga Kerja dan Transmigrasi Kodya Jakarta Timur sesuai Nomor Bukti Pencatatan 506/IV/P/V/2005 tanggal 18 Mei 2005. Pembentukan SP turut didukung oleh penyusunan kesepakatan bersama yang mengatur hak dan kewajiban antara Perseroan dan pegawai dalam Perjanjian Kerja Bersama (PKB).

Perseroan juga memfasilitasi upaya penyelesaian perselisihan hubungan industrial melalui upaya mediasi demi mencapai penyelesaian secara bertahap, mulai dari *Business Unit/Corporate Office*, *Board of Directors/Serikat Pekerja*, sampai dengan pejabat Dinas Tenaga Kerja setempat.

Until the end of 2021, the Company has realized a total cost of Rp5,922,588,651 to provide training and education to male and female employees at various management levels.

Remuneration and Employee Welfare

Competitive remuneration and employee welfare is provided as one of the obligations and responsibilities fulfilled by the Company while also building close relationships with employees as internal stakeholders. The Company's remuneration scheme always pays attention to applicable labor regulations and regulations. The employee remuneration policy is determined based on the principles of fairness and competitiveness, and adjusted to internal factors, namely workloads or position level and external factors, namely employee wages regulations based on the Regional Minimum Wage (UMR).

The Company does not rule out additional remuneration and compensation for individuals who are able to achieve or exceed expectations on the results of the performance evaluation and achievement of Key Performance Indicators (KPI). The application of principle of fairness in employee remuneration can be seen from the employee salary ratio with no significant gaps, which is described in the following table:

Employee Salary Comparison Table

Uraian / Description	Rasio / Ratio
Gaji Pegawai tertinggi dan terendah / Highest and lowest employee salary	12:1
Gaji Board of Directors tertinggi dan terendah / Highest and lowest Board of Directors salary	1.2 :1
Gaji Board of Commissioners tertinggi dan terendah / Highest and lowest Board of Commissioners salary	1.1:1
Gaji Board of Directors tertinggi dan Pegawai tertinggi / Highest Board of Directors salary and highest employee salary	4:1

Freedom of Association and Industrial Relations

The Company guarantees the rights of its employees to associate, gather, and express opinions, and support the activities of employees in association in the establishment of Labor Union (SP) that has been registered at the Regional Manpower and Transmigration Office of East Jakarta in accordance to Registration Evidence No. 506/IV/P/V/2005 dated May 18, 2005. The establishment of SP was also supported by the formulation of a collective agreement regulating the rights and obligations between the Company and employees in the Collective Labor Agreement (CLA).

The Company also facilitates the efforts on resolving industrial relations disputes through mediation to reach a gradual settlement, starting from the Business Unit/Corporate Office, Board of Directors/Labor Union, to officials of the local Manpower Office.



Penyediaan Mekanisme Pengaduan Masalah

Ketenagakerjaan

Perseroan menyediakan sarana bagi pegawai untuk menyampaikan pengaduan, keluhan, saran, maupun rekomendasi sebagaimana telah diatur secara rinci dalam Perjanjian Kerja Bersama (PKB) pada Bab 9 Pasal 59 dan 60.

Aspek Keselamatan dan Kesehatan Kerja

Penyediaan Fasilitas dan Pelayanan Kesehatan

Perseroan telah melakukan pemenuhan kewajiban penyediaan sarana dan pelayanan kesehatan bagi pegawai sebagaimana diatur dalam Perjanjian Kerja Bersama (PKB) antara Perseroan dan Serikat Pekerja. Adapun sarana dan pelayanan yang disediakan meliputi:

1. BPJS Kesehatan yang dibayarkan oleh Perseroan dan pegawai dengan fasilitas rawat inap dan rawat jalan;
2. Fasilitas Kesehatan Pasca Pensiun, berupa pemeriksaan kesehatan secara berkala dan penggantian biaya untuk pemeriksaan, pembelian kacamata, dan alat bantu pendengaran;
3. Pelaksanaan dan pengikutsertaan pegawai pada sejumlah seminar kesehatan baik yang diselenggarakan secara internal maupun eksternal.

Sistem Manajemen Keselamatan & Kesehatan Kerja

Perseroan menjalankan tanggung jawabnya terhadap pelaksanaan aktivitas kerja yang aman dan sehat melalui penerapan Sistem Manajemen Keselamatan Kesehatan Kerja (SMK3). Penerapan SMK3 diorientasikan pada pemeliharaan kesehatan dan ketahanan fisik, kenyamanan lingkungan kerja, produktivitas dan efisiensi kerja, motivasi pegawai untuk melakukan upaya-upaya preventif untuk mencegah kecelakaan kerja.

Adapun upaya-upaya yang telah diterapkan untuk mewujudkan komitmen tersebut antara lain melalui:

1. Pemberlakuan Sistem Manajemen Terintegrasi K3, Lingkungan, dan Mutu SMK3 yang berpedoman pada Standar Manajemen Mutu ISO 9001:2015, Standar Manajemen Lingkungan ISO 14001:2015, Sistem Manajemen K3 ISO 45001:2018, dan SMK3 sesuai PP Nomor 50/2012 sebagai standar yang digunakan manajemen dalam memonitor dan mengevaluasi implementasi SM-SMK3;
2. Pelaksanaan dan pengikutsertaan pegawai pada program pelatihan, seminar maupun workshop terkait kebijakan keselamatan dan kesehatan kerja. Berikut pelatihan K3 yang dilaksanakan selama tahun 2021.

Employment Complaint Mechanism

The Company provides a means for employees to submit complaints, grievances, suggestions, and recommendations as regulated in more details in the Collective Bargaining Agreement (CLA) in Chapter 9 Articles 59 and 60.

Occupational Safety and Health Aspect

Healthcare Facilities and Services

The Company has fulfilled its responsibility in providing employee healthcare facilities and services as stipulated in the Collective Labor Agreement (CLA) between the Company and the Labor Union. The facilities and services provided include:

1. BPJS Health paid by the Company and employees with inpatient and outpatient facilities;
2. Post-Retirement Health Facilities, in the form of periodic medical examinations and reimbursement of expenses for examinations, prescription glasses, and hearing aids;
3. Implementation and participation of employees in several health seminars, both internally and externally

Occupational Safety and Health Management System

The Company carries out its responsibilities in implementing safe and healthy work activities through the implementation of the Occupational Health Safety Management System (OSHMS). The implementation of OSHMS is oriented towards maintaining health and physical endurance, comfort of working environment, productivity and work efficiency, motivating employees to take measures in preventing work accidents.

The efforts that have been implemented by the Company in creating a safe and healthy work environment include:

1. Implementation of an OSH, Environment and Quality integrated Management System (OSHMS) based on ISO 9001: 2015 Quality Management Standards, ISO 14001: 2015, Environmental Management Standards, ISO 45001:2018 OSH Management System and OSHMS according to PP No. 50/2012 as the standards used by management in monitoring and evaluating the OSHMS implementation;
2. Implementation and participation of employees in training programs, seminars and workshops related to occupational safety and health policies. Following are the K3 training carried out in 2021:



Tabel Pelatihan dan Pendidikan K3 Tahun 2021

Table of OSH Training and Education in 2021

No.	Jenis Program / Program Type	Penyelenggara / Organizer	Waktu Pelaksanaan / Held on	Jumlah Peserta (orang) / Total Participants (people)
1	Webinar Bulan K3 Nasional / OSH National Month Webinar	PT Waskita Karya	15 Januari 2021 / January 15, 2021	442
2	Pelatihan Cara Pengambilan Sample untuk Tes Rapid Antigen / Training for Antigen Rapid Test Sample Taking	PT Waskita Karya	29 Januari 2021 / January 29, 2021	37
3	Pelatihan Tanggap Darurat Pacu Jantung / Pacemaker Emergency Response Training	PT Waskita Karya	10 Februari 2021 / February 10, 2021	20
4	Awareness Sistem Manajemen Pengamanan (SMP) / Safety Management System (SMP) Awareness	PT Waskita Karya	Februari – Maret 2021 / February – March, 2021	2.043
5	QHSE Talk Series #6 : Webinar Kesehatan / QHSE Talk Series #6 : Health Webinar	PT Waskita Karya	10 Maret 2021 / March 10, 2021	432
6	FGD Aturan dan Ketentuan Vaksinasi Covid-19 / FGD of Covid-19 Vaccination Rules and Regulations	PT Waskita Karya	15 Maret 2021 / March 15, 2021	163
7	Webinar Langkah Praktis Dalam Penguatan SDM Unggul Berbudaya K3 di Semua Sektor Usaha / Webinar on Practical Steps in Strengthening Excellent Human Resources with OHS Culture in All Business Sectors	Unit Bisnis / Business Unit	17 Maret 2021 / March 17, 2021	5
8	Sharing Knowledge Terkait Pengelolaan Limbah Dalam PP No.22 Thn.2020 / Knowledge Sharing on Regarding Waste Management in PP No. 22 of 2020	Unit Bisnis / Business Unit	26 Maret 2021 / March 26, 2021	70
9	QHSE Talk Series #7 : Menjaga Kesehatan Pasca Vaksinasi Covid-19 dan Selama Berpuasa / QHSE Talk Series #7: Maintaining Health After Covid-19 Vaccination during Fasting	PT Waskita Karya	8 April 2021 / April 8, 2021	652
10	Pelatihan & Sertifikasi Ahli Muda K3 Konstruksi / Training & Certification of Young OSH Construction Experts	Unit Bisnis / Business Unit	26-30 April 2021 / April 26-30, 2021	23
11	Webinar Green Building & Product Ramah Lingkungan / Webinar on Green Building & Eco-friendly Products	Unit Bisnis / Business Unit	4 Mei 2021 / May 4, 2021	35
12	Webinar QHSE #8 : Mutasi Virus dan Jenis Vaksin Covid-19 / QHSE Webinar #8: Virus Mutations and Types of Covid-19 Vaccines	PT Waskita Karya	27 Mei 2021 / May 27, 2021	1.873
13	Webinar Pengelolaan Limbah B3 & Inovasi Reuse, Reduce, Recycle Proyek / Webinar on B3 Waste Management & Innovative Projects of Reuse, Reduce, and Recycle	Unit Bisnis / Business Unit	11 Juni 2021 / June 11, 2021	104
14	Training & Uji Kompetensi Ahli K3 Muda / Training & Competency Test for Young OSH Experts	Unit Bisnis / Business Unit	14-15 & 19 Juni 2021 / June 14-15 & 19, 2021	25
15	Webinar Menjaga Kesehatan Mental di Masa Pandemi Covid-19 / Webinar on Maintaining Mental Health During the Covid-19 Pandemic	PT Waskita Karya	30 Juli 2021 / July 30, 2021	255
16	QHSE Talk Series #9 : Penyakit Endemi Selama Pandemi – DBD / QHSE Talk Series #9 : Endemic Diseases During a Pandemic - DHF	PT Waskita Karya	7 Juli 2021 / July 7, 2021	1.549
17	Pelatihan Kegiatan Vaksinasi Insan Waskita / Training for Waskita Employee Vaccination	PT Waskita Karya	19 Juli 2021 / July 19, 2021	19
18	QHSE Talk Series #10 : Penyakit Endemi Selama Pandemi – Typhus / QHSE Talk Series #10 : Endemic Disease During Pandemic - Typhus	PT Waskita Karya	21 Juli 2021 / July 21, 2021	837
19	Pelatihan Tanggap Darurat Kebakaran dan Gempa Bumi / Fire and Earthquake Emergency Response Training	PT Waskita Karya	22 September 2021 / September 22, 2021	107
20	Webinar Kesehatan Reproduksi Bagi Pria dan Wanita / Reproductive Health Webinar for Men and Women	Unit Bisnis	17 September 2021 / September 17, 2021	45
21	Pelatihan P3K (First Aid) Yankesja / First Aid (First Aid) Training for Yankesja	Pusat Hiperkes dan KK Prov DKI Jakarta	2-4 Oktober 2021 / October 2-4, 2021	11
22	Pelatihan dan Uji Kompetensi Bagi Paramedis dan Dokter (Hiperkes) Yankesja / Training and Competency Test for Paramedics and Doctors (Hiperkes) of Yankesja	LSP K3 Indonesia	9 Oktober 2021 / October 9, 2021	7
23	Pelatihan & Sertifikasi AK3 Muda / Young OSH Experts Training & Certification	Global Safety	18-22 Oktober 2021 / October 18-22, 2021	20
24	Sertifikasi Ahli K3 Konstruksi / Certification of OSH Expert on Construction	Unit Bisnis / Business Unit	9 November 2021 / November 9, 2021	6
25	Sosialisasi PW bidang Health, Safety, Environment (PW-HSE) dan PW bidang Pengamanan edisi Th. 2021 / Dissemination of PW in Health, Safety, Environment (PW-HSE) and PW in Security, the 2021 edition	Unit Bisnis / Business Unit	24 November 2021 / November 24, 2021	81
26	Pelatihan & Uji Kompetensi AMDAL / AMDAL Competency Test & Training	Unit Bisnis / Business Unit	27 - 30 Desember 2021 / December 27 – 30, 2021	3



No.	Jenis Program / Program Type	Penyelenggara / Organizer	Waktu Pelaksanaan / Held on	Jumlah Peserta (orang) / Total Participants (people)
27	Pelatihan Keselamatan Kerja (K3) dari Bahaya Petir Saat Bekerja di Luar Ruang / Occupational Safety (OSH) Training from Lightning Hazards When Working Outdoors	Unit Bisnis / Business Unit	17 Desember 2021 / December 17, 2021	25
28	Penyuluhan dan Pemeriksaan penyakit menular & tidak menular / Counseling and Examination of communicable & non-communicable diseases	Unit Bisnis / Business Unit	9 Desember 2021 / December 9, 2021	20
29	FGD PW Kesehatan Kerja Waskita Group / FGD on PW in Occupational Health of Waskita Group	PT Waskita Karya	10 Desember 2021 / December 10, 2021	24
30	Sosialisasi HIV/AIDS / HIV/AIDS Dissemination	PT Waskita Karya	9 Desember 2021 / December 9, 2021	30
31	Webinar QHSE Sosialisasi Program P2HIV / QHSE Webinar on HIV Prevention Program	PT Waskita Karya	21 Desember 2021 / December 21, 2021	793

- Sosialisasi dan internalisasi *Standard Operating Procedures* (SOP) dalam lingkungan operasional, terutama di lingkungan proyek mengenai tata cara bekerja dan penggunaan alat yang benar;
- Penyediaan alat-alat Keselamatan dan Kesehatan Kerja, Lingkungan, Mutu (K3LMP) sesuai dengan peraturan perundang-undangan yang berlaku;
- Tindak lanjut dan investigasi terhadap setiap laporan kecelakaan yang terjadi di tempat kerja.

Mitigasi dan Audit Kecelakaan Kerja

Perseroan senantiasa menindaklanjuti kasus kecelakaan kerja yang terjadi dengan melakukan proses audit investigasi kecelakaan secara menyeluruh. Sebagaimana diatur dalam Prosedur Waskita di bidang HSEQHSE (PW-HSEQHSE), dipersyaratkan bahwa hasil investigasi harus berdasarkan pada konsep *Corrective Action* yaitu mencari akar permasalahan dan mensosialisasikan penyebab terjadinya kecelakaan kerja. Investigasi, evaluasi, dan penyempurnaan sistem kerja senantiasa dilakukan guna mengurangi tingkat kecelakaan yang terjadi dan mencegah kejadian tersebut berulang kembali di masa mendatang. Secara garis besar, temuan hasil audit dikategorikan ke dalam faktor unsafe action (faktor yang diakibatkan karena sikap bekerja yang tidak aman) di mana pekerja lalai menggunakan APD sesuai dengan persyaratan dan faktor unsafe condition (kondisi yang disebabkan lokasi kerja yang membahayakan) seperti bekerja pada area tanpa proteksi dari jatuh, dekat dengan sumber listrik tegangan tinggi dan lain-lain.

Pencatatan Tingkat Angka Kecelakaan Kerja

Perseroan secara berkala melakukan pencatatan atas tingkat kecelakaan kerja sebagai bahan bagi perbaikan penerapan Sistem SMK3 ke depan dan mengoptimalkan kegiatan operasional yang minim risiko kecelakaan kerja. Berikut informasi mengenai tingkat kecelakaan dan penyakit akibat kerja di tahun 2021 dan tahun 2020, sebagaimana terlampir pada tabel di bawah ini.

- Dissemination and internalization of *Standard Operating Procedures* (SOP) in the operational environment, especially in the project environment, regarding proper working procedures and use of tools;
- Provision of tools for Occupational Safety and Health, Environment, Quality and Safety (K3LMP) in accordance with the prevailing laws and regulations;
- Follow-up and investigation of any accident reports that occur in the work environment.

Work Accident Mitigation and Audit

The Company always follows up on work accident cases by conducting a thorough investigative accident audit. Waskita Procedure on QHSE (PW-QHSE) requires that the results of the investigation to be based on the *Corrective Action* concept, i.e., finding the root of problem and disseminating the causes of a work accident. Investigation, evaluation and continuously improving the work system to reduce the accidents and prevent them from recurring in the future. In general, the audit findings are categorized into unsafe action factors (factors caused by unsafe working attitudes) where workers are negligent in using the PPE in accordance with the requirements and unsafe condition factors (conditions caused by dangerous work location) such as working in an area without drop protection, close to high voltage power sources, etc.

Work Accident Rate Records

The Company regularly records its work accident rate as a reference in improving the OSHMS in the future and optimizing operations with minimum work accident risks. Information on accident and work-related disease rate in 2021 and 2021 is presented in the table, as follows:



Tabel Tingkat Kecelakaan Kerja

Table of Work Accident Rate

No.	Keterangan / Description	Satuan / Unit	2021	2020
1	Jumlah Total Jam Kerja / Total Work Hours	Manhour	44.582.963	73.918.616
2	Jumlah Kasus / Total Cases			
	Insiden Near Miss / Near Miss Incidents		25	17
	Kecelakaan & Sakit / Accidents & Illnesses			
	Luka Ringan (FAC) / First Aid Cases (FAC)		7	5
	Perawatan Dokter (MTC) / Medical Treatment Cases (MTC)		1	2
3	Kehilangan Hari Kerja / Lost Working Days		0	0
	Cacat permanen / Permanent Disabilities	Orang / Employees	0	0
Meninggal / Death	0		0	
4	Frequency Rate (FR)		0,18	0,09

Dampak Kuantitatif Tanggung Jawab Sosial Perusahaan terkait Ketenagakerjaan, Keselamatan, dan Kesehatan Kerja (K3)

Ketenagakerjaan

Secara kuantitatif, dampak atas pemenuhan tanggung jawab sosial perusahaan di bidang ketenagakerjaan terlihat dari indikator tingkat perputaran (*turnover*) pegawai dan tingkat keterikatan pegawai (*Employee Engagement Index*). Adapun tingkat perputaran (*turnover*) pegawai dalam 3 (tiga) tahun terakhir adalah sebagai berikut:

Tabel Tingkat Perputaran (*Turnover*) Pegawai

Tahun / Year	Tingkat Turnover / Turnover Rate
2021	1,71%
2020	1,3%
2019	1,3%

Selain itu, upaya Perseroan dalam memenuhi hak-hak dan kesejahteraan pegawai turut berdampak pada perolehan tingkat *Employee Engagement Index* pada penilaian *Key Performance Indicator* (KPI), yang pada tahun 2021 memperoleh skor 83,8 menurun dibandingkan tahun 2020 dengan skor 88,54.

Keselamatan dan Kesehatan Kerja (K3)

Dampak kuantitatif atas pemenuhan tanggung jawab perusahaan terkait keselamatan dan kesehatan kerja dapat dilihat dari jumlah biaya yang dikeluarkan Perseroan untuk memenuhi tunjangan kesehatan pegawai, pelaksanaan pelatihan dan pendidikan K3 bagi pegawai, serta penyediaan alat-alat K3. Berikut biaya yang dikeluarkan Perseroan di tahun 2021 dan perbandingannya dengan tahun 2020.

Quantitative Impacts of Corporate Social Responsibility Activities on Employment, Occupational Safety and Health (OSH)

Employment

The quantitative impact from the fulfillment of corporate responsibility in the employment sector can be seen from employee turnover rate indicator and the Employee Engagement Index. The employee turnover rate in the last 3 (three) years are as follows:

Table of Employee Turnover Rate

Tahun / Year	Tingkat Turnover / Turnover Rate
2021	1,71%
2020	1,3%
2019	1,3%

Meanwhile, the fulfillment of employee rights and welfare also impacted the acquisition of Employee Engagement Index in the Key Performance Index (KPI) assessment, which in 2021 obtained a score of 83.8, a decrease compared to 2020 with a score of 88.54.

Occupational Safety and Health (OSH)

The quantitative impact arising from the fulfillment of corporate responsibility on occupational safety and health can be seen from the amount of costs incurred by the Company to meet employee health benefits, implementation of OSH training and education for employees, and provision of OSH equipment. The following are the costs incurred by the Company in 2021 and the comparison with 2020.



No.	Uraian / Description	Biaya yang Dikeluarkan (Rp) / Cost Incurred (Rp)	
		2021	2020
1	Biaya Pemenuhan Tunjangan dan Fasilitas Kesehatan / Cost for the Fulfillment of Allowances and Health Facilities	12.395.284.500	12.846.828.428
2	Biaya Pelaksanaan Pelatihan dan/atau Pendidikan terkait K3 / Cost for OSH-related Training and/or Education	214.362.881	197.556.930
3	Biaya Penyediaan Alat-alat K3 / Cost for Provision of OSH Equipment	160.341.727.412	223.583.829.348

Pencapaian dan Penghargaan Tanggung Jawab Sosial Perusahaan terkait Ketenagakerjaan, Keselamatan, dan Kesehatan Kerja (K3)

Atas penerapan praktik Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) terbaik dalam kegiatan operasional, Perseroan berhasil mencatatkan pengakuan eksternal dengan diperolehnya berbagai penghargaan di bidang K3 selama tahun 2021. Beberapa penghargaan yang diperoleh antara lain:

- Penghargaan Kecelakaan Nihil dari Kementerian Ketenagakerjaan Republik Indonesia pada 21 April 2021 untuk:
 - Waskita – HK – BRP – KSO Kab. Ciamis, Jawa Barat;
 - KSO Proyek Pembangunan Bendungan Martatiga, Kab. Lampung Timur;
 - Proyek Apartemen Solterra Place, Jakarta;
 - Proyek Tol Cibitung Cilincing Seksi 1, Jakarta;
 - Proyek Tol Cibitung Cilincing Seksi 2, Jakarta;
 - Proyek Jalan Tol Becakayu – Tol Wiyoto Wiyono, Jakarta;
 - Proyek Jalan Tol Bekasi – Cawang – Kampung Melayu Seksi 2A, Jakarta.
 - Proyek Renovasi Masjid Istiqlal, DKI Jakarta.
- Penghargaan atas Kinerja Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) kepada Proyek Makassar Sewerage B2 pada 22 April 2021;
- Concerned Organization Award* dari World Safety Organization (WSO);
- Penghargaan Kepada PT.Waskita Karya (Persero) Tbk Selaku Kontraktor Pelaksana yang telah menerapkan SMKK dengan memuaskan berdasarkan hasil pemantauan dan evaluasi secara mendadak oleh Komite K2 (Keselamatan Konstruksi) Pada Pekerjaan *Erection Girder* Jembatan Bentang Panjang, SB - Arch Ahmad Yani Fase 2 dan 3 pada Proyek Jalan Tol Becakayu Seksi 2A Ujung pada 1 Desember 2021 yang diberikan oleh Kementerian PUPR;
- Penghargaan kepada PT.Waskita Karya (Persero) Tbk Selaku Kontraktor Pelaksana yang telah menerapkan SMKK dengan memuaskan berdasarkan hasil pemantauan dan evaluasi secara mendadak oleh Komite K2 (Keselamatan Konstruksi) Pada Pekerjaan Pembangunan Terowongan Silahturahmi Masjid Istiqlal dan Gereja Katedral Jakarta pada 1 Desember 2021 yang diberikan oleh Kementerian PUPR;
- 13 penghargaan P2 Covid-19 di Tempat Kerja pada April 2021 yang diberikan oleh Kementerian Ketenagakerjaan Republik Indonesia;

Corporate Social Responsibility Achievements and Awards on Employment, Occupational Safety and Health (OSH)

For its implementation of best practices in Occupational Safety and Health Management System (OSHMS) in the operations, the Company has received external acknowledgements through a number of awards on OSH in 2021. Those awards include:

- Awards on Zero Accident from The Ministry of Manpower of The Republic of Indonesia on April 21, 2021 for:
 - Waskita – HK – BRP – KSO of Ciamis Regency, West Java;
 - KSO of Martatiga Dam Construction Project, East Lampung Regency;
 - Solterra Place Apartment Project, Jakarta;
 - Cibitung Cilincing Section 1 Toll Road Project, Jakarta;
 - Cibitung Cilincing Section 2 Toll Road Project, Jakarta;
 - Becakayu – Wiyoto Wiyono, Toll Road Project Jakarta;
 - Bekasi – Cawang – Kampung Melayu Section 2A Toll Road Project, Jakarta;
 - Istiqlal Mosque Renovation Project, DKI Jakarta.
- Award for the Performance of the Occupational Safety and Health Committee (P2K3) to the Makassar Sewerage B2 Project on April 22, 2021;
- Concerned Organization Award* from the World Safety Organization (WSO);
- Award to PT.Waskita Karya (Persero) Tbk as the Implementing Contractor who has implemented the SMKK satisfactorily based on the results of sudden monitoring and evaluation by the K2 (Construction Safety) Committee on the Erection Girder Work of the Long Span Bridge, SB - Arch Ahmad Yani Phases 2 and 3 on the Becakayu Section 2A Ujung Toll Road Project on December 1, 2021 given by the Ministry of PUPR;
- Award to PT.Waskita Karya (Persero) Tbk as the Implementing Contractor who has satisfactorily implemented the SMKK based on the results of sudden monitoring and evaluation by the K2 (Construction Safety) Committee on the Construction Work of the Silahturahmi Tunnel of the Istiqlal Mosque and the Jakarta Cathedral Church on December 1, 2021 given by the Ministry of PUPR;
- 13 awards for Covid-19 Prevention at the Workplace in April 2021 given by the Ministry of Manpower of the Republic of Indonesia;



7. 9 penghargaan P2 HIV AIDS di Tempat Kerja pada April 2021 yang diberikan oleh Kementerian Ketenagakerjaan Republik Indonesia.

7. 9 awards for HIV AIDS Prevention at the Workplace in April 2021 given by the Ministry of Manpower of the Republic of Indonesia.

Sertifikasi di Bidang Keselamatan dan Kesehatan Kerja (K3)

Occupational Safety and Health (OSH) Certifications

Tanggal Dikeluarkannya Sertifikasi / Date Issued	Jenis Sertifikat / Type of Certificate	Dikeluarkan oleh / Issued by	Masa Berlaku Hingga / Valid Until
Tersertifikasi Sejak Tahun 2007 dan dilakukan renewal setiap 3 Tahun sekali, sertifikat terakhir terbit pada 29 Maret 2019, dan sudah dilakukan proses Audit Renewal di bulan November 2021 / Certified Since 2007 and renewed every 3 years, the last certificate was issued on March 29 2019, and the Renewal Audit process has been carried out in November 2021	Sertifikat SMK3 (PP No. 50 Tahun 2012) / OHSMS Certificate (PP No. 50 of 2012)	Sucofindo	29 Maret 2022 / March 29, 2022
Tersertifikasi OHSAS 18001:2007 sejak tahun 2005, kemudian bermigrasi ke ISO 45001:2018 pada 3 Desember 2019 / OHSAS 18001:2007 certified since 2005, then migrated to ISO 45001:2018 on 3 December 2019	ISO 45001:2018 (Sistem Manajemen K3) / ISO 45001:2018 (OHS Management System)	SGS	25 November 2022 / November 25, 2022
Tersertifikasi Sejak Tahun 2007 dan dilakukan renewal setiap 3 Tahun sekali, sertifikat terakhir terbit pada 29 Maret 2019, dan sudah dilakukan proses Audit Renewal di bulan November 2021 / Certified since 2007 and renewed every 3 years, the last certificate was issued on March 29, 2019, and the Renewal Audit process has been carried out in November 2021	Sertifikat SMK3 (PP No. 50 Tahun 2012) / OHSMS Certificate (PP No. 50 of 2012)	Sucofindo	29 Maret 2022 / March 29, 2022
9 November 2020 / November 9, 2020	Sertifikat CSMS (Contractor Safety Management System)	Petrokimia Gresik	9 November 2022 / November 9, 2021

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT PENGEMBANGAN SOSIAL KEMASYARAKATAN

Komitmen dan Kebijakan Tanggung Jawab Sosial Perusahaan terkait Pengembangan Sosial Kemasyarakatan

Eksistensi Waskita sebagai badan usaha yang berada di tengah masyarakat berkomitmen untuk memberikan dampak dan manfaat nyata serta mendukung masyarakat yang lebih sejahtera dan mandiri sebagai fondasi bagi terbentuknya hubungan yang harmonis dan sinergis antara Perseroan dengan masyarakat. Untuk itu, Perseroan mewujudkan tanggung jawabnya kepada masyarakat melalui Program TJSL yang rutin dilaksanakan dan dilaporkan setiap tahunnya. Program PUMK turut menjadi upaya Perseroan dalam membantu upaya Pemerintah dalam meningkatkan kemandirian ekonomi masyarakat, mendukung kewirausahaan melalui penyaluran bantuan pinjaman modal bagi UMKM, dan mengurangi jumlah pengangguran yang pada akhirnya dapat meningkatkan pertumbuhan ekonomi secara umum.

CORPORATE SOCIAL RESPONSIBILITY ON SOCIAL AND COMMUNITY DEVELOPMENT

Corporate Social Responsibility Commitment and Policies on Social and Community Development

Waskita exists as a Company within the general public. Thus, the Company is committed to bring real impacts and benefits as well as to realize a more prosperous and independent community as a foundation of a harmonious and synergistic relationship between the Company and the Public. Hence, the Company carries out its responsibility to the community through the CSR Program which is routinely implemented and reported annually. The PUMK program is also part of the Company's efforts in assisting the Government to increase the economic independence of the community, support entrepreneurship through the distribution of capital loans to MSMEs, and reduce the number of unemployed which in turn can increase economic growth in general.



Pelaksanaan kegiatan TJSL yang dilaksanakan mengacu pada peraturan dan perundang-undangan yang berlaku, yakni:

1. Peraturan Menteri BUMN No. PER-05/MBU/04/2021 tanggal 8 April 2021 tentang Program Tanggung Jawab Sosial & Lingkungan BUMN dan perubahan terakhir;
2. ISO 26000 tentang Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals*).

Pemetaan Isu-isu dan Risiko Sosial yang Timbul dari Operasi dan Bisnis Perseroan

Upaya dan langkah Perseroan dalam memberikan dampak dan manfaat nyata bagi masyarakat dan komunitas lokal diwujudkan melalui pelibatan masyarakat sebagai bagian dari pemangku kepentingan Perseroan. Untuk itu, Perseroan melakukan perencanaan dan pemetaan isu-isu sosial (*social mapping*) serta risiko sosial demi mengoptimalkan pemenuhan tanggung jawabnya tersebut serta memberikan dukungan yang sesuai dan relevan dengan kebutuhan masyarakat. Melalui Program TJSL yang dijalankan, Perseroan mendukung pengembangan ekonomi masyarakat, meningkatkan jiwa kewirausahaan, dan mengurangi pengangguran dan tingkat kemiskinan bagi masyarakat.

Lingkup dan Perumusan Tanggung Jawab Sosial Perusahaan terkait Pengembangan Sosial Kemasyarakatan

Substansi pelaksanaan program tanggung jawab sosial perusahaan di bidang pengembangan sosial kemasyarakatan mengacu pada kerangka aspek Program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang diwajibkan bagi entitas BUMN. Kerangka tersebut tentu berlandaskan pada social mapping sehingga manfaat yang diberikan dapat senantiasa relevan dengan kebutuhan masyarakat. Cakupan lingkup Program Kemitraan diarahkan pada penguatan nilai kewirausahaan melalui pembinaan UMKM dan peningkatan kemandirian ekonomi masyarakat secara berkelanjutan melalui kemitraan yang sinergis. Sementara itu, program PUMK diorientasikan pada pemberdayaan masyarakat melalui penyediaan dukungan dan bantuan sosial demi meningkatkan kesejahteraan masyarakat.

The implementation of CSR activities carried out refers to the applicable laws and regulations, namely:

1. Minister of SOE Regulation No. PER-05/MBU/04/2021 dated April 8, 2021 on Social and Environmental Responsibility of SOE and its latest amendments;
2. ISO 26000 on Sustainable Development Goals.

Mapping of Social Issues and Risks Arising from the Company's Operations and Business

The Company's efforts and steps in providing real impacts and benefits for the public are realized by involving the public as part of the Company's stakeholders. Therefore, the Company carries out the planning and mapping of social issues (*social mapping*) and social risks in order to optimize the fulfillment of these responsibilities and provide appropriate and relevant supports to the needs of the public. Through the implemented CSR program, the Company supports the public economic development, increases the entrepreneurial spirit, and reduces unemployment and poverty levels within the public.

Corporate Social Responsibility Scope and Formulation on Social and Community Development

The substance of the implementation of corporate social responsibility programs in social and community development refers to the obligatory Social and Environmental Responsibility Program (TJSL) framework for SOEs. The framework is in accordance with the social mapping for the benefits could be relevant with the needs of the public. The scope of the Partnership Program is targeting towards the strengthening of entrepreneurship values through fostering MSMEs and increasing public economic independence in a sustainable manner through synergistic partnerships. Meanwhile, the PUMK program is oriented towards community empowerment by providing social support and assistance to improve community welfare.



Lingkup program pengembangan sosial kemasyarakatan TJSL yang dijalankan oleh Perseroan digambarkan berdasarkan ISO 26000 tentang Tujuan Pembangunan Berkelanjutan (SDGs) yang mencakup sebagai berikut:



The scope of the CSR social development program carried out by the Company is described based on ISO 26000 concerning the Sustainable Development Goals (SDGs) which include:

Target dan Rencana Kegiatan Tanggung Jawab Sosial Perusahaan terkait Pengembangan Sosial Kemasyarakatan

Target atau sasaran utama dari pengembangan sosial kemasyarakatan adalah kontribusi aktif dan pemberian manfaat oleh Perseroan bagi masyarakat, khususnya masyarakat di sekitar lokasi operasi. Perseroan menargetkan untuk setiap tahunnya menjalankan kewajiban dan tanggung jawabnya melalui Program Tanggung Jawab Sosial dan Lingkungan (TJSL) sebagaimana dituangkan dalam Rencana Kerja dan Anggaran (RKA).

Program dan Kegiatan Tanggung Jawab Sosial Perusahaan terkait Pengembangan Sosial Kemasyarakatan Pemberdayaan Masyarakat di Sekitar Lokasi Operasi

Perseroan berupaya memberi manfaat nyata bagi masyarakat di sekitar lokasi operasi melalui penyediaan kesempatan dalam rekrutmen tenaga kerja lokal dan pelibatan pemasok lokal dan nasional. Perseroan memberikan prioritas bagi rekrutmen pegawai baru dengan melakukan seleksi dan mengoptimalkan pencarian pegawai dan pemanfaatan tenaga kerja lokal. Perseroan juga mengutamakan pemberian kesempatan kepada pelaku usaha nasional dan lokal, khususnya yang berlokasi di sekitar lokasi operasi, sepanjang kualitas, harga, dan tujuannya dapat dipertanggungjawabkan. Pemilihan pemasok tentu melalui prosedur pengadaan barang dan jasa yang berlaku di Perseroan dengan mengedepankan prinsip transparansi, akuntabilitas, dan kesetaraan bagi seluruh pemasok.

Corporate Social Responsibility Targets and Plans on Social and Community Development

The main target of the social and community development is the Company's active contribution and benefit to the community, especially the local community around its operational area. The Company targets to carry out its obligations and responsibilities every year through the Social and Environmental Responsibility (TJSL) Program as stated in the Work Plan and Budget (RKA).

Corporate Social Responsibility Programs and Activities on Social and Community Development Empowerment of Local Community of the Operational Area

The Company strives to provide tangible benefits to local community by providing opportunities in the recruitment of local workers and the involvement of local and national suppliers. The Company gives priority to the recruitment of new employees by selecting and optimizing the search for employees and using local workers. The Company also prioritizes in providing opportunities for national and local business doers, especially those located around the operational area, as long as the quality, price and purpose can be accounted for. The selection of suppliers goes through the procurement procedures that apply in the Company by prioritizing the principles of transparency, accountability, and equality for all suppliers.



Kebijakan dan Sosialisasi Anti Korupsi kepada Masyarakat

Tanggung jawab atas nilai-nilai Anti Korupsi tidak hanya dijalankan dalam pengelolaan organisasi untuk menopang kegiatan operasi dan bisnis semata. Perseroan memiliki komitmen untuk membagikan nilai-nilai Anti Korupsi kepada masyarakat, dengan harapan bahwa nilai kebaikan ini akan menjadi fondasi yang kuat bagi pembentukan masyarakat madani serta dapat meningkatkan nilai Perseroan.

Salah satu bentuk sosialisasi anti korupsi kepada masyarakat yang dilakukan Perseroan, tercermin dengan diberlakukannya pakta integritas yang berisikan komitmen manajemen dan seluruh pegawai Perseroan untuk senantiasa mencegah dan menghindari tindakan korupsi, agar seluruh insan Perseroan dapat melaksanakan kegiatannya sesuai dengan kode etik yang telah ditetapkan, terutama dalam berhubungan dengan masyarakat.

Perseroan juga memberikan kesempatan yang sama bagi masyarakat luas untuk melaporkan setiap kasus korupsi dan/atau gratifikasi yang terjadi di lingkungan Perseroan, baik yang dilakukan oleh pejabat maupun pegawai Perseroan. Pelaporan kasus korupsi dan/atau gratifikasi dapat disampaikan melalui Sistem Pengendalian Gratifikasi *Online* atau WBSsite yang terdapat pada *website* Perseroan. Apabila di tempat wajib lapor gratifikasi tidak dapat terhubung dengan sistem pengendalian gratifikasi *online*, maka pelaporan disampaikan secara langsung atau melalui pos menggunakan formulir sesuai format yang telah ditetapkan.

Program PUMK

Program PUMK dilaksanakan bertujuan untuk meningkatkan pemberdayaan dan peningkatan ekonomi masyarakat yang direalisasikan melalui penyaluran pinjaman dana kemitraan untuk modal kerja dan investasi serta bantuan pembinaan berupa bantuan pelatihan manajemen usaha, bantuan pemasaran, dan bantuan pembinaan lainnya. Program kemitraan membidik pelaku usaha kecil menengah (UKM) melalui pengembangan kapasitas modal usaha dan pengembangan kapabilitas kewirausahaan, sehingga diharapkan para pelaku UKM tersebut dapat mengoptimalkan potensinya dan peluang usaha, meningkatkan skala bisnisnya, menyerap tenaga kerja baru, serta bersama-sama Perseroan mendukung peningkatan ekonomi masyarakat.

Penyaluran Program Kemitraan dijalankan oleh unit TJSL di beberapa lokasi, antara lain DKI Jakarta, Jawa Barat, Jawa Tengah, dan Sumatera Barat. Adapun selama tahun 2021, penyaluran dana kemitraan terealisasi sebesar Rp4.592.000.000,- atau mencapai 127% dari target yang telah ditetapkan dalam Rencana Kerja dan Anggaran (RKA) Program PUMK tahun 2021 sebesar Rp3.600.000.000,-.

Anti-Corruption Policy and Outreach to the Community

The responsibility on spreading Anti-Corruption values is not only carried out within the management of the organization to support operational and business activities alone. The Company is also committed to share Anti-Corruption values with the community, with the hope that this good value will become a strong foundation in forming a capable society and at the same time increasing the Company's values.

One form of anti-corruption dissemination carried out by the Company is reflected in the implementation of integrity pact that contains the commitment of management and all employees of the Company to always prevent and avoid acts of corruption, so that all personnel of the Company can carry out their activities in accordance with the established code of conduct, especially in building relationships with the community.

The Company also provides similar opportunity for the public to report any cases of corruption and/or gratification that occur within the Company's environment, whether committed by the officials or employees of the Company. Report of corruption and/or gratification cases can be submitted through the Online Gratification Control System or WBSsite on the Company's website. If the gratification reporter is located in an area without any access to the online gratification control system, the report may be submitted in person or by post using a form according to the predetermined format.

PUMK Program

The PUMK program is implemented with the aim of increasing empowerment and improving the community's economy which is realized through the distribution of loans for business capital and investments as well as coaching assistance in the form of business management training, marketing assistance, and other coaching assistance. The partnership program targets small and medium enterprises (SMEs) through the business capital capacity and entrepreneurial capability development, so that the SMEs are able to optimize their potential and business opportunities, increase their business scale, hire new employees, support public economic development together with the Company's support.

The distribution of the Partnership program is carried out by TJSL units in several locations, including DKI Jakarta, West Java, Central Java, and West Sumatra. In 2021, the distribution of partnership funds has been realized in the total amount of Rp.4,592,000,000. or 127% of the target that has been set in the Work Plan and Budget (RKA) of the 2021 PUMK Program amounting to Rp. 3,600,000,000,-.



Tahun / Year	Jumlah Mitra Binaan / Number of Fostered Partners	RKA Program Kemitraan (Rp) / RKA of Partnership Program (Rp)	Realisasi Program Kemitraan (Rp) / Realization of Partnership Program (Rp)	Persentase Pemenuhan / Fulfillment Percentage
2021	47	3.600.000.000	4.592.000.000	127%
2020	31	2.120.000.000	1.595.000.000	75,24%
2019	75	5.532.417.742	5.990.000.000	108,27%

Berikut adalah sebaran mitra binaan penerima penyaluran dana Program PUMK berdasarkan sektor usaha, untuk tahun 2021 dan 2020.

The following is the distribution of fostered partners who received PUMK Program funds based on business sector, for 2021 and 2020.

Sektor Usaha / Business Sectors	2021		2020	
	Jumlah Mitra Binaan / Total Fostered Partners	Jumlah Pinjaman (Rp) / Total Loans (Rp)	Jumlah Mitra Binaan / Total Fostered Partners	Jumlah Pinjaman (Rp) / Total Loans (Rp)
Industri / Industry	1	200.000.000	3	220.000.000
Perdagangan / Trade	21	1.982.000.000	23	1.215.000.000
Pertanian / Agriculture	-	-	-	-
Peternakan / Livestock	14	1.475.000.000	-	-
Perkebunan / Plantation	6	390.000.000	-	-
Perikanan / Fishery	-	-	1	75.000.000
Jasa / Services	5	545.000.000	4	85.000.000
Lainnya / Others	-	-	-	-
Jumlah / Total	47	4.592.000.000	31	1.595.000.000

Berdasarkan tabel di atas, pada tahun 2021, sektor usaha yang paling banyak memperoleh bantuan program kemitraan adalah sektor Perdagangan dengan jumlah akumulasi pinjaman sebesar Rp1.982.000.000,-.

Based on the table above, in 2021, the business sector that received the most assistance from the partnership program was the Trade sector with a total accumulated loan of Rp1,982,000,000.

Informasi mengenai sebaran penyaluran pinjaman dana Program Kemitraan berdasarkan wilayah geografis untuk tahun 2021 dan 2020 adalah sebagai berikut:

The information on Partnership Program loan disbursement based on geographic areas for 2021 and 2020 is as follows:

Provinsi / Province	2021		2020	
	Jumlah Mitra Binaan / Total Fostered Partners	Jumlah Pinjaman (Rp) / Total Loans (Rp)	Jumlah Mitra Binaan / Total Fostered Partners	Jumlah Pinjaman (Rp) / Total Loans (Rp)
Nangroe Aceh Darussalam	-	-	-	-
Riau	-	-	-	-
Sumatera Barat / West Sumatera	2	150.000.000	5	160.000.000
Lampung	-	-	-	-
DKI Jakarta	1	200.000.000	4	190.000.000
Jawa Barat / West Java	6	682.000.000	3	275.000.000
Banten	-	-	-	-
Jawa Tengah / Central Java	38	3.560.000.000	19	875.000.000
DI Yogyakarta	-	-	2	95.000.000
Jawa Timur / East Java	-	-	-	-
Sulawesi Selatan / South Sulawesi	-	-	-	-
Nusa Tenggara Barat / West Nusa Tenggara	-	-	-	-
Sulawesi Utara / North Sulawesi	-	-	-	-
Jumlah / Total	47	4.592.000.000	31	1.595.000.000



Program PUMK yang disalurkan Perseroan tidak sekedar berupa penyaluran dana bantuan modal kerja, tetapi turut direalisasikan bersamaan dengan pelatihan dan pembinaan mitra binaan. Program pelatihan dan pembinaan terhadap mitra binaan diberikan dalam rangka hibah pendampingan (*knowledge capital*) untuk mengoptimalkan dana yang telah disalurkan. Dengan demikian, setiap mitra binaan memiliki kapasitas dan kapabilitas yang cukup untuk menciptakan usaha yang tangguh dan mandiri.

Program TJSL

Program TJSL merupakan bagian dari kewajiban BUMN melalui Unit TJSL yang bertujuan untuk meningkatkan pemberdayaan sosial masyarakat. Adapun cakupan kegiatan Program TJSL meliputi 4 Pilar yaitu Pilar sosial, Ekonomi, Lingkungan, & Hukum dan Tata Kelola. Program TJSL bertujuan untuk menciptakan dampak dan manfaat nyata secara berkelanjutan melalui pelaksanaan program yang tepat guna dan membidik isu-isu sosial kemasyarakatan yang relevan.

Sampai dengan akhir tahun 2021, realisasi biaya untuk TSJL Non PUMK adalah sebesar Rp7.914.364.883 atau sebesar 98,93% dari RKA yang ditetapkan pada awal tahun 2021 sebesar Rp8.000.000.000

Tabel Anggaran dan Biaya Program TSJL Non PUMK Tahun 2020-2021

Keterangan / Descripton	RKA Tahun 2021 (Rp) / 2021 RKA (Rp)	Realisasi Tahun 2021 (Rp) / 2021 Realization (Rp)	Persentase Pencapaian (%) Dari RKA / Percentage of RKA Achievement (%)	Realisasi Tahun 2020 (Rp) / 2020 Realization (Rp)
Pilar Sosial / Social Pillar	4.600.000.000	4.082.144.214	88,74%	8.722.329.097
Pilar Ekonomi / Economic Pillar	3.000.000.000	3.134.910.362	104,50%	0
Pilar Lingkungan / Environmental Pillar	400.000.000	697.310.307	174,33%	50.761.421
Pilar Hukum & Tata Kelola / Legal & Governance Pillar	0	0	0%	2.066.871.355
Jumlah / Total	8.000.000.000	7.914.364.883	98,93%	8.773.090.518

Program TJSL Unggulan

Adapun program TJSL Unggulan tahun 2021 adalah sebagai berikut:

1. Pemberian Beasiswa bagi anak berprestasi dari pegawai perseroan
2. Program Pemberdayaan UMKM di Rest Area Tol Pejagan-Pemalang
3. Pembangunan Sarana Air Bersih berupa sumur bor di 12 titik di area proyek tol Bogor-Ciawi- Sukabumi
4. Penanaman 40.000 Bibit Pohon Mangrove di Desa Ketapang, Kecamatan Mauk, Tangerang, Banten.

The PUMK Program distributed by the Company is not only in the form of distribution of partnership funds, but is also realized in conjunction with training and coaching of fostered partners. Training and coaching programs for fostered partners are provided through mentoring (*knowledge capital*), to optimize the funds that have been distributed. Thus, each fostered partner has sufficient capacity and capability to increase their business and become independent.

TJSL Program

The TJSL program is part of the obligations of SOE through the TJSL Unit which aims to increase community and social empowerment. The scope of activities of the TJSL Program includes 4 Pillars, namely the Social, Economic, Environmental, & Legal and Governance Pillars. The TJSL program aims to create tangible impacts and benefits in a sustainable manner through the implementation of effective programs and targeting relevant social issues.

As of the end of 2021, the realization of costs for the Non-PUMK TJSL program is Rp. 7,914,364,883 or 98.93% of the RKA set at the beginning of 2021 at Rp. 8,000,000,000.

Table of Budget and Plans for Non-PUMK TJSL Programs in 2020-2021

Featured TJSL Programs

The Featured TJSL Programs in 2021 are as follows:

1. Scholarships for outstanding children from company employees
2. MSME Empowerment Program in the Pejagan-Pemalang Toll Rest Area
3. Construction of clean water facilities in the form of drilled wells at 12 points in the Bogor-Ciawi-Sukabumi toll road project area
4. Planting 40,000 Mangrove Tree Seedlings in Ketapang Village, Mauk District, Tangerang, Banten.



Mekanisme Pelaporan Sosial Kemasyarakatan

Kegiatan operasi Perseroan yang secara geografis berdekatan dengan masyarakat dan komunitas lokal mendorong Perseroan untuk memelihara dan senantiasa memberikan dampak positif bagi masyarakat. Untuk itu, Perseroan menyediakan mekanisme pelaporan bagi masyarakat untuk menyampaikan masukan, keluhan, saran, dan rekomendasi bagi perbaikan Perseroan ke depannya. Masyarakat dan pemangku kepentingan dapat menyampaikan aspirasinya melalui mekanisme kontak yang tersedia atau melalui Sistem Pelaporan Pelanggaran (*Whistleblowing System*) Waskita.

Dampak Kuantitatif Tanggung Jawab Sosial Perusahaan terkait Pengembangan Sosial Kemasyarakatan

Melalui Program TJSJ yang telah dijalankan, Perseroan bertujuan memelihara dampak yang nyata kepada masyarakat, antara lain:

1. Tingkat penyaluran dana Program PUMK sebesar Rp4.592.000.000,- berdampak positif untuk meningkatkan skala usaha, mengembangkan usaha kecil dan menengah (UKM), dan meningkatkan kapasitas ekonomi kemasyarakatan bagi mitra binaan Perseroan;
2. Pendampingan bagi 36 mitra binaan berdampak positif pada meningkatnya kapabilitas dan pengetahuan yang dimiliki mitra binaan serta potensi perolehan keuntungan usaha yang lebih besar;
3. Tingkat penyaluran dana Program TJSJ Non PUMK sebesar Rp7.914.363.883,- berdampak positif pada meningkatnya kesejahteraan masyarakat sekitar dan kualitas investasi sosial Perseroan.

Pencapaian dan Penghargaan Tanggung Jawab Sosial Perusahaan terkait Pengembangan Sosial Kemasyarakatan

Perseroan telah menerima sejumlah penghargaan terkait dengan penerapan tanggung jawab sosial Perusahaan (*Corporate Social Responsibility*) dan Program PUMK sebagai apresiasi pihak eksternal atas pelaksanaan kegiatan yang diimplementasikan oleh Perseroan. Rincian penghargaan disajikan dalam tabel di bawah ini:

No.	Nama Penghargaan / Award Name	Tanggal Perolehan / Date Given	Keterangan / Description
1	Environmental Social Governance Awards 2021	27 Oktober 2021 / October 27, 2021	Disclosure Rating : Commitment CC
2	TOP CSR Awards 2021	22 April 2021 / April 22, 2021	Kategori Top TJSJ Awards 2021 # Star 4 / Top TJSJ Awards 2021 # Star 4 Category
3	Indonesia CSR Brand Equity Awards 2021	5 Mei 2021 / May 5, 2021	Company's Excellence in Building CSR Brand Equity

Community and Social Complaint Mechanism

The Company's operational activities which are in geographical proximity to the public and local community encourage the Company to maintain and always bring a positive impact to the community. Thus, the Company provides a reporting mechanism for the public to submit inputs, complaints, suggestions, and recommendations for the improvement of the Company in the future. The community and stakeholders can express their aspirations through the available contact mechanism or through Waskita's Whistleblowing System.

Quantitative Impact of Corporate Social Responsibility on Social and Community Development

Through the TJSJ Programs, the Company aims to maintain the tangible benefits to the community, such as:

1. The level of distribution of PUMK Program funds of Rp.4,592,000,000,- brings a positive impact on increasing business scale, developing small and medium-sized enterprises (SMEs), and increasing community economic capacity for the Company's fostered partners;
2. Assistance for the 36 fostered partners brings a positive impact on increasing the capabilities and knowledge of the fostered partners as well as the potential for greater business profits;
3. The level of distribution of Non-PUMK TJSJ Program funds of Rp7,914,363,883,- brings a positive impact on increasing the welfare of the surrounding community and the quality of the Company's social investment.

Corporate Social Responsibility Achievements and Awards on Social and Community Development

The Company has received a number of awards related to the implementation of Corporate Social Responsibility as an appreciation from external parties for the implementation of activities implemented by the Company. The details of the award are presented in the table below:



TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT PELANGGAN

Komitmen dan Kebijakan Tanggung Jawab Sosial Perusahaan terkait Pelanggan

Pelanggan merupakan pemangku kepentingan yang memegang peranan strategis dalam mendukung keberhasilan usaha. Menyadari hal tersebut, Perseroan menempatkan pemeliharaan kepercayaan dan loyalitas Perseroan sebagai prioritas melalui penyediaan produk dan layanan unggul dan kompetitif, pemenuhan kebutuhan dan harapan pelanggan, serta pemeliharaan *engagement* jangka panjang dengan pelanggan.

Target dan Rencana Kegiatan Tanggung Jawab Sosial Perusahaan terkait Pelanggan

Perseroan senantiasa merencanakan berbagai program untuk meningkatkan kepuasan pelanggan, dengan target yang hendak dicapai antara lain tidak adanya keluhan pelanggan terhadap produk dan layanan yang diberikan Perseroan. Untuk itu, Perseroan menyusun target dan rencana kegiatan untuk meningkatkan loyalitas pelanggan, antara lain:

1. Menyelesaikan pekerjaan proyek dengan tepat waktu dan tepat guna sebagaimana disepakati bersama dalam kontrak kerja;
2. Memenuhi kesesuaian spesifikasi QHSE;
3. Memenuhi administrasi kontrak dengan baik dan sesuai prosedur;
4. Menjalinkan hubungan kerja sama yang sinergis dan harmonis;
5. Memenuhi kecukupan sumber daya yang dibutuhkan;
6. Melaksanakan pekerjaan tanpa melupakan tanggung jawab dan kepeduliannya terhadap lingkungan.

Dalam mengukur target pemenuhan tanggung jawab terhadap pelanggan yang telah ditetapkan tersebut, Perseroan memberlakukan mekanisme Survei Kepuasan Pelanggan dengan mempertimbangkan dimensi-dimensi kualitas produk dan layanan yang dihasilkan Perseroan.

Program dan Kegiatan Tanggung Jawab Sosial Perusahaan terkait Pelanggan

Tanggung Jawab terhadap Produk dan Jasa serta Perlindungan atas Keselamatan dan Kesehatan Pelanggan

Perseroan memprioritaskan aspek keselamatan dan kesehatan pelanggan melalui penyediaan produk dan layanan yang sesuai dengan standar yang berlaku. Perseroan juga menerapkan standar tertinggi dalam praktik operasi dan bisnis yang dijalankan demi mengupayakan perolehan hasil terbaik bagi pelanggan. Perseroan juga senantiasa melakukan perbaikan dan peningkatan kualitas produk dan layanan sesuai dengan kemampuan Perseroan melalui

CORPORATE SOCIAL RESPONSIBILITY ON CUSTOMERS

Corporate Social Responsibility Commitment and Policies on Customers

Customers are stakeholders who play a strategic role in supporting the business success. Therefore, the Company places the maintenance of the Company's trust and loyalty as a priority through providing superior and competitive products and services, meeting customer needs and expectations, as well as maintaining long-term engagement with customers.

Corporate Social Responsibility Targets and Plans on Customers

The Company always plans various programs to improve customer satisfaction, with several targets to be achieved, such as, the absence of customer complaints about the products and services provided by the Company. To that end, the Company's targets and activity plans to increase customer loyalty, include:

1. Completing projects in a timely and effective manner as mutually agreed in the work contract;
2. Meeting the QHSE specification;
3. Fulfilling contract administration properly and according to procedures;
4. Establishing a synergistic and harmonious cooperative relationship;
5. Meeting the adequacy of the required resources;
6. Carrying out work without forgetting the responsibility and concern for the environment.

In measuring the target of responsibility fulfillment to customers, the Company applies a Customer Satisfaction Survey mechanism by considering the dimensions of the quality of the products and services produced by the Company.

Corporate Social Responsibility Programs and Activities on Customers

Responsibility for Products and Services and Protection of Customer Health and Safety

The Company always prioritizes customer safety and health aspects by providing products and services that comply with applicable standards. The Company also applies the highest standards in operating and business practices in order to seek the best results for customers. The Company also continuously makes improvements and improvements to the quality of products and services in accordance with the Company's capabilities through



penerapan sistem yang terencana serta memberikan layanan yang memadai. Dalam menjamin produk dan layanan bagi pelanggan, Perseroan telah memenuhi standari dari berbagai lembaga standarisasi, antara lain:

1. ISO 9001:2015 (Sistem Manajemen Mutu);
2. ISO 1965-1:2018, ISO 19650-2:2018 (*Established BIM in Design Stage and Construction*);
3. ISO 14001-2015 (Sistem Manajemen Lingkungan)
4. ISO 45001:2019 (Sistem Manajemen K3)
5. Letter of Conformance ISO 31000:2018 (*Risk Management*)

Selain itu, Perseroan juga menyediakan informasi yang diperlukan terkait produk dan layanan secara transparan dan terbuka, melalui *website* Perseroan. Kegiatan komunikasi kejelasan informasi produk ini juga menjadi salah satu upaya untuk melindungi hak konsumen atau pelanggan untuk memperoleh informasi yang akurat, jelas, dan dapat dipercaya.

Audit Integrated Management System

Setiap tahunnya, Perseroan menunjuk auditor eksternal untuk melaksanakan audit atas Sistem Manajemen Mutu ISO 9001:2015, Sistem Manajemen Keselamatan Kerja ISO 45001:2018, dan Sistem Manajemen Lingkungan ISO 14001:2015. Pada tahun 2021, Perseroan kembali menunjuk PT SGS Indonesia sebagai auditor eksternal untuk Audit *Integrated Management System* Perseroan.

Audit Sistem Manajemen K3 (SMK3)

Selain Audit *Integrated Management System*, Perseroan juga melakukan Audit Sistem Manajemen K3 (SMK3) berdasarkan Peraturan Pemerintah Republik Indonesia No.50 tahun 2012. Audit SMK3 ini dilakukan setiap 3 (tiga) tahun sekali, yang bekerjasama dengan PT Sucofindo (Persero) sebagai auditor eksternal.

Penyediaan Pusat Pengaduan Pelanggan

Perseroan menyediakan sarana dan media bagi pelanggan untuk dapat menyampaikan aspirasi, keluhan, pengaduan, dan saran. Pusat pengaduan pelanggan ini dapat diakses melalui beberapa saluran sebagai berikut:

Website Perseroan / Company Website	www.waskita.co.id
Telepon	+62 21 8508510/8508520
Faksimile	+62 21 8508506
Email	waskita@waskita.co.id

the implementation of a planned system and providing adequate services. In guaranteeing products and services for customers, the Company has complied with the standards of various standardization institutions, including:

1. ISO 9001:2015 (Quality Management System);
2. ISO 1965-1:2018, ISO 19650-2:2018 (*Established BIM in Design Stage and Construction*);
3. ISO 14001-2015 (Environmental Management System)
4. ISO 45001:2019 (OSH Management System)
5. Letter of Conformance ISO 31000:2018 (*Risk Management*)

In addition, the Company also provides necessary information on products and services transparently through the Company website. This commitment in disclosing product information also serves as an effort in protecting the customers' right in obtaining accurate, clear, and trusted information.

Integrated Management System Audit

Every year, the Company appoints external auditor to carry out an audit of the ISO 9001: 2015 Quality Management System, the ISO 45001: 2018 Work Safety Management System, and the ISO 14001: 2015 Environmental Management System. In 2021, the company reappointed PT SGS Indonesia as external auditor for Audit *Integrated Management System* of the Company.

OSH Management System (OSHMS) Audit

Aside from the *Integrated Management System Audit*, the Company also carried out an OSH Management System (OSHMS) Audit based on the Government Regulation of the Republic of Indonesia No. 50 of 2012. The OSHMS audit is conducted every 3 (three) years, in collaboration with PT Sucofindo (Persero) as the external auditor.

Customer Complaint Center

The Company provides facilities and media for customers to give their aspirations, complaints, and suggestions. The Customer Complaint Center is accessible through various channels in the following:



Mekanisme Penyelesaian Keluhan Pelanggan

Perseroan berupaya memberikan respons yang tanggap dan cepat serta menyelesaikan secara bijak setiap pengaduan dan pelaporan yang disampaikan. Adapun mekanisme pengelolaan dan penyelesaian pengaduan pelanggan adalah sebagai berikut:

1. Perseroan memiliki standar dalam merespons atas pengaduan pelanggan yaitu 1x24 jam;
2. Pengaduan yang masuk melalui saluran pengaduan via *website*, faks, *hotline*, dan email akan diterima oleh unit *Corporate Secretary*;
3. *Corporate Secretary* akan memberikan jawaban sebagai respons terhadap keluhan kepada pelanggan bahwa keluhan telah diterima dan akan segera diproses oleh unit yang terkait dengan materi keluhan;
4. *Corporate Secretary* menyampaikan pengaduan keluhan kepada unit terkait di Perseroan;
5. Keluhan pelanggan diproses dan diselesaikan oleh unit terkait. Unit terkait dapat langsung berkomunikasi dengan pelanggan dalam proses penyelesaian keluhan.

Selama tahun 2021, tidak terdapat pengaduan yang masuk ke pusat pengaduan pelanggan. Informasi mengenai jumlah data pengaduan pelanggan yang disampaikan kepada Perseroan ditampilkan dalam tabel berikut:

Tahun / Year	Pengguna Jasa / Service Users	Proyek / Projects	Wilayah / Area	Keluhan / Complaints	Jumlah / Total
2021	Nihil / None	Nihil / None	Nihil / None	Nihil / None	Nihil / None
2020	Nihil / None	Nihil / None	Nihil / None	Nihil / None	Nihil / None
2019	Nihil / None	Nihil / None	Nihil / None	Nihil / None	Nihil / None

Pada data di atas, yang dimaksudkan pengaduan pelanggan adalah penilaian pelanggan kepada Perseroan dalam Survei Keterikatan Pelanggan dengan skor lebih kecil dari 60 ("Kurang Memuaskan"). Dalam 3 (tiga) tahun terakhir, tidak terdapat laporan atau pengaduan keluhan pelanggan yang terjadi. Meski demikian, Perseroan mendorong setiap *Business Unit* untuk menindaklanjuti setiap laporan, jika ada, dengan melibatkan pihak-pihak terkait (termasuk Pelanggan). Perbaikan harus tuntas dan mendapatkan persetujuan dari Pelanggan. Penanganan keluhan telah diatur dalam Prosedur Waskita di Bidang Pemasaran.

Customer Complaint Resolution Mechanism

The Company strives to provide fast response and to wisely resolve any submitted report and complaint. The complaint management and resolution mechanisms are as follows:

1. The Company has a 1x24 hours standard in responding to customer complaints;
2. Complaints received via website, fax, hotline, and email will be received by the Corporate Secretary Unit;
3. The Corporate Secretary shall confirm to the customers that the complaint has been received and will be processed immediately by the unit related to the complaint material;
4. The Corporate Secretary shall deliver complaints to the relevant unit in the Company;
5. Customer complaints are processed and resolved by the relevant unit. The relevant unit can directly communicate to customers in the complaint resolution process.

Throughout 2021, there were no complaints submitted in the customer complaint center. Information regarding the number of customer complaint data submitted to the Company in the last 3 (three) years can be seen in the following table:

In the data above, customer complaint is referred to the customers' assessment to the Company in the Customer Engagement Survey with a score of less than 60 ("Less Satisfied"). In the last 3 (three) years, there were no reports or complaints submitted. Nevertheless, the Company encourages every Business Unit to follow up every report, if any, by involving related parties (including Customers). Improvement must be done completely and approved by the customer. The complaint handling is regulated in Waskita Marketing Procedure.



Survei Keterikatan Pelanggan (Customer Engagement Survey)

Perseroan berkomitmen untuk senantiasa memberikan produk dan pelayanan terbaik bagi pelanggan. Untuk itu, Perseroan melakukan penilaian terhadap keterikatan pelanggan guna menilai apakah kualitas produk dan layanan yang dimiliki Perseroan telah sesuai dengan kebutuhan pelanggan, melakukan perbaikan ke depan, sekaligus menyediakan pelayanan yang lebih baik, efisien, dan efektif. Penilaian terhadap keterikatan pelanggan menjadi salah satu tolok ukur apakah produk dan layanan yang diberikan tidak hanya memuaskan, tetapi juga berkontribusi terhadap peningkatan kepercayaan dan loyalitas pelanggan terhadap Perseroan.

Pada tahun 2021, Perseroan telah melakukan survei keterikatan pelanggan melalui penilaian terhadap 6 (enam) aspek meliputi:

1. Survei Kepuasan Pelanggan;
2. Relatif terhadap Pesaing;
3. Ketidakpuasan Pelanggan;
4. Komitmen Pelanggan;
5. Suara Pelanggan;
6. Persyaratan Pelanggan.

Parameter dan indikator penilaian keterikatan pelanggan adalah sebagai berikut:

Tabel Parameter Survei Keterikatan Pelanggan

Parameter IKP / IKP Parameters	Kategori Nilai / Score Category				
	Kepuasan Pelanggan / Customer Satisfaction	Relatif terhadap Pesaing / Relative to Competitors	Ketidakpuasan Pelanggan / Customer Dissatisfaction	Komitmen Pelanggan / Customer Commitment	Keterikatan Pelanggan / Customer Engagement
95-100	Sangat Puas / Very Satisfied	Sangat Puas / Very Satisfied	Sangat Puas / Very Satisfied	Sangat Setuju / Strongly Agree	Sangat Baik / Very Good
85-94	Puas / Satisfied	Puas / Satisfied	Puas / Satisfied	Setuju / Agree	Baik / Good
60-84	Cukup Puas / Fairly Satisfied	Cukup Puas / Fairly Satisfied	Cukup Puas / Fairly Satisfied	Cukup Setuju / Fairly Agree	Cukup Baik / Fairly Good
40-59	Kurang Puas / Less Satisfied	Kurang Puas / Less Satisfied	Kurang Puas / Less Satisfied	Kurang Setuju / Less Disagree	Kurang Baik / Poor
0-39	Tidak Puas / Not Satisfied	Tidak Puas / Not Satisfied	Tidak Puas / Not Satisfied	Tidak Setuju / Disagree	Tidak Baik / Very Poor

Parameter survei Suara Pelanggan berupa masukan, harapan, dan kondisi tertentu secara kualitatif yang disampaikan Pelanggan kepada Perseroan. Kemudian parameter survei Persyaratan Pelanggan berupa urutan tingkat kepentingan yang diinginkan Pelanggan terhadap pelayanan dan kinerja Perseroan dalam bekerja sama dengan Pelanggan.

Tingkat kepentingan persyaratan pelanggan dalam survei keterikatan pelanggan Waskita adalah sebagai berikut:

1. Ketepatan waktu dalam menyelesaikan pekerjaan (12,00%);
2. Hasil akhir pekerjaan (11,00%);
3. Kualitas SDM (10,50%);

Customer Engagement Survey

The Company is committed to always providing the best products and services for customers. To that end, the Company conducts an assessment to the customer engagement in order to assess whether the quality of the Company's products and services is in accordance with customer needs, make future improvements, while providing better, more efficient, and effective services. The assessment of customer engagement is one of the benchmarks for determining whether the products and services provided are not only satisfactory, but also contribute in increasing customer trust and loyalty to the Company.

In 2021, the Company has conducted a customer engagement survey through an assessment of 6 (six) aspects including:

1. Customer Satisfaction Survey;
2. Relative to Competitors;
3. Customer Dissatisfaction;
4. Customer Commitment;
5. Customer Voice; and
6. Customer Requirements.

The assessment parameters and indicators to the customer engagement are as follows:

Table of Parameters of Customer Engagement Survey

Parameter IKP / IKP Parameters	Kategori Nilai / Score Category				
	Kepuasan Pelanggan / Customer Satisfaction	Relatif terhadap Pesaing / Relative to Competitors	Ketidakpuasan Pelanggan / Customer Dissatisfaction	Komitmen Pelanggan / Customer Commitment	Keterikatan Pelanggan / Customer Engagement
95-100	Sangat Puas / Very Satisfied	Sangat Puas / Very Satisfied	Sangat Puas / Very Satisfied	Sangat Setuju / Strongly Agree	Sangat Baik / Very Good
85-94	Puas / Satisfied	Puas / Satisfied	Puas / Satisfied	Setuju / Agree	Baik / Good
60-84	Cukup Puas / Fairly Satisfied	Cukup Puas / Fairly Satisfied	Cukup Puas / Fairly Satisfied	Cukup Setuju / Fairly Agree	Cukup Baik / Fairly Good
40-59	Kurang Puas / Less Satisfied	Kurang Puas / Less Satisfied	Kurang Puas / Less Satisfied	Kurang Setuju / Less Disagree	Kurang Baik / Poor
0-39	Tidak Puas / Not Satisfied	Tidak Puas / Not Satisfied	Tidak Puas / Not Satisfied	Tidak Setuju / Disagree	Tidak Baik / Very Poor

The survey parameter of Customer Voice is in the form of input, expectations, and certain conditions qualitatively submitted by Customers to the Company. While the survey parameter of Customer Requirements is in the form of the order of level of importance that the customer wants upon the Company's services and performance in cooperation with the customer.

The level of importance of customer engagement in Waskita Karya's customer engagement survey are as follows:

1. Punctuality in completing work (12.00%);
2. Final results of work (11.00%);
3. Quality of human capital (10,50);



- | | |
|---|--|
| <p>4. Pengelolaan proses pekerjaan (9,50%);</p> <p>5. Nilai biaya dengan hasil pekerjaan yang diberikan (9,00%);</p> <p>6. Pengelolaan K3 (9,00%);</p> <p>7. Komunikasi dan hubungan internasional (7,50%);</p> <p>8. Kondisi keuangan (7,00%);</p> <p>9. Administrasi (7,00%);</p> <p>10. Kepedulian terhadap lingkungan (5,50%);</p> <p>11. Hubungan dengan perusahaan dan layanan konsumen (4,50%);</p> <p>12. Fleksibilitas proses layanan (4,00%);</p> <p>13. Teknologi (3,50%).</p> | <p>4. Management of work processes (9.50%);</p> <p>5. Value of costs with the results of work (9.00%);</p> <p>6. OSH management (9.00%);</p> <p>7. Communication and interpersonal relationship (7.50%);</p> <p>8. Financial condition (7.00%);</p> <p>9. Administration (7.00%);</p> <p>10. Environmental concern (5.50%);</p> <p>11. Relationship between the company and customer services (4.50%);</p> <p>12. Flexibility in the service process (4.00%);</p> <p>13. Technology (3.50%).</p> |
|---|--|

Berikut adalah hasil survei kepuasan pelanggan tahun 2021:

The result of the 2021 customer satisfaction survey can be seen in the following:

Tabel Hasil Survei Kepuasan Pelanggan Berdasarkan Dimensi Kualitas Jasa Tahun 2021

Table of Customer Satisfaction Survey Result based on Service Quality Dimension In 2021

Aspek / Aspects	Rata-Rata Nilai Corporate (%) / Average Corporate Score (%)	Tingkat Kepuasan / Satisfaction Level
Survei Kepuasan Pelanggan / Customer Satisfaction Survey	90,51	Memuaskan / Satisfied
Relatif Terhadap Pesaing / Relative to Competitors	84,24	Ketidakpuasan / Unsatisfied
Ketidakpuasan Pelanggan / Customer Dissatisfaction	88,52	Memuaskan / Satisfied
Komitmen Pelanggan / Customer Commitment	91,39	Memuaskan / Satisfied
Keterikatan Pelanggan / Customer Engagement	88,66	Memuaskan / Satisfied

Dari hasil survei keterikatan pelanggan di atas, diperoleh hasil rata-rata **88,66%** dengan kriteria "**Puas**" Hasil menunjukkan bahwa masih terdapat ruang yang Perseroan untuk senantiasa melakukan perbaikan mutu produk dan pelayanan kepada pelanggan.

From the result of the customer engagement survey above, the average result is **88.66%** with "**Satisfied**" criteria. The result shows that the Company still has some room for improvement on its product quality and customer service.

Tabel Hasil Survei Kepuasan Pelanggan Berdasarkan Business Unit Tahun 2021

Table of Customer Satisfaction Survey Result based on Business Unit in 2021

Business Unit	Aspek Penilaian / Assessment Aspect				Rata-rata Skor / Average Score
	Kepuasan Pelanggan / Customer Satisfaction	Relatif terhadap Pesaing / Relative to Competitors	Ketidakpuasan Pelanggan / Customer Dissatisfaction	Komitmen Pelanggan / Customer Commitment	
Building Division	90,84	86,37	89,96	91,40	89,64
EPC Division	89,25	83,51	89,55	90,25	88,14
Infrastructure I Division	90,74	84,56	86,80	91,41	88,38
Infrastructure II Division	91,20	82,51	87,75	92,50	88,49
Rata-rata Corporate / Corporate Average	90,51	84,24	88,52	91,39	88,66

Berdasarkan tabel keterikatan pelanggan di atas, dari seluruh dimensi diperoleh hasil rata-rata 88,66% dengan indeks kepuasan pelanggan tertinggi pada dimensi Infrastruktur II Division (91,20%) sedangkan yang terendah adalah EPC Division (89,25%).

Based on the customer engagement table above, the average score of all dimensions is 88.66% with the highest customer satisfaction index of Infrastructure II Division (91.20%) and the lowest of EPC Division (89.25%).



Dampak Kuantitatif Tanggung Jawab Sosial Perusahaan terkait Pelanggan

Inisiatif dan kegiatan pemenuhan tanggung jawab sosial Perusahaan di bidang pelanggan berdampak positif terhadap peningkatan dan pemeliharaan kepuasan dan kepercayaan pelanggan. Hal tersebut tercermin dari perolehan Survei Keterikatan Pelanggan yang pada tahun 2021 meraih skor rata-rata *Corporate* **88,60%** dengan kategori “Memuaskan”.

TANGGUNG JAWAB SOSIAL PERUSAHAAN KEPADA PEMASOK

Komitmen dan Kebijakan Tanggung Jawab Sosial Perusahaan kepada Pemasok

Pemasok, rekanan, dan/atau vendor merupakan pemangku kepentingan yang berkontribusi dalam menjamin ketersediaan rantai pasokan dan mendukung kelangsungan operasional Perseroan. Oleh karena itu, Perseroan berupaya mengupayakan bentuk tanggung jawab kepada pemasok melalui penerapan pengadaan barang dan jasa yang berprinsip keadilan, kejujuran, transparansi dan Penerapan prinsip-prinsip GCG sehingga dapat tercipta hubungan yang sinergis antara Perseroan dan pemasok.

Perseroan juga telah menyusun Pedoman Pengadaan Barang dan Jasa, PW - PBJ Mei 2020 sesuai dengan Peraturan Menteri BUMN No. Per/08/MBU/12/2019 tanggal 12 Desember 2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara.

Target dan Rencana Kegiatan Tanggung Jawab Sosial Perusahaan kepada Pemasok

Target dan rencana tanggung jawab Perseroan kepada pemasok, adalah sebagai berikut:

1. Tercipta proses dan mekanisme pengadaan barang dan jasa yang transparan serta Penerapan prinsip-prinsip GCG sehingga tertib administrasi maupun teknis, sesuai dengan peraturan yang berlaku serta perjanjian/kontrak yang disepakati bersama;
2. Terpenuhinya hak dan kewajiban antara kedua belah pihak antara Perseroan dan penyedia barang dan jasa;
3. Terjalannya hubungan usaha yang sinergis dan harmonis antara kedua belah pihak.

Quantitative Impact of Corporate Social Responsibility on Customers

The initiatives and activities in fulfilling the Company's social responsibility on customers brings a positive impact to the improvement and maintenance of customer satisfaction and trust. This is reflected in the result of the 2021 Customer Engagement Survey which achieved the average *Corporate Score* of **88.60%** with the “Satisfied” category.

CORPORATE SOCIAL RESPONSIBILITY TO SUPPLIERS

Corporate Social Responsibility Commitment and Policies to Suppliers

Suppliers, partners, and/or vendors are stakeholders that contribute in ensuring supply chain availability and supporting the Company's operational continuity. Therefore, the Company carries out its responsibility to suppliers through the implementation of the procurement with the principles of fairness, honesty, transparency, and GCG principles so as to create a synergistic relationship between the Company and suppliers.

The Company also has developed Guidelines for Procurement, PW-PBJ May 2020 in accordance with Regulation of the Minister of SOE No. Per/08/MBU/12/2019 dated December 12, 2019 on General Guidelines for Procurement of State-Owned Enterprises.

Corporate Social Responsibility Targets and Activity Plans to Suppliers

The corporate social responsibility targets and activity plans to suppliers are as follows:

1. The establishment of a transparent process and mechanism for the procurement of goods and services as well as the implementation of GCG principles so that administrative and technical aspects are in order, in accordance with applicable regulations and mutually agreed agreements/contracts;
2. The fulfillment of rights and obligations between the two parties, namely the Company and the suppliers of goods and services;
3. The establishment of a synergistic and harmonious business relationship between the two parties.



Program dan Kegiatan Tanggung Jawab Sosial Perusahaan kepada Pemasok

Sejumlah program dan kegiatan tanggung jawab sosial Perusahaan kepada pemasok yang dijalankan Perseroan, antara lain:

1. Memberlakukan pemilihan Pemasok berdasarkan kualifikasi dan kriteria administrasi maupun Lulus CQSMS yang diperlukan dalam proses pengadaan barang dan jasa;
2. Memantau dan mengevaluasi kinerja Pemasok dengan memperhatikan ketentuan dan kesepakatan yang diatur, baik dari segi ketepatan waktu serta ketepatan jumlah barang/kerja dalam Kontrak;
3. Memberikan kesempatan yang adil kepada Pemasok dalam mengikuti lelang melalui pemberian undangan bagi lebih dari satu calon penyedia Pemasok;
4. Menjunjung asas transparansi dengan memberikan pengumuman pemenang kepada calon Pemasok;
5. Mematuhi komitmen untuk menjaga kerahasiaan dokumen demi menghindari terjadinya indikasi penyimpangan dan menjaga nilai kepatuhan antara kedua belah pihak.

Inisiatif Program Tanggung Jawab Sosial Perusahaan kepada Pemasok

Perseroan telah menerapkan *Waskita Application Vendor Excellence (WAVE)* sebagai bentuk tanggung jawab Perseroan kepada Pemasok. WAVE merupakan sistem aplikasi pengelolaan Daftar Rekanan Waskita secara digital yang di dalamnya sudah termasuk proses registrasi prakualifikasi rekanan termasuk semua dokumen yang dibutuhkan, proses verifikasi dokumen yang dilakukan oleh *Business Unit* maupun *SCM Division*, penilaian *Contractor Quality Safety Management System (CQSMS)* yang dilakukan oleh *QHSE Division*, evaluasi kinerja Pemasok setelah Pemasok berkontrak dengan Waskita maupun evaluasi Pemasok terhadap Waskita selama mereka berkontrak dengan Waskita.

Aplikasi WAVE memiliki fitur pencarian semua Pemasok yang sudah terdaftar di aplikasi tersebut. Aplikasi WAVE telah terintegrasi dengan sistem ERP SAP S/4 HANA dan sistem DMS (*Data Management System*) *Open Text* di PT Waskita Karya (Persero) Tbk.

Inisiatif aplikasi WAVE ini merupakan bentuk dari penerapan ERP SAP S/4 HANA yang menjadi salah satu bentuk strategi Perseroan dalam implementasi industri 4.0 yang berfokus pada *Cyber Physical Systems*. Platform SAP S/4 HANA memiliki *Master Data Vendor*, sebuah fitur yang memungkinkan Perseroan untuk mengelola data vendor secara otomatis. Fitur ini kemudian disematkan pada aplikasi WAVE.

Corporate Social Responsibility Programs and Activities to Suppliers

A number of corporate social responsibility programs and activities to suppliers carried out by the Company include:

1. Enforce the selection of suppliers based on the required administrative and CQSMS certificate in the process of procurement of goods and services;
2. Monitor and evaluate suppliers performance by considering the regulated provisions and agreements, both in terms of timeliness and accuracy of the quantity of goods/work in the contract;
3. Provide fair opportunities to suppliers in tender by giving invitations to more than one potential supplier;
4. Uphold the principle of transparency by making public announcements to potential suppliers;
5. Comply with the commitment to maintain document confidentiality in order to avoid indications of fraud and maintain the compliance value between the two parties.

Corporate Social Responsibility Initiatives to Suppliers

The Company has implemented *Waskita Application Vendor Excellence (WAVE)* as a form of its responsibility to suppliers. WAVE is a digital *Waskita Karya Partner List* management application system, which includes the partner pre-qualification registration process including all required documents, the document verification process carried out by *Business Units* and *SCM Division*, the *Contractor Quality Safety Management System (CQSMS)* assessment carried out by *QHSE Division*, evaluation of supplier performance after the contract with Waskita ends, and evaluation of supplier during the contract with Waskita

The WAVE application has a search feature for all Suppliers that have been registered in the application. The WAVE application has been integrated with the SAP S/4 HANA ERP system and the *Open Text DMS (Data Management System)* system at PT Waskita Karya (Persero) Tbk.

The WAVE application is the implementation of ERP SAP S/4 HANA which is one of the Company's strategies in implementing industry 4.0 that focuses on *Cyber Physical Systems*. The ERP on SAP S/4 HANA platform has a feature that allows the Company to manage the vendor data automatically. This feature is later applied in the WAVE Application.



Aplikasi WAVE berbasis ERP SAP S/4 HANA mengintegrasikan seluruh proses rekanan vendor, baik dari proses registrasi dan unggah data dan dokumen, pengingat masa berlaku dokumen vendor, verifikasi vendor, penilaian prakualifikasi vendor, dan penilaian *Contractor Quality Safety Management System (CQSMS)*. Aplikasi ini juga terintegrasi dengan *Document Management System (DMS)* yang telah ada untuk mencegah duplikasi data dan dokumen dan memperkuat keandalan dan akuntabilitas sistem aplikasi.

Selain itu, WAVE juga dilengkapi fitur-fitur yang memudahkan sistem untuk memberikan informasi kepada pengguna terkait evaluasi kinerja vendor, informasi pengadaan, Sisa Kemampuan Nyata (SKN), *rating Dub & Bradstreet*, Klasifikasi Vendor, serta Status Vendor secara bertingkat. Di sisi lain, vendor juga dapat mengetahui status dan kinerja, memperoleh informasi pengadaan Waskita, dan menyampaikan keluhan atas kontrak yang sedang berlangsung. Di akhir kontrak, vendor dapat mengisi kuesioner, saran, dan masukan kepada Waskita melalui Survei Kepuasan Penyedia Barang dan Jasa.

Ke depannya, aplikasi WAVE akan diproyeksikan dan diorientasikan untuk mendukung program digitalisasi *e-Procurement*.

Dampak Kuantitatif atas Program dan Kegiatan Tanggung Jawab Sosial Perusahaan kepada Pemasok

Secara kuantitatif, pemenuhan tanggung jawab sosial Perusahaan kepada pemasok terlihat dari perolehan hasil Survei Kepuasan Penyedia Barang dan Jasa yang pada tahun 2021 memperoleh hasil sebagai berikut:

1. Tingkat partisipasi rekanan terhadap survei kepuasan penyedia barang dan jasa sebesar 10,24% dari 2.197 rekanan;

The SAP S/4 HANA ERP-based WAVE application integrates all vendor partner processes, from the registration process and upload of data and documents, reminders of vendor document validity, vendor verification, vendor prequalification assessment, to the *Contractor Quality Safety Management System (CQSMS)* assessment. This application is also integrated with the existing *Document Management System (DMS)* to prevent duplication of data and documents and strengthen the reliability and accountability of application systems.

In addition, WAVE is equipped with features that ease the system to provide information to users to get vendor performance evaluations, procurement information, Remaining Real Ability (SKN), *Dun & Bradstreet ratings*, Vendor Classification and Vendor Status on a tiered basis. On the other hand, vendors can track their status and performance, obtain Waskita's procurement information, and submit complaints about ongoing contracts. At the end of the contract, vendors can fill out a questionnaire to give suggestions and inputs to Waskita through the Supplier Satisfaction Survey.

In the future, WAVE is projected to support the e-Procurement digitization program.

Quantitative Impact on Corporate Social Responsibility Programs and Activities to Suppliers

The quantitative impact of the corporate responsibility programs and activities to Suppliers, can be seen from the results of the 2021 Goods and Service Supplier Satisfaction Survey, filled by Vendors for Waskita, as follows:

1. The participation level of business partners in the satisfaction survey for supplier of goods & services was 10.24% from 2,197 partners;



2. Secara rata-rata hasil kuesioner penilaian rekanan terhadap pengguna barang dan jasa adalah sebanyak 24% dari rekanan yang mengisi survei kepuasan penyedia barang dan jasa menyatakan "Cukup Puas" dengan nilai rata-rata 3,80 dari skala 5;
3. Saran, masukan, dan rekomendasi vendor terkait pengembangan sistem pengadaan ke depan antara lain mengenai:
 - a. Percepatan proses pembayaran;
 - b. Harapan perbaikan kinerja pembayaran;
 - c. Tingkatkan kinerja menjadi lebih baik;
 - d. Harapan untuk dapat bekerjasama kembali;
 - e. Pertahankan kinerja yang baik Monitoring kontrak, dokumentasi tagihan dan status pembayaran terimplementasikan dalam Program WeProc.

Mekanisme Layanan Pengaduan dan Keluhan Pemasok

Perseroan menyediakan sarana dan pusat komunikasi bagi pemasok untuk menyampaikan aspirasi, pengaduan, keluhan, maupun rekomendasi perbaikan ke depan. Berikut adalah sarana layanan keluhan dan pengaduan yang disediakan Perseroan bagi pemasok atau vendor:

1. Pengaduan secara umum melalui Survei Kepuasan Penyedia Barang dan Jasa (PB-11);
2. Pengaduan hak dan kewajiban kontrak dan rencana pengaduannya melalui aplikasi WAVE.

Supplier Complaint Mechanism

The Company provides facilities and communication center for suppliers to submit their aspirations, complaints, and recommendations for future improvements. The complaint center and facilities provided by the Company for suppliers or vendors are as follows:

1. General complaints, through the Goods and Services Supplier Satisfaction Survey (PB-11);
2. Complaints on contract rights and obligations, and plans for complaints, through the Wave application.

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**Referensi Isi Laporan Tahunan
dengan Peraturan Otoritas Jasa
Keuangan (OJK)**

Annual Report Contents Reference
To The Financial Services Authority Regulation

Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ **Annual Report Contents Reference To The Financial Services Authority Regulation**

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
I. Umum / General		
Laporan tahunan disajikan dalam bahasa Indonesia yang baik dan benar dan dianjurkan menyajikan juga dalam bahasa Inggris. / Annual Report is presented in good and correct Indonesian and it is recommended to present the report also in English.		✓
Laporan tahunan dicetak dengan kualitas yang baik dan menggunakan jenis dan ukuran huruf yang mudah dibaca. / Annual report is printed in good quality and use type and font so that the text is easy to read.		✓
Laporan tahunan mencantumkan identitas perusahaan dengan jelas. / Annual report should state clearly the identity of the company.	Nama perusahaan dan tahun annual report ditampilkan di: / Name of company and year of the annual report is placed on: 1. Sampul muka; / Front cover; 2. Samping; / Side; 3. Sampul belakang; / Back cover; 4. Setiap halaman. / Every page.	✓
Laporan tahunan ditampilkan di website perusahaan. / Annual Report is presented in the company's website.	Mencakup laporan tahunan terkini dan paling kurang 4 tahun terakhir. / Covers the latest annual report and, at the least, the annual report of the past 4 years.	✓
II. Ikhtisar Data Keuangan Penting / Key Financial Data Highlights		
Informasi hasil usaha perusahaan dalam bentuk Perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun. / Business results information in comparative form over a period of 3 (three) fiscal years or since the commencement of business if the company has been running its business activities for less than 3 (three) years.	Informasi memuat antara lain: / The information shall include, among others: 1. Penjualan/pendapatan usaha; / Operating sales/revenues; 2. Laba (rugi); / Profit (loss): • Diatribusikan kepada pemilik entitas induk; / Attributable to owner of parent entity; • Diatribusikan kepada kepentingan non pengendali; / Attributable to non-controlling interest; 3. Penghasilan komprehensif periode berjalan: / Comprehensive income for the current period: • Diatribusikan kepada pemilik entitas induk; / Attributable to owner of parent entity; • Diatribusikan kepada kepentingan non pengendali; / Attributable to non-controlling interest; 4. Laba (rugi) per saham. / Earnings (loss) per share.	20
Informasi posisi keuangan perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun. / Financial position information in comparative form over a period of 3 (three) fiscal years or since the commencement of business if the company has been running its business activities for less than 3 (three) years.	Informasi memuat antara lain: / The information shall include, among others: 1. Jumlah investasi pada entitas asosiasi; / Total investment in associate entities; 2. Jumlah aset; / Total assets; 3. Jumlah liabilitas; / Total liabilities; 4. Jumlah ekuitas. / Total equity.	21-23
Rasio keuangan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun. / Financial ratio in comparative form over a period of 3 (three) fiscal years or since the commencement of business if the company has been running its business activities for less than 3 (three) years.	Informasi memuat 5 (lima) rasio keuangan yang umum dan relevan dengan industri perusahaan. / Information includes 5 (five) financial ratios that are common and relevant to the industry the company.	23
Informasi harga saham dalam bentuk tabel dan grafik. / Share price information in the form of table and chart.	Informasi memuat: / The information shall include: 1. Jumlah saham yang beredar; / Total outstanding shares; 2. Informasi dalam bentuk tabel yang memuat: / Information in the form of table shall include: • Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan; / Market capitalization based on prices at Stock Exchange on which the shares are listed; • Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; / Highest, lowest, and closing prices based on prices at Stock Exchange on which the shares are listed; • Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan; / Share trading volume at Stock Exchange on which the shares are listed; 3. Informasi dalam bentuk grafik yang memuat paling kurang: / Information in the form of chart shall include, among others: • Harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; / Closing price based on prices at Stock Exchange on which the shares are listed; • Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan. untuk setiap masa triwulan dalam 2 (dua) tahun buku terakhir. / Share trading volume at Stock Exchange on which the shares are listed for a quarterly basis during the last 2 (two) fiscal years.	28-29
Catatan: Apabila perusahaan tidak memiliki kapitalisasi pasar, informasi harga saham, dan volume perdagangan saham, agar diungkapkan / Note: If the company does not have market capitalization, share price information, and share trading volume, to be disclosed as such.		

Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir. / Information on outstanding bonds, sukuk, or convertible bonds within the last 2 (two) fiscal years.	<p>Informasi memuat: / The information shall include:</p> <ol style="list-style-type: none"> 1. Jumlah obligasi/sukuk/obligasi konversi yang beredar (<i>outstanding</i>); / Total outstanding bonds/ sukuk/ convertible bonds; 2. Tingkat bunga/imbalan; / Interest/return rate; 3. Tanggal jatuh tempo; / Maturity date; 4. Peringkat obligasi/sukuk tahun 2017 dan 2021. / Bonds/sukuk rating in 2017 and 2021. <p>Catatan: apabila perusahaan tidak memiliki obligasi/sukuk/obligasi konversi, agar diungkapkan. / Note: If the company does not have bonds/ sukuk/ convertible bonds, to be disclosed as such.</p>	31-33
III. Laporan Dewan Komisaris dan Direksi / Reports of Board of Commissioners and Board of Directors		
Laporan Dewan Komisaris. / Report of Board of Commissioners.	<p>Memuat hal-hal sebagai berikut: / Contains the following items:</p> <ol style="list-style-type: none"> 1. Penilaian atas kinerja Direksi mengenai pengelolaan perusahaan dan dasar penilaiannya; / Assessment on the performance of Board of Directors on company's management and the basis for the assessment; 2. Pandangan atas prospek usaha perusahaan yang disusun oleh Direksi dan dasar pertimbangannya; / Perspective on company's business prospects set by the Board of Directors and the basis of consideration; 3. Pandangan atas penerapan/pengelolaan whistleblowing system (WBS) di perusahaan dan peran Dewan Komisaris dalam WBS tersebut; / Perspective on the implementation/management of whistleblowing system (WBS) at the company and the role of Board of Commissioners in WBS; and 4. Perubahan komposisi Dewan Komisaris (jika ada) dan alasan perubahannya. / Changes in the composition of Board of Commissioners and the reason behind the change (if any). 	50-71
Laporan Direksi. / Report of Board of Directors.	<p>Memuat hal-hal sebagai berikut: / Contains the following items:</p> <ol style="list-style-type: none"> 1. Analisis atas kinerja perusahaan, yang mencakup antara lain: / Analysis on company's performance, which shall include, among others: <ul style="list-style-type: none"> • Kebijakan strategis; / Strategic policies; • Perbandingan antara hasil yang dicapai dengan yang ditargetkan; / Comparisons between realizations and targets; • Kendala-kendala yang dihadapi perusahaan dan langkah-langkah penyelesaiannya; / Obstacles faced by the company and the steps to address them 2. Analisis tentang prospek usaha; / Analysis on business prospects; 3. Perkembangan penerapan tata kelola perusahaan pada tahun buku; dan / Development of corporate governance implementation in the fiscal year; and 4. Perubahan komposisi anggota Direksi (jika ada) dan alasan perubahannya. / Changes in the composition of Board of Directors (if any) and the reason behind the change. 	74-103
Tanda tangan anggota Dewan Komisaris dan anggota Direksi. / Signature of members of Board of Commissioners and Board of Directors.	<p>Memuat hal-hal sebagai berikut: / Contains the following items:</p> <ol style="list-style-type: none"> 1. Tanda tangan dituangkan pada lembaran tersendiri; / Signatures are set on a separate page; 2. Pernyataan bahwa Dewan Komisaris dan Direksi bertanggung jawab penuh atas kebenaran isi laporan tahunan; / Statements that the Board of Commissioners and Board of Directors are fully responsible for the accuracy of the annual report; 3. Ditandatangani seluruh anggota Dewan Komisaris dan anggota Direksi dengan menyebutkan nama dan jabatannya; / Signed by all members of Board of Commissioners and Board of Directors, stating their names and titles/positions; 4. Penjelasan tertulis dalam surat tersendiri dari yang bersangkutan dalam hal terdapat anggota Dewan Komisaris atau anggota Direksi yang tidak menandatangani laporan tahunan, atau penjelasan tertulis dalam surat tersendiri dari anggota yang lain dalam hal tidak terdapat penjelasan tertulis dari yang bersangkutan. / A written explanation in a separate letter from the member of Board of Commissioners or Board of Directors who refuses to sign the annual report, or written explanation in a separate letter from the other members in the event that there is no written explanation provided by the concerned member. 	624-625
IV. Profil Perusahaan / Company Profile		
Nama dan alamat lengkap perusahaan. / Name and address of the company	Memuat informasi antara lain nama dan alamat, kode pos, no. Telp, no. Fax, email, dan website. / Containing information on, among others, name and address, postal code, telephone number, facsimile number, email, and website of the company.	109
Riwayat singkat perusahaan. / Brief history of the company.	<p>Menakup antara lain: tanggal/tahun pendirian, nama, perubahan nama perusahaan (jika ada), dan tanggal efektif perubahan nama perusahaan. / Includes, among others, date/year of establishment, name, change to the company's name (if any), and effective date for the change to the company's name.</p> <p>Catatan: apabila perusahaan tidak pernah melakukan perubahan nama, agar diungkapkan / Note: if the company has not changed its name, to be disclosed as such.</p>	110-114
Bidang usaha. / Business lines	<p>Memuat antara lain: / Contains, among others:</p> <ol style="list-style-type: none"> 1. Kegiatan usaha perusahaan menurut anggaran dasar terakhir; / Company's business activities based on the latest articles of association; 2. Kegiatan usaha yang dijalankan; / Business activities carried out; 3. Produk dan/atau jasa yang dihasilkan. / Products and/or services generated. 	116-127

Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
Struktur Organisasi dalam bagan. / Organization structure in a chart.	Meliputi nama dan jabatan paling kurang sampai dengan struktur satu tingkat di bawah direksi / Contains the names and positions/titles, at the very least, one level below the Board of Directors.	130-133
Visi, Misi, dan Budaya Perusahaan. / Vision, Mission and Corporate Culture	Mencakup antara lain: / Contains, among others: 1. Visi perusahaan; / Company's vision; 2. Misi perusahaan; / Company's mission; 3. Keterangan bahwa visi dan misi tersebut telah di-review dan disetujui oleh Direksi/ Dewan Komisaris pada tahun buku; / Statement that the vision and mission have been reviewed and approved by the Board of Directors/Board of Commissioners in the current fiscal year; 4. Pernyataan mengenai budaya perusahaan (<i>corporate culture</i>) yang dimiliki perusahaan. / Statement on corporate culture established within the company.	134-137
Identitas dan riwayat hidup singkat anggota Dewan Komisaris. / Identity and brief curriculum vitae of the members of Board of Commissioners.	Memuat informasi antara lain: / Contains information on, among others: 1. Nama; / Name; 2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain); / Position and tenure (including position at the company or other institutions); 3. Umur; / Age; 4. Domisili; / Domicile; 5. Pendidikan (Bidang Studi dan Lembaga Pendidikan); / Education (Field of Study and Educational institution); 6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); / Work experience (Position, Institution, and Service Period); 7. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Dewan Komisaris di Perusahaan sejak pertama kali ditunjuk. / History of the appointment (period and position) as members of Board of Commissioners since the first appointment.	138-146
Identitas dan riwayat hidup singkat anggota Direksi. / Identity and brief curriculum vitae of the members of Board of Directors.	Memuat informasi antara lain: / Contains information on, among others: 1. Nama; / Name; 2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain); / Position and tenure (including position at the company or other institutions); 3. Umur; / Age; 4. Domisili; / Domicile; 5. Pendidikan (Bidang Studi dan Lembaga Pendidikan); / Education (Field of Study and Educational institution); 6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); / Work experience (Position, Institution, and Service Period); 7. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Direksi di Perusahaan sejak pertama kali ditunjuk. / History of the appointment (period and position) as members of Board of Directors since the first appointment.	147-156
Jumlah karyawan (komparatif 2 tahun) dan data pengembangan kompetensi karyawan yang mencerminkan adanya kesempatan untuk masing-masing level organisasi. / Number of employees (comparative in 2 years) and data of employee competency development which reflects the presence of opportunity for each level of organization.	Memuat informasi antara lain: / Contains information on, among others: 1. Jumlah karyawan untuk masing-masing level organisasi; / Number of employees for each level of the organization; 2. Jumlah karyawan untuk masing-masing tingkat pendidikan; / Number of employees for each level of education; 3. Jumlah karyawan berdasarkan status kepegawaian; / Number of employees based on employment status; 4. Data pengembangan kompetensi karyawan yang telah dilakukan pada tahun buku yang terdiri dari pihak (level jabatan) yang mengikuti pelatihan, jenis pelatihan, dan tujuan pelatihan; / Data of employee competency development conducted in the fiscal year, consisting party (position level) attending the training, type of training, and objective of training; 5. Biaya pengembangan kompetensi karyawan yang telah dikeluarkan pada tahun buku. / Costs incurred for employee competency development in the fiscal year.	170-173, 221-226, 228-230
Komposisi Pemegang saham. / Composition of Shareholders	Mencakup antara lain: / Contains, among others: 1. Rincian nama pemegang saham yang meliputi 20 pemegang saham terbesar dan persentase kepemilikannya; / Detailed name of shareholders covering 20 largest shareholders and their shareholding percentage; 2. Rincian pemegang saham dan persentase kepemilikannya meliputi: / Details of shareholders and their shareholding percentage include: a. Nama pemegang saham yang memiliki 5% atau lebih saham; / Names of shareholders having 5% or more shares; b. Kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%; / Public shareholder group with share ownership each less than 5%; c. Nama Direktur dan Komisaris serta persentase kepemilikan sahamnya secara langsung dan tidak langsung. Catatan: apabila Direktur dan Komisaris tidak memiliki saham langsung dan tidak langsung, agar diungkapkan. / Names of Directors and Commissioners as well as their shareholding percentage, directly or indirectly. Note: if the Directors and Commissioners do not have direct or indirect shares, to be disclosed as such.	174-176

Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
Daftar entitas anak dan/atau entitas asosiasi dalam bentuk tabel. / List of subsidiaries and/or associate entities in table.	Memuat informasi antara lain: / Contains information on, among others: 1. Nama entitas anak dan/atau asosiasi; / Name of subsidiaries and/or associate entities; 2. Persentase kepemilikan saham; / Shareholding percentage; 3. Keterangan tentang bidang usaha entitas anak dan/atau entitas asosiasi; / Information on the line of business of subsidiaries and/or associate entities; 4. Keterangan status operasi entitas anak dan/atau entitas asosiasi (telah beroperasi atau belum beroperasi). / Information regarding the operational status of subsidiaries and/or associate entities (already operating or not yet operating).	177
Struktur grup perusahaan. / Company's group structure	Struktur grup perusahaan dalam bentuk bagan yang menggambarkan entitas induk, entitas anak, entitas asosiasi, <i>joint venture</i> , dan <i>special purpose vehicle</i> (SPV). / Company's group structure in a chart describing subsidiaries, associates, joint ventures, and special purpose vehicles (SPVs).	184-185
Kronologi penerbitan saham (termasuk <i>private placement</i>) dan/atau pencatatan saham dari awal penerbitan sampai dengan akhir tahun buku. / Chronology of share issuance (including <i>private placement</i>) and/or share listing, from the initiation of issuance to the end of fiscal year.	Mencakup antara lain: / Contains, among others: 1. Tahun penerbitan saham, jumlah saham, nilai nominal saham, dan harga penawaran saham untuk masing-masing tindakan korporasi (<i>corporate action</i>); / Year of share issuance, number of shares, nominal value of shares, and offering price for each corporate action; 2. Jumlah saham tercatat setelah masing-masing tindakan korporasi (<i>corporate action</i>); / Number of shares listed after each corporate action; 3. Nama bursa dimana saham perusahaan dicatatkan. / Name of stock exchange on which the company's shares are listed Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan. / Note: if the company does not have chronology of share listing, to be disclosed as such.	187
Kronologi penerbitan dan/atau pencatatan efek lainnya dari awal penerbitan sampai dengan akhir tahun buku. / Chronology of other securities issuance and/or listing, from the initiation of issuance to the end of fiscal year.	Mencakup antara lain: / Contains, among others: 1. Nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan efek lainnya, dan tanggal jatuh tempo efek lainnya; / Name of other securities, year of other securities issuance, interest/return rate of other securities and maturity date; 2. Nilai penawaran efek lainnya; / Issuance value of other securities; 3. Nama bursa dimana efek lainnya dicatatkan; / Name of stock exchange on which the other securities are listed 4. Peringkat efek. / Rating of securities. Catatan: apabila perusahaan tidak memiliki kronologi penerbitan dan pencatatan efek lainnya, agar diungkapkan. / Note: if the company does not have chronology of other securities issuance and listing, to be disclosed as such.	187
Nama dan alamat lembaga dan/atau profesi penunjang. / Name and address of supporting institutions and/or professions.	Informasi memuat antara lain: / The information shall contain, among others: 1. Nama dan alamat BAE/pihak yang mengadministrasikan saham perusahaan; / Name and address of Share Registrar/party administrating the company's shares; 2. Nama dan alamat Kantor Akuntan Publik; / Name and address of Public Accounting Firm; 3. Nama dan alamat perusahaan pemeringkat efek. / Name and address of securities rating agency.	188-193
Penghargaan yang diterima dalam tahun buku terakhir dan/atau sertifikasi yang masih berlaku dalam tahun buku terakhir baik yang berskala nasional maupun internasional. / Awards received in the last fiscal year and/or valid certificates in the last fiscal year, both of national scale and international scale.	Informasi memuat antara lain: / The information shall contain, among others: 1. Nama penghargaan dan/atau sertifikasi; / Name of award and/or certificate; 2. Tahun perolehan penghargaan dan/atau sertifikasi; / Year in which the award and/or certificate is obtained; 3. Badan pemberi penghargaan dan/atau sertifikasi; / Institution presenting the award and/or certificate; 4. Masa berlaku (untuk sertifikasi). / Validity period (for certification).	194-197
Nama dan alamat entitas anak dan/atau kantor cabang atau kantor perwakilan (jika ada). / Name and address of subsidiaries and/or branch offices or representative offices (if any).	Memuat informasi antara lain: / Contains information on, among others: 1. Nama dan alamat entitas anak; dan / Name and address of subsidiaries; and 2. Nama dan alamat kantor cabang/perwakilan. / Name and address of branch/representative offices. Catatan: apabila perusahaan tidak memiliki entitas anak, kantor cabang, dan kantor perwakilan, agar diungkapkan. / Note: if the company does not have any subsidiaries, branch offices, and representative offices, to be disclosed as such.	198-201

**Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation**

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
Informasi pada Website Perusahaan. / Information on Company's Website.	Meliputi paling kurang: / Contains, at the very least: 1. Informasi pemegang saham sampai dengan pemilik akhir individu; / Information on shareholders and end beneficiary; 2. Isi Kode Etik; / Contents of Code of Conduct; 3. Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan; / Information on General Meeting of Shareholders (GMS) which shall include, among others, agenda to be discussed in the GMS, summary of GMS minutes, and information on important dates, namely GMS announcement date, GMS summons date, GMS date, and announcement date of summary of GMS minutes; 4. Laporan keuangan tahunan terpisah (5 tahun terakhir); / Separate annual financial statements (the past 5 years); 5. Profil Dewan Komisaris dan Direksi; / Profiles of Board of Commissioners and Board of Directors; 6. Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal. / Charters of Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit.	202-204
Pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan, dan Unit Audit Internal. / Education and/or training activities of Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit.	Meliputi paling kurang informasi (jenis dan pihak yang relevan dalam mengikuti): / Contains information on, at the very least (type and relevant party): 1. Pendidikan dan/atau pelatihan untuk Dewan Komisaris; / Education and/or training for Board of Commissioners; 2. Pendidikan dan/atau pelatihan untuk Direksi; / Education and/or training for Board of Directors; 3. Pendidikan dan/atau pelatihan untuk Komite Audit; / Education and/or training for Audit Committee; 4. Pendidikan dan/atau pelatihan untuk Komite Nominasi dan Remunerasi; / Education and/or training for Nomination and Remuneration Committee; 5. Pendidikan dan/atau pelatihan untuk Komite Lainnya; / Education and/or training for Other Committees; 6. Pendidikan dan/atau pelatihan untuk Sekretaris Perusahaan; / Education and/or training for Corporate Secretary; 7. Pendidikan dan/atau pelatihan untuk Unit Audit Internal yang diikuti pada tahun buku. / Education and/or training for Internal Audit Unit attended in the fiscal year. Catatan: apabila tidak terdapat pendidikan dan/atau pelatihan pada tahun buku, agar diungkapkan. / Note: if there is no education and/or training conducted in the fiscal year, to be disclosed as such.	205-209
V. Analisa dan Pembahasan Manajemen atas Kinerja Perusahaan / Management Discussion and Analysis on Company's Performance		
Tinjauan operasi per segmen usaha. / Operational overview per business segment.	Memuat uraian mengenai: / Contains description of: 1. Penjelasan masing-masing segmen usaha; / Each business segment of the company; 2. Kinerja per segmen usaha, antara lain: / Performance per business segment, among others: • Produksi; / Productions; • Peningkatan/penurunan kapasitas produksi; / Increase/decrease of production capacities; • Penjualan/pendapatan usaha; / Sales/ revenues; • Profitabilitas. / Profitability.	264-271
Uraian atas kinerja keuangan perusahaan, yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya dan penyebab kenaikan/penurunan suatu akun (dalam bentuk narasi dan tabel). / Description of company's financial performance, which includes financial performance comparison between the current year and the previous year, and the reason behind the increase/decrease of an account (in the form of narrative and table)	Antara lain mengenai: / Includes, among others: 1. Aset lancar, aset tidak lancar, dan total aset; / Current assets, non-current assets, and total assets; 2. Liabilitas jangka pendek, liabilitas jangka panjang dan total liabilitas; / Current liabilities, non-current liabilities, and total liabilities; 3. Ekuitas; / Equity; 4. Penjualan/pendapatan usaha, beban, laba (rugi), penghasilan komprehensif lain, dan penghasilan komprehensif periode berjalan; / Sales/revenues, expenses, profit (loss), other comprehensive income, and comprehensive income for the current period; 5. Arus kas. / Cash flows;	277-295
Bahasan dan analisis tentang kemampuan membayar utang dan tingkat kolektibilitas piutang perusahaan, dengan menyajikan perhitungan rasio yang relevan sesuai dengan jenis industri perusahaan. / Discussion and analysis on solvency and receivables collectability rate of the company, by presenting the calculation of ratios relevant to the company's industry.	Penjelasan tentang: / Describes: 1. Kemampuan membayar hutang, baik jangka pendek maupun jangka panjang; / Solvency, both short-term and long-term; 2. Tingkat kolektibilitas piutang. / Receivables collectability rate.	306-308
Bahasan tentang struktur modal (<i>capital structure</i>) dan kebijakan manajemen atas struktur modal (<i>capital structure policy</i>). / Discussion on capital structure and management's policy on capital structure.	Penjelasan atas: / Describes: 1. Rincian struktur modal (<i>capital structure</i>) yang terdiri dari utang berbasis bunga/sukuk dan ekuitas; / Details of capital structure, consisting of interest/sukuk-and-equity-based debts; 2. Kebijakan manajemen atas struktur modal (<i>capital structure policies</i>); / Management's policy on capital structure; 3. Dasar pemilihan kebijakan manajemen atas struktur modal. / Basis for selecting the policy on capital structure by the management.	309

**Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation**

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
Bahasan mengenai ikatan yang material untuk investasi barang modal (bukan ikatan pendanaan) pada tahun buku terakhir. / Discussion on material commitments for capital goods investment (not funding commitments) in the last fiscal year.	<p>Penjelasan tentang: / Describes:</p> <ol style="list-style-type: none"> 1. Nama pihak yang melakukan ikatan; / Party conducting the commitment; 2. Tujuan dari ikatan tersebut; / Objective of the commitment; 3. Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut; / Source of fund expected to meet the commitments; 4. Mata uang yang menjadi denominasi; / Denomination currency; 5. Langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait. / Steps taken by the Company to protect against the related foreign exchange risk. <p>Catatan: apabila perusahaan tidak mempunyai ikatan terkait investasi barang modal pada tahun buku terakhir agar diungkapkan. / Note: if the company does not have any commitment related to capital goods investment in the last fiscal year, to be disclosed as such.</p>	310
Bahasan mengenai ikatan investasi barang modal yang direalisasikan pada tahun buku terakhir. / Discussion on capital goods investment realized in the last fiscal year.	<p>Penjelasan tentang: / Describes</p> <ol style="list-style-type: none"> 1. Jenis investasi barang modal; / Types of capital goods investment; 2. Tujuan investasi barang modal; dan / Objectives of capital goods investment; and 3. Nilai investasi barang modal yang dikeluarkan pada tahun buku terakhir. / Value of capital goods investment spent in the last fiscal year. <p>Catatan: apabila tidak terdapat realisasi investasi barang modal, agar diungkapkan. / Note: if there is no realization of capital goods investment, to be disclosed as such.</p>	310
Informasi perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi), dan target atau proyeksi yang ingin dicapai untuk satu tahun mendatang mengenai pendapatan, laba, dan lainnya yang dianggap penting bagi perusahaan. / Information on comparison between target set at the beginning of the fiscal year and the realization, and target or projection for the next year concerning revenue, profit, and others considered important for the company.	<p>Informasi memuat antara lain: / Contains information on, among others:</p> <ol style="list-style-type: none"> 1. Perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi); / Comparison between target of the beginning of the fiscal year and the realization; 2. Target atau proyeksi yang ingin dicapai dalam 1 (satu) tahun mendatang. / Target or projection for the following year. 	314-319
Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan. / Material information and fact subsequent to the date of accountant's report.	<p>Uraian mengenai kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang. / Description on significant events that take place after the date of accountant's report, including the impact on the performance and business risk in the future.</p> <p>Catatan: apabila tidak ada kejadian penting setelah tanggal laporan akuntan, agar diungkapkan. / Note: if there is no significant events subsequent to the date of accountant's report, to be disclosed as such.</p>	310-313
Uraian tentang prospek usaha Perusahaan. / Description of company's business outlook/prospects.	<p>Uraian tentang prospek usaha perusahaan dikaitkan dengan industri dan ekonomi secara umum disertai data pendukung kuantitatif dari sumber data yang layak dipercaya. / Description on company's business outlook/prospects related to the condition of industry and economy in general, complete with quantitative data from reliable sources.</p>	320-322
Uraian tentang aspek pemasaran. / Description of marketing aspect.	<p>Uraian tentang aspek pemasaran atas produk dan/atau jasa perusahaan, antara lain strategi pemasaran dan pangsa pasar. / Description of marketing aspect of company's products and/or services, such as marketing strategy and market share.</p>	322-323
Uraian mengenai kebijakan dividen. / Description of dividend policy.	<p>Uraian mengenai kebijakan dividen dan jumlah dividen kas per saham dan jumlah dividen per tahun yang diumumkan atau dibayar selama 2 (dua) tahun buku terakhir, Memuat uraian mengenai: / Description of dividend policy and total cash dividend per share, and total dividend per year announced or paid in the last 2 (two) fiscal years. Contains information on:</p> <ol style="list-style-type: none"> 1. Kebijakan pembagian dividen; / Dividend distribution policy; 2. Total dividen yang dibagikan; / Total dividend distributed; 3. Jumlah dividen kas per saham; / Total cash dividend per share; 4. Payout ratio; 5. Tanggal pengumuman dan pembayaran dividen kas. untuk masing-masing tahun. / Date of announcement and payment of cash dividend for each year. <p>Catatan: apabila tidak ada pembagian dividen, agar diungkapkan alasannya. / Note: if there is no dividend distribution, to be disclosed as such.</p>	324
Program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan perusahaan (ESOP/MSOP) yang masih ada sampai tahun buku. / Existing employee and/or management stock option plan (ESOP/ MSOP) carried out by the company up to the fiscal year.	<p>Memuat uraian mengenai: / Contains information on:</p> <ol style="list-style-type: none"> 1. Jumlah saham ESOP/MSOP dan realisasinya; / Total ESOP/MSOP shares and the realization; 2. Jangka waktu; / Term; 3. Persyaratan karyawan dan/atau manajemen yang berhak; / Requirements for entitled employees and/or management; 4. Harga exercise. / Exercise price. <p>Catatan: apabila tidak memiliki program dimaksud, agar diungkapkan. / Note: if there is no such program, to be disclosed as such.</p>	324-327

**Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation**

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
Realisasi penggunaan dana hasil penawaran umum (dalam hal perusahaan masih diwajibkan menyampaikan laporan realisasi penggunaan dana). / Realization of the use of proceeds from public offering (in the event the company is required to submit the report of the use of proceeds).	<p>Memuat uraian mengenai: / Contains information on:</p> <ol style="list-style-type: none"> 1. Total perolehan dana; / Total funds obtained; 2. Rencana penggunaan dana; / Plans for the use of funds; 3. Rincian penggunaan dana; / Details of the use of funds; 4. Saldo dana; / Balance; 5. Tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana (jika ada). / Date of approval of GMS on the change in the use of funds (if any). <p>Catatan: apabila tidak memiliki informasi realisasi penggunaan dana hasil penawaran umum, agar diungkapkan. / Note: if there is no information on the realization of proceeds from public offering, to be disclosed as such.</p>	327-328
Informasi transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi. / Information on material transaction containing conflict of interest and/or transaction with affiliated parties.	<p>Memuat uraian mengenai: / Contains information on:</p> <ol style="list-style-type: none"> 1. Nama pihak yang bertransaksi dan sifat hubungan afiliasi; / Name of the parties involved in the transactions and related affiliation; 2. Penjelasan mengenai kewajaran transaksi; / Explanation on fairness of transaction 3. Alasan dilakukannya transaksi; / Reason for transaction; 4. Realisasi transaksi pada periode tahun buku terakhir; / Realization of transaction in the last fiscal year; 5. Kebijakan perusahaan terkait dengan mekanisme review atas transaksi; / Company's policy related to review mechanism of the transaction; 6. Pemenuhan peraturan dan ketentuan terkait. / Compliance with the related provisions. <p>Catatan: apabila tidak mempunyai transaksi dimaksud, agar diungkapkan. / If there is no transaction related to this issue, to be disclosed as such.</p>	330-333
Uraian mengenai perubahan peraturan perundang-undangan terhadap perusahaan pada tahun buku terakhir. / Description of changes in laws and regulations affecting the company in the last fiscal year.	<p>Uraian memuat antara lain: / Contains information on:</p> <ol style="list-style-type: none"> a. Nama peraturan perundang-undangan yang mengalami perubahan; dan / Title of laws and regulations undergone changes; and b. Dampaknya (kuantitatif dan/atau kualitatif) terhadap perusahaan (jika signifikan) atau pernyataan bahwa dampaknya tidak signifikan. / The impact (quantitative and/or qualitative) on the company (if significant) or statements that the impact is not significant. <p>Catatan: apabila tidak terdapat perubahan peraturan perundang-undangan pada tahun buku terakhir, agar diungkapkan. / If there is no change in the laws and regulations in the last fiscal year, to be disclosed as such.</p>	334
Uraian mengenai perubahan kebijakan akuntansi yang diterapkan perusahaan pada tahun buku terakhir. / Description of changes in accounting policies implemented by the company in the last fiscal year.	<p>Uraian memuat antara lain: / Contains information on:</p> <ol style="list-style-type: none"> 1. Perubahan kebijakan akuntansi; / Changes in accounting policies; 2. Alasan perubahan kebijakan akuntansi; / Reason behind the changes in accounting policies; 3. Dampaknya secara kuantitatif terhadap laporan keuangan. / The quantitative impact on the financial statements. <p>Catatan: apabila tidak terdapat perubahan kebijakan akuntansi pada tahun buku terakhir, agar diungkapkan. / Note: if there is no change in the accounting policies in the last fiscal year, to be disclosed as such.</p>	335-337
Informasi kelangsungan usaha. / Information on business continuity.	<p>Pengungkapan informasi mengenai: / Discloses information on:</p> <ol style="list-style-type: none"> 1. Hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir; / Matters that potentially give significant impact on the company's business continuity in the last fiscal year. 2. Assessment manajemen atas hal-hal pada angka 1; / Management's assessment on matters described in number 1; 3. Asumsi yang digunakan manajemen dalam melakukan assessment. / Assumptions used by the management in conducting assessment. <p>Catatan: apabila tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir, agar diungkapkan asumsi yang mendasari manajemen dalam meyakini bahwa tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir. / Note: In the event that there are no matters that potentially give significant impact on the company's business continuity in the last fiscal year, to disclose the underlying assumption of the management which makes them believe that there are no matters that potentially give significant impact on the company's business continuity in the last fiscal year.</p>	337-340
VI. Tata Kelola Perusahaan / Good Corporate Governance		
Uraian Dewan Komisaris. / Description of Board of Commissioners.	<p>Memuat antara lain: / Contains information on:</p> <ol style="list-style-type: none"> 1. Uraian tanggung jawab Dewan Komisaris; / Description of responsibilities of Board of Commissioners; 2. Penilaian atas kinerja masing-masing komite yang berada di bawah Dewan Komisaris dan dasar penilaiannya; / Assessment of performance of each committee under the Board of Commissioners and basis for assessment; 3. Pengungkapan mengenai Board Charter (pedoman dan tata tertib kerja Dewan Komisaris). / Disclosure of Board Charter (guidelines and work procedures of Board of Commissioners). 	66-67, 393-396

**Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation**

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
Komisaris Independen (jumlah minimal 30% dari total Dewan Komisaris). / Independent Commissioner (minimum amount: 30% of the total members of Board of Commissioners).	Meliputi antara lain: / Contains information on: 1. Kriteria penentuan Komisaris Independen; dan / Criteria to determine Independent Commissioner; and 2. Pernyataan tentang independensi masing-masing Komisaris Independen. / Statement of independency of each Independent Commissioner.	396-398
Uraian Direksi. / Description of Board of Directors.	Memuat antara lain: / Contains information on: 1. Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi / Scope of works and responsibilities of each member of Board of Directors. 2. Penilaian atas kinerja komite-komite yang berada di bawah Direksi (jika ada) / Assessment of performance of each committee under the Board of Directors (if any); 3. Pengungkapan mengenai Board Charter (pedoman dan tata tertib kerja Direksi). / Disclosure of Board Charter (guidelines and work procedures of Board of Commissioners).	433-437
Penilaian Penerapan GCG untuk tahun buku 2021 yang meliputi paling kurang aspek Dewan Komisaris dan Direksi. / Assessment on GCG Implementation for 2021 fiscal year; which shall include, at the very least, the aspects of Board of Commissioners and Board of Directors	Memuat uraian mengenai: / Contains information on: 1. Kriteria yang digunakan dalam penilaian; / Criteria used in the assessment 2. Pihak yang melakukan penilaian; / Assessor 3. Skor penilaian masing-masing kriteria; / Assessment score of each criteria; 4. Rekomendasi hasil penilaian; / Recommendation of assessment results; 5. Alasan belum/tidak diterapkannya rekomendasi. / Reason of the lack implementation of recommendation. Catatan: apabila tidak ada penilaian penerapan GCG untuk tahun buku 2021, agar diungkapkan. / Note: if there is no assessment on GCG implementation for 2021 fiscal year, to be disclosed as such.	553-557
Uraian mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi. / Description of policy of remuneration for the Board of Commissioners and Board of Directors.	Mencakup antara lain: / Contains information on: 1. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Dewan Komisaris; / Disclosure of proposal procedure to the determination of remuneration for the Board of Commissioners; 2. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Direksi; / Disclosure of proposal procedure to the determination of remuneration for the Board of Directors; 3. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Dewan Komisaris; / Remuneration structure which shows remuneration component and nominal value per component for each member of Board of Commissioners; 4. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Direksi; / Remuneration structure which shows remuneration component and nominal value per component for each member of Board of Directors; 5. Pengungkapan indikator untuk penetapan remunerasi Direksi; / Disclosure of indicator to determine the remuneration for Board of Directors. 6. Pengungkapan bonus kinerja, bonus non kinerja, dan/atau opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi (jika ada). / Disclosure of performance and non-performance bonuses, and/or share option received by each member of Board of Commissioner and Board of Directors (if any). Catatan: apabila tidak terdapat bonus kinerja, bonus non kinerja, dan opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi, agar diungkapkan. / Note: if there are no performance and non-performance bonuses, and/or share option received by each member of Board of Commissioner and Board of Directors, to be disclosed as such.	449-454
Frekuensi dan Tingkat Kehadiran Rapat yang dihadiri mayoritas anggota pada rapat Dewan Komisaris (minimal 1 kali dalam 2 bulan), Rapat Direksi (minimal 1 kali dalam 1 bulan), dan Rapat Gabungan Dewan Komisaris dengan Direksi (minimal 1 kali dalam 4 bulan). / Frequency and Attendance Rate of Meetings attended by the majority members of Board of Commissioners (at minimum once in 2 (two) months), Board of Directors (at minimum once a month), and Joint Meetings of Board of Commissioners with the Board of Directors (at minimum once in 4 (four) months).	Informasi memuat antara lain: / Contains information on: 1. Tanggal Rapat / Meeting Date 2. Peserta Rapat / Meeting Participants 3. Agenda Rapat / Meeting Agenda untuk masing-masing rapat Dewan Komisaris, Direksi, dan rapat gabungan. / for each meeting of Board of Commissioners, Board of Directors, and joint meeting.	402-416, 440-446
Informasi mengenai pemegang saham utama dan pengendali, baik langsung maupun tidak langsung, sampai kepada pemilik individu. / Information on main and controlling shareholders, both direct and indirect, up to the final individual owner.	Informasi dalam bentuk skema atau diagram yang memisahkan pemegang saham utama dengan pemegang saham pengendali. / Information in the form of scheme or diagram that separates the main shareholders with the controlling shareholders. Catatan: yang dimaksud pemegang saham utama adalah pihak yang, baik secara langsung maupun tidak langsung, memiliki sekurang-kurangnya 20% (dua puluh perseratus) hak suara dari seluruh saham yang mempunyai hak suara yang dikeluarkan oleh suatu Perseroan, tetapi bukan pemegang saham pengendali. / Note: main shareholder is a party who, either directly or indirectly, has 20% (twenty percent), at the very least, votes of the entire shares with valid voting rights issued by the Company, but they are not controlling shareholders.	174-176

Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
Pengungkapan hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau pengendali. / Disclosure of affiliation among Board of Directors, Board of Commissioners, and Main and/or Controlling Shareholders	Mencakup antara lain: / Contains information on: 1. Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya; / Affiliations among the members of Board of Directors; 2. Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris; / Affiliations between the members of Board of Directors and members of Board of Commissioners; 3. Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/ atau Pengendali; / Affiliations between the members of Board of Directors and the Main and/or Controlling Shareholders; 4. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya; dan / Affiliations among the members of Board of Commissioners; 5. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau Pengendali. / Affiliations between the members of Board of Commissioners and the Main and/or Controlling Shareholders. Catatan: apabila tidak mempunyai hubungan afiliasi dimaksud, agar diungkapkan. / Note: if there is no affiliation, to be disclosed as such.	399, 438
Komite Audit. / Audit Committee	Mencakup penyampaian informasi antara lain: / Contains information on: 1. Nama, jabatan, dan periode jabatan anggota komite audit; / Name, position, and tenure of members of audit committee; 2. Riwayat pendidikan (Bidang Studi dan Lembaga Pendidikan) dan pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat) anggota komite audit; / Educational background (Field of Study and Educational institution) and work experience (Position, Institution, and Service Period); 3. Independensi anggota komite audit; / Independency of members of audit committee; 4. Uraian tugas dan tanggung jawab; / Description of duties and responsibilities; 5. Uraian pelaksanaan kegiatan komite audit pada tahun buku; dan / Description of activities of audit committee conducted in the fiscal year; and 6. Frekuensi pertemuan dan tingkat kehadiran komite audit. / Meeting frequency and attendance rate of audit committee.	462-471
Komite Nominasi dan/atau Remunerasi. / Nomination and/or Remuneration Committee.	Penyampaian informasi antara lain: / Contains information on: 1. Nama, jabatan, dan riwayat hidup singkat anggota komite nominasi dan/ atau remunerasi; / Name, position, and brief curriculum vitae of members of nomination and/or remuneration committee 2. Independensi komite nominasi dan/atau remunerasi; / Independency of members of nomination and/or remuneration committee; 3. Uraian tugas dan tanggung jawab; / Description of duties and responsibilities; 4. Uraian pelaksanaan kegiatan komite nominasi dan/atau remunerasi pada tahun buku; / Description of activities of nomination and/or remuneration committee conducted in the fiscal year; 5. Frekuensi pertemuan dan tingkat kehadiran komite nominasi dan/atau remunerasi; / Meeting frequency and attendance rate of nomination and/or remuneration committee; 6. Pernyataan adanya pedoman komite nominasi dan/atau remunerasi; dan / Statement of the establishment of nomination and/or remuneration committee charter; and 7. Kebijakan mengenai suksesi Direksi. / Policy on the succession of Board of Directors.	479-486
Komite-komite lain di bawah Dewan Komisaris yang dimiliki oleh perusahaan. / Other committees under the Board of Commissioners established by the company.	Penyampaian informasi antara lain: / Contains information on: 1. Nama, jabatan, dan riwayat hidup singkat anggota komite lain; / Name, position, and brief curriculum vitae of members of other committees; 2. Independensi komite lain; / Independency of other committees; 3. Uraian tugas dan tanggung jawab; / Description of duties and responsibilities; 4. Uraian pelaksanaan kegiatan komite lain pada tahun buku; dan / Description of activities of other committees conducted in the fiscal year; and 5. Frekuensi pertemuan dan tingkat kehadiran komite lain. / Meeting frequency and attendance rate of other committees.	471-478
Uraian tugas dan Fungsi Sekretaris Perusahaan. / Description of duties and functions of Corporate Secretary.	Penyampaian informasi antara lain: / Contains information on: 1. Nama, dan riwayat jabatan singkat sekretaris perusahaan; / Name, position, and brief work experience of corporate secretary; 2. Domisili; / Domicile; 3. Uraian tugas dan tanggung jawab; dan / Description of duties and responsibilities; and 4. Uraian pelaksanaan tugas sekretaris perusahaan pada tahun buku. / Description of duties of corporate secretary conducted in the fiscal year.	487-490

Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
Uraian mengenai unit audit internal. / Description of internal audit unit.	Penyampaian informasi antara lain: / Contains information on: 1. Nama ketua unit audit internal; / Name of the head of internal audit unit; 2. Jumlah pegawai (auditor internal) pada unit audit internal; / Number of employees (internal auditors) in the internal audit unit; 3. Sertifikasi sebagai profesi audit internal; / Certification for the profession of internal auditor; 4. Kedudukan unit audit internal dalam struktur perusahaan; / Position of internal audit unit in company's structure; 5. Uraian pelaksanaan kegiatan unit audit internal pada tahun buku; dan / Description of activities of internal audit unit conducted in the fiscal year; and 6. Pihak yang mengangkat dan memberhentikan ketua unit audit internal. / Party appointing and dismissing the head of internal audit unit.	496-505
Akuntan Publik. / Public Accountant.	Penyampaian informasi antara lain: / Contains information on: 1. Nama dan tahun akuntan publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir; / Name of public accountant and the year the public accountant conducts audit activity on the annual financial statements in the last 5 years; 2. Nama dan tahun Kantor Akuntan Publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir; / Name of Public Accounting Firm and the year the Public Accounting Firm conducts audit activity on the annual financial statements in the last 5 years; 3. Besarnya fee untuk masing-masing jenis jasa yang diberikan oleh Kantor Akuntan Publik pada tahun buku terakhir; dan / Amount of fee for each service provided by the Public Accounting Firm in the last fiscal year; and 4. Jasa lain yang diberikan Kantor Akuntan Publik dan akuntan publik selain jasa audit laporan keuangan tahunan pada tahun buku terakhir. / Other services provided by the Public Accounting Firm and public accountant other than the audit service on annual financial statements in the last fiscal year. Catatan: apabila tidak ada jasa lain dimaksud, agar diungkapkan. / Note: if there is no other service, to be disclosed as such.	506-507
Uraian mengenai manajemen risiko perusahaan. / Description of company's risk management.	Mencakup antara lain: / Contains, among others: 1. Penjelasan mengenai sistem manajemen risiko yang diterapkan perusahaan; / Description of risk management system implemented by the company; 2. Penjelasan mengenai hasil review yang dilakukan atas sistem manajemen risiko pada tahun buku; / Description of the results of review on risk management system conducted in the fiscal year; 3. Penjelasan mengenai risiko-risiko yang dihadapi perusahaan; dan / Description of the risks faced by the company; and 4. Upaya untuk mengelola risiko tersebut. / Efforts to manage the risks.	510-521
Uraian mengenai sistem pengendalian intern. / Description of internal control system.	Penyampaian informasi antara lain: / Contains information on: 1. Penjelasan singkat mengenai sistem pengendalian intern, antara lain mencakup pengendalian keuangan dan operasional; / Brief description of internal control system, covering, among others, financial and operational control; 2. Penjelasan kesesuaian sistem pengendalian intern dengan kerangka yang diakui secara internasional (COSO – internal control framework); dan / Description of the conformity of internal control system with the internationally recognized framework (COSO – internal control framework); and 3. Penjelasan mengenai hasil review yang dilakukan atas pelaksanaan sistem pengendalian intern pada tahun buku. / Description of the results of review on internal control system conducted in the fiscal year.	508-510

**Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation**

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
<p>Uraian mengenai <i>corporate social responsibility</i> yang terkait tata kelola tanggung jawab sosial. / Description of corporate social responsibility related to governance of social responsibility</p>	<p>Informasi meliputi: / Contains information on:</p> <ol style="list-style-type: none"> 1. Informasi komitmen pada tanggung jawab sosial; / Commitment to social responsibility; 2. Informasi mengenai methoda dan lingkup <i>due diligent</i> terhadap dampak sosial, ekonomi dan lingkungan dari aktivitas perusahaan; / Method and scope of due diligence on the social, economic and environmental impacts from company's activities; 3. Informasi tentang <i>stakeholder</i> penting yang terdampak atau berpengaruh pada dampak dari kegiatan perusahaan; / Key stakeholders that are impacted by or influenced by the impact from company's activities; 4. Informasi tentang isu-isu penting sosial ekonomi dan lingkungan terkait dampak kegiatan perusahaan; / Significant issues of social, economic, and environment related to the impact of company's activities; 5. Informasi tentang lingkup tanggung jawab sosial perusahaan baik yang merupakan kewajiban maupun yang melebihi kewajiban; / Scope of positive corporate social responsibility activities that is the obligation or exceeds the obligation of the company; 6. Informasi tentang strategi dan program kerja perusahaan dalam menangani isu-isu sosial, ekonomi dan lingkungan dalam upaya <i>stakeholders</i> engagement dan meningkatkan value untuk <i>stakeholder</i> dan <i>shareholder</i>; / Strategies and work programs of the company in handling social, economic, and environmental issues in the framework of stakeholders engagements and improvement of values for stakeholders and shareholders; 7. Informasi tentang berbagai program yang melebihi tanggung jawab minimal perusahaan yang relevan dengan bisnis yang dijalankan; dan / Various programs that exceed the minimum responsibilities of the company relevant to the business being carried out; and 8. Informasi tentang pembiayaan dan anggaran tanggung jawab sosial. / Funds and budgets for social responsibility activities. 	<p align="center">560-570</p>
<p>Uraian mengenai <i>corporate social responsibility</i> yang terkait core subject Hak Asasi Manusia. / Description of corporate social responsibility related to the core subject of Human Rights.</p>	<p>Informasi meliputi: / Contains information on:</p> <ol style="list-style-type: none"> 1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial core subject Hak Asasi Manusia; / Commitment and policy of social responsibility regarding the core subject of Human Rights; 2. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial core subject Hak Asasi Manusia; / Company's definition of the responsibility scope of the core subject of Human Rights; 3. Informasi tentang perencanaan <i>corporate social responsibility</i> bidang Hak Asasi Manusia; / Corporate social responsibility planning in the field of Human Rights; 4. Informasi tentang pelaksanaan inisiatif CSR bidang Hak Asasi Manusia; dan / Implementation of CSR initiatives in the field of Human Rights; and 5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang Hak Asasi Manusia. / Achievement and awards for the CSR initiatives in the field of Human Rights. 	<p align="center">570-572</p>
<p>Uraian mengenai <i>corporate social responsibility</i> yang terkait core subject Operasi yang adil. / Description of corporate social responsibility related to the core subject of fair Operations.</p>	<p>Informasi meliputi: / Contains information on:</p> <ol style="list-style-type: none"> 1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial core subject Operasi yang adil; / Commitment and policy of social responsibility regarding the core subject of fair Operations; 2. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial core subject operasi yang adil; / Company's definition of the responsibility scope of the core subject of fair Operations; 3. Informasi tentang perencanaan <i>corporate social responsibility</i> bidang operasi yang adil; / Corporate social responsibility planning in the field of fair Operations; 4. Informasi tentang pelaksanaan inisiatif CSR bidang operasi yang adil; dan / Implementation of CSR initiatives in the field of fair Operations; and 5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang operasi yang adil. / Achievement and awards for the CSR initiatives in the field of fair operations. 	<p align="center">572-576</p>

**Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation**

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan lingkungan hidup. / Description of corporate social responsibility related to the environment.	<p>Penyampaian informasi tentang: / Contains information on:</p> <ol style="list-style-type: none"> 1. Informasi tentang komitmen dan kebijakan lingkungan; / Commitment and policy of social responsibility regarding the environment; 2. Informasi tentang dampak dan risiko lingkungan penting yang terkait secara langsung atau tidak langsung dengan perusahaan; / Significant impact and risk of environment related, either directly or indirectly, to the company; 3. Informasi tentang target/rencana kegiatan pada tahun 2021 yang ditetapkan manajemen; / Activity targets/plans in 2021 established by the management; 4. Informasi tentang kegiatan yang dilakukan dan terkait program lingkungan hidup yang berhubungan dengan kegiatan operasional perusahaan; / Activities conducted in relation to the environmental programs that are relevant to the company's operations; 5. Informasi tentang pelaksanaan inisiatif CSR terkait lingkungan hidup; / Implementation of CSR initiatives in the field of environment; 6. Informasi tentang capaian dampak kuantitatif atas kegiatan tersebut; dan, seperti penggunaan material dan energi yang ramah lingkungan dan dapat didaur ulang, sistem pengolahan limbah perusahaan, mekanisme pengaduan masalah lingkungan, pertimbangan aspek lingkungan dalam pemberian kredit kepada nasabah, dan lain-lain; dan / Quantitative impact of the activities, such as the use of green material and energy that can be recycled, company's waste treatment system, mechanism to submit environmental complaints, consideration of environmental aspect in providing loans to the customers, and so on; and 7. Sertifikasi di bidang lingkungan yang dimiliki. / Certification in the field of environment owned by the company. 	576-581
Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan ketenagakerjaan, kesehatan, dan keselamatan kerja. / Description of corporate social responsibility related to manpower and occupational health and safety.	<p>Mencakup antara lain informasi tentang: / Contains information on, among others:</p> <ol style="list-style-type: none"> 1. Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> ketenagakerjaan; / Commitment and policy of social responsibility regarding the core subject of manpower; 2. Informasi lingkup dan perumusan tanggung jawab sosial bidang ketenagakerjaan; / Scope and definition of social responsibility in manpower; 3. Informasi terkait target/rencana kegiatan pada tahun 2021 yang ditetapkan manajemen; / Activity targets/plans in 2021 established by the management; 4. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut; dan / Activities conducted and quantitative impact of such activities; and 5. Informasi terkait praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, seperti kesetaraan gender dan kesempatan kerja, sarana dan keselamatan kerja, tingkat <i>turnover</i> karyawan, tingkat kecelakaan kerja, remunerasi, mekanisme pengaduan masalah ketenagakerjaan, dan lain-lain. / Manpower and occupational health and safety practices, such as gender equality and work opportunity, work facilities and safety, employee turnover rate, work accident rate, remuneration, mechanism to submit employment complaints, and so on. 	581-590
Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan tanggung jawab kepada konsumen. / Description of corporate social responsibility related to responsibility to customers	<p>Mencakup antara lain: / Contains information on, among others:</p> <ol style="list-style-type: none"> 1. Target/rencana kegiatan yang pada tahun 2021 ditetapkan manajemen; / Activity targets/plans in 2021 established by the management; 2. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut; dan / Activities conducted and quantitative impact of such activities; and 3. Terkait tanggung jawab produk, seperti kesehatan dan keselamatan konsumen, informasi produk, sarana, jumlah dan penanggulangan atas pengaduan konsumen, dan lain-lain. / Issues related to product responsibility, such as customer's health and safety, product information, facilities, amount and management of customer complaints, and so on. 	597-602
Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan pengembangan sosial dan masyarakat. / Description of corporate social responsibility related to social and community development.	<p>Mencakup antara lain informasi tentang: / Contains information on, among others:</p> <ol style="list-style-type: none"> 1. Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> pengembangan sosial dan masyarakat; / Commitment and policy of social responsibility regarding the core subject of social and community development; 2. Informasi tentang isu-isu sosial yang relevan dengan perusahaan; / Social issues that are relevant to the company; 3. Informasi tentang risiko sosial yang dikelola perusahaan; / Social risks managed by the Company; 4. Informasi lingkup dan perumusan tanggung jawab sosial bidang pengembangan sosial dan masyarakat; / Scope and definition of social responsibility in the field of social and community development; 5. Target/rencana kegiatan pada tahun 2021 yang ditetapkan manajemen; / Activity targets/plans in 2021 established by the management; 6. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut; / Activities conducted and quantitative impact of such activities; 7. Biaya yang dikeluarkan; dan / Expenses; and 8. Terkait pengembangan sosial dan masyarakat, seperti penggunaan tenaga kerja lokal, pemberdayaan masyarakat sekitar perusahaan, perbaikan sarana dan prasarana sosial, bentuk donasi lainnya, komunikasi mengenai kebijakan dan prosedur anti korupsi, pelatihan mengenai anti korupsi, dan lain-lain. / Issues related to socio-community, such as the use of local manpower, empowerment of community around the company; improvement of social facilities and infrastructure, other form of donation, communication on anti-corruption policy and procedure, training on anti-corruption, and so on. 	590-596

Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation

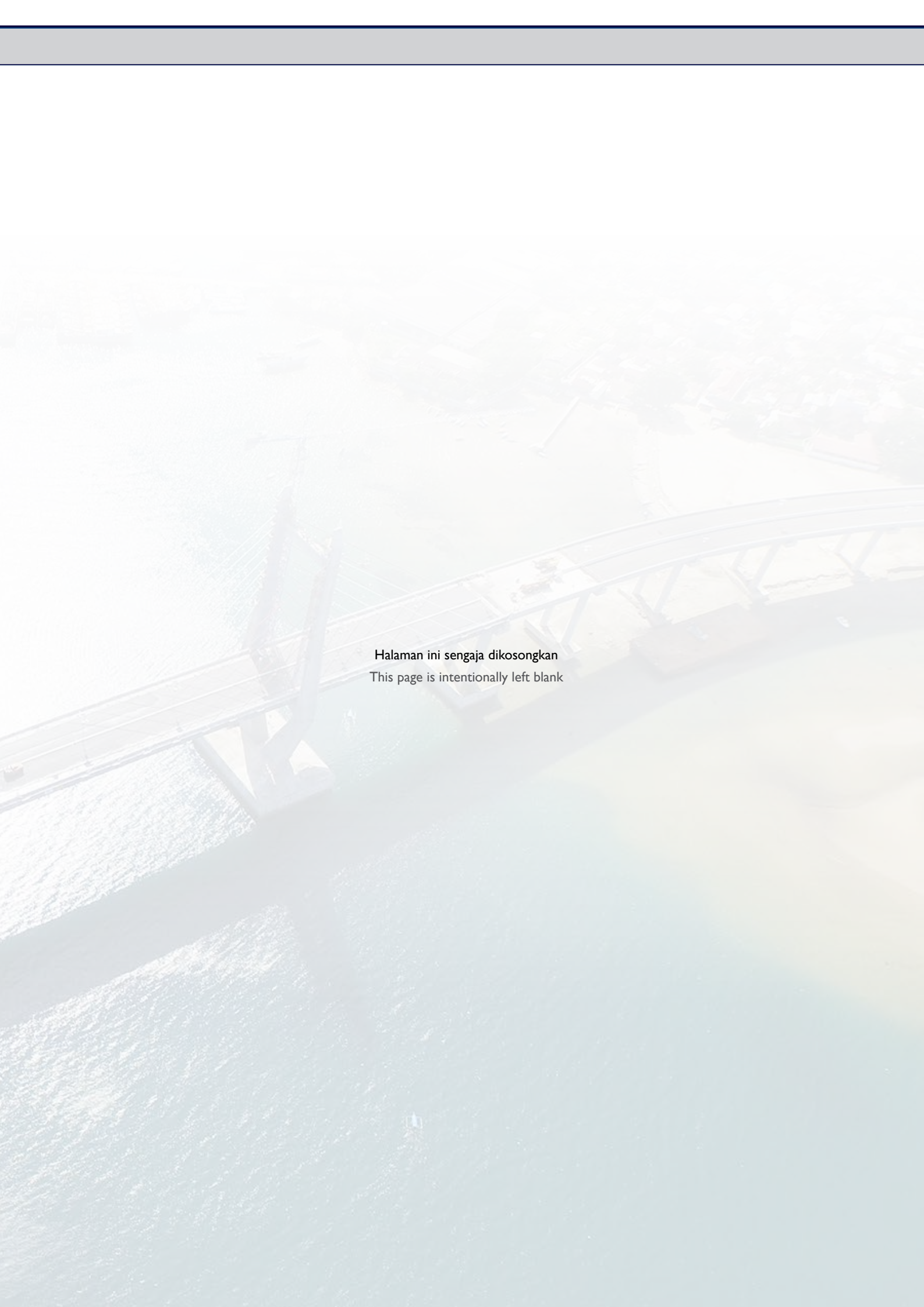
Kriteria / Criteria	Penjelasan / Description	Halaman / Page
Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, serta anggota Dewan Komisaris dan anggota Direksi yang menjabat pada periode laporan tahunan. / Litigation faced by the company, subsidiaries, and members of Board of Commissioners and Board of Directors serving in the period of annual report.	<p>Mencakup antara lain: / Contains information on, among others:</p> <ol style="list-style-type: none"> 1. Pokok perkara/gugatan; / Principal case/claim; 2. Status penyelesaian perkara/gugatan; / Status of settlement of case/claim; 3. Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan; dan / Risk faced by the company and nominal value of case/claim; and 4. Sanksi administrasi yang dikenakan kepada perusahaan, anggota Dewan Komisaris dan Direksi, oleh otoritas terkait (pasar modal, perbankan dan lainnya) pada tahun buku terakhir (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi). / Administrative sanction imposed on the company, members of Board of Commissioners and Board of Directors, from the related authorities (capital market, bank institutions, and others) in the last fiscal year (or statement if there is no administrative sanction imposed on the company). <p>Catatan: dalam hal perusahaan, entitas anak, anggota Dewan Komisaris, dan anggota Direksi tidak memiliki perkara penting, agar diungkapkan. / Note: if the company, subsidiaries, and members of Board of Commissioners and Board of Directors do not any litigation, to be disclosed as such.</p>	522-527
Akses informasi dan data perusahaan. / Access to company's information and data.	<p>Uraian mengenai tersedianya akses informasi dan data perusahaan kepada publik, misalnya melalui <i>website</i> (dalam bahasa Indonesia dan bahasa Inggris), <i>media massa</i>, <i>mailing list</i>, <i>buletin</i>, pertemuan dengan analis, dan sebagainya. / Description on the provision of access to company's information and data for the public, such as through <i>website</i> (in Indonesian Language and English), <i>mass media</i>, <i>mailing list</i>, <i>bulletin</i>, <i>analyst meeting</i>, and so on.</p>	202-204
Bahasan mengenai kode etik. / Discussion on code of conduct.	<p>Memuat uraian antara lain: / Contains information on, among others:</p> <ol style="list-style-type: none"> 1. Pokok-pokok kode etik; / Principles of code of conduct; 2. Pengungkapan bahwa kode etik berlaku bagi seluruh level organisasi; / Disclosure that code of conduct is applicable for all levels of organization; 3. Penyebarluasan kode etik; / Dissemination of code of conduct; 4. Sanksi untuk masing-masing jenis pelanggaran yang diatur dalam kode etik (normatif); dan / Sanction for each type of violation regulated in the code of conduct (normative); and 5. Jumlah pelanggaran kode etik beserta sanksi yang diberikan pada tahun buku terakhir. / Total violations of code of conduct as well as the sanctions imposed in the last fiscal year. <p>Catatan: apabila tidak terdapat pelanggaran kode etik pada tahun buku terakhir, agar diungkapkan. / Note: if there is no violation of code of conduct, to be disclosed as such.</p>	527-536
Pengungkapan mengenai whistleblowing system. / Disclosure of whistleblowing system.	<p>Memuat uraian tentang mekanisme whistleblowing system antara lain: / Contains description of whistleblowing system mechanism, among others:</p> <ol style="list-style-type: none"> 1. Penyampaian laporan pelanggaran; / Submission of violation report; 2. Perlindungan bagi whistleblower; / Protection for whistleblower; 3. Penanganan pengaduan; / Management of complaint; 4. Pihak yang mengelola pengaduan; / Party managing the complaint; 5. Jumlah pengaduan yang masuk dan diproses pada tahun buku terakhir; dan / Total incoming and processed complaints in the last fiscal year; and 6. Sanksi/tindak lanjut atas pengaduan yang telah selesai diproses pada tahun buku. / Sanctions/follow-up activities on the settled complaints in the fiscal year. <p>Catatan: apabila tidak terdapat pengaduan yang masuk dan telah selesai diproses pada tahun buku terakhir, agar diungkapkan. / Note: if there is no incoming and processed complaints in the last fiscal year, to be disclosed as such.</p>	536-541
Kebijakan mengenai keberagaman komposisi Dewan Komisaris dan Direksi. / Policy on the diversity of composition of Board of Commissioners and Board of Directors	<p>Uraian kebijakan tertulis Perusahaan mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin. / Description of written policy of the Company on the diversity of composition of Board of Commissioners and Board of Directors in terms of education (field of study), work experience, age, and gender.</p> <p>Catatan: apabila tidak ada kebijakan dimaksud, agar diungkapkan alasan dan pertimbangannya. / Note: if there is no such policy, to be disclosed as such.</p>	455-458
VII. Informasi Keuangan / Financial Information		
Surat Pernyataan Direksi dan/atau Dewan Komisaris tentang Tanggung Jawab atas Laporan Keuangan. / Statement of Board of Directors and/or Board of Commissioners on the Responsibility for Financial Statements.	<p>Kesesuaian dengan peraturan terkait tentang Tanggung Jawab atas Laporan Keuangan. / Conformity to the regulations related to Responsibility for Financial Statements.</p>	Laporan Keuangan Audited / Audited Financial Statements
Opini auditor independen atas laporan keuangan. / Opinion of independent auditor on the financial statements.		Laporan Keuangan Audited / Audited Financial Statements

Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
Deskripsi Auditor Independen di Opini. / Description of the Independent Auditor in the Opinion.	Deskripsi memuat tentang: / Describes: 1. Nama dan tanda tangan; / Names and signatures; 2. Tanggal Laporan Audit; dan / Date of Audit Report; and 3. Nomor ijin KAP dan nomor ijin Akuntan Publik. / KAP and Public Accountant license numbers.	Laporan Keuangan Audited / Audited Financial Statements
Laporan keuangan yang lengkap. / Complete financial statements.	Memuat secara lengkap unsur-unsur laporan keuangan: / Contains complete elements of financial statements: 1. Laporan posisi keuangan; / Statements of financial position; 2. Laporan laba rugi dan penghasilan komprehensif lain; / Statements of profit or loss and other comprehensive income; 3. Laporan perubahan ekuitas; / Statements of changes in equity; 4. Laporan arus kas; / Statements of cash flows; 5. Catatan atas laporan keuangan; / Notes to the financial statements; 6. Informasi komparatif mengenai periode sebelumnya; dan / Comparative information about the previous period; and 7. Laporan posisi keuangan pada awal periode sebelumnya ketika entitas menerapkan suatu kebijakan akuntansi secara retrospektif atau membuat penyajian kembali pos-pos laporan keuangan, atau ketika entitas mereklasifikasi pos-pos dalam laporan keuangannya (jika relevan). / Statements of financial position at the beginning of the previous period when the entity implemented an accounting policy retrospectively or prepared restatements of items in the financial statements, or when the entity reclassified the items in its financial statements (if relevant).	Laporan Keuangan Audited / Audited Financial Statements
Perbandingan tingkat profitabilitas. / Comparison of profitability rate.	Menampilkan perbandingan kinerja/laba (rugi) tahun berjalan dengan tahun sebelumnya. / Displays the comparison of performance/ profit (loss) of the current year and of the previous year.	Laporan Keuangan Audited / Audited Financial Statements
Laporan Arus Kas. / Cash Flows Statements.	Memenuhi ketentuan sebagai berikut: / Complies with the following provisions: 1. Pengelompokan dalam tiga kategori aktivitas: operasi, investasi, dan pendanaan; / Classification for three activities: operating, investing, and financing; 2. Penggunaan metode langsung (<i>direct method</i>) untuk melaporkan arus kas dari aktivitas operasi; / Use of direct method to report cash flows from operating activities; 3. Pemisahan penyajian antara penerimaan kas dan atau pengeluaran kas selama tahun berjalan pada aktivitas operasi, investasi dan pendanaan; dan / Separated presentation of cash inflows and/or cash outflows during the current year in the operating, investing, and financing activities; and 4. Pengungkapan transaksi non kas harus dicantumkan dalam catatan atas laporan keuangan. / Disclosure of non-cash transaction which must be stated in the notes to financial statements.	Laporan Keuangan Audited / Audited Financial Statements
Ikhtisar Kebijakan Akuntansi. / Accounting Policy Highlights.	Meliputi sekurang-kurangnya: / Contains, among others: 1. Pernyataan kepatuhan terhadap SAK; / Statement of compliance with the FAS; 2. Dasar pengukuran dan penyusunan laporan keuangan; / Basis for calculating and preparing the financial statements; 3. Pajak penghasilan; / Income tax; 4. Imbalan kerja; dan / Employee benefits; and 5. Instrumen Keuangan. / Financial Instruments.	Laporan Keuangan Audited / Audited Financial Statements
Pengungkapan transaksi pihak berelasi. / Disclosure of transaction with related parties.	Hal-hal yang diungkapkan antara lain: / Issues to be disclosed are: 1. Nama pihak berelasi, serta sifat dan hubungan dengan pihak berelasi; / Name of related parties as well as the nature of relations with related parties; 2. Nilai transaksi beserta persentasenya terhadap total pendapatan dan beban terkait; dan / Value of transactions and the percentage to the related total revenues and expenses; and 3. Jumlah saldo beserta persentasenya terhadap total aset atau liabilitas terkait. / Balance and the percentage to the related total asset or liabilities.	Laporan Keuangan Audited / Audited Financial Statements

**Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
/ Annual Report Contents Reference To The Financial Services Authority Regulation**

Kriteria / Criteria	Penjelasan / Description	Halaman / Page
Pengungkapan yang berhubungan dengan perpajakan. / Disclosure of details related to taxes.	Hal-hal yang harus diungkapkan: / Issues to be disclosed are: 1. Rekonsiliasi fiskal dan perhitungan beban pajak kini; / Fiscal reconciliation and calculation of current tax expenses; 2. Penjelasan hubungan antara beban (penghasilan) pajak dan laba akuntansi; / Description of relationship between tax expenses (gains) and profit from accounting; 3. Pernyataan bahwa Laba Kena Pajak (LKP) hasil rekonsiliasi dijadikan dasar dalam pengisian SPT Tahunan PPh Badan tahun 2021; / Statement that Taxable Profit (LKP) as the result of reconciliation becomes the basis in filling out the Annual Tax Return (SPT) of Corporate Income Tax of 2021; 4. Rincian aset dan liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan untuk setiap periode penyajian, dan jumlah beban (penghasilan) pajak tangguhan yang diakui pada laporan laba rugi apabila jumlah tersebut tidak terlihat dari jumlah aset atau liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan; dan / Details of deferred tax assets and liabilities recognized in the statements of financial position for each presentation period, and total deferred tax expenses (gains) recognized in the statements of profit or loss if the amount is not evident in total deferred tax assets and liabilities recognized in the statements of financial position; and 5. Pengungkapan ada atau tidak ada sengketa pajak. / Disclosure of the presence of tax dispute.	Laporan Keuangan Audited / Audited Financial Statements
Pengungkapan yang berhubungan dengan aset tetap. / Disclosure of details related to fixed assets.	Hal-hal yang harus diungkapkan: / Issues to be disclosed are: 1. Metode penyusutan yang digunakan; / Method of depreciation used; 2. Uraian mengenai kebijakan akuntansi yang dipilih antara model revaluasi dan model biaya; / Description of the selected accounting policy, between the revaluation model and cost model; 3. Metode dan asumsi signifikan yang digunakan dalam mengestimasi nilai wajar aset tetap (untuk model revaluasi) atau pengungkapan nilai wajar aset tetap (untuk model biaya); dan / Significant method and assumption used in estimating the fair value of fixed assets (for revaluation model) or disclosing the fair value of fixed assets (for cost model); 4. Rekonsiliasi jumlah tercatat bruto dan akumulasi penyusutan aset tetap pada awal dan akhir periode dengan menunjukkan: penambahan, pengurangan dan reklasifikasi. / Reconciliation of gross carrying amount and accumulation of depreciation of fixed assets at the beginning and end of the period, by displaying: addition, deduction, and reclassification.	Laporan Keuangan Audited / Audited Financial Statements
Pengungkapan yang berhubungan dengan segmen operasi. / Disclosure of details related to operating segments.	Hal-hal yang harus diungkapkan: / Issues to be disclosed are: 1. Informasi umum yang meliputi faktor-faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan; / General information covering the factors used in identifying the reported segments; 2. Informasi tentang laba rugi, aset, dan liabilitas segmen yang dilaporkan; / Information on profit or loss, assets, and liabilities of reported segments; 3. Rekonsiliasi dari total pendapatan segmen, laba rugi segmen yang dilaporkan, aset segmen, liabilitas segmen, dan unsur material segmen lainnya terhadap jumlah terkait dalam entitas; dan / Reconciliation of total income of the segments, profit or loss of the reported segments, assets and liabilities of the segments, and other material elements of the segments to the related amount in the entity; and 4. Pengungkapan pada level entitas, yang meliputi informasi tentang produk dan/atau jasa, wilayah geografis dan pelanggan utama. / Disclosure at the entity's level, covering information on products and/or services, geographical area, and primary customers.	Laporan Keuangan Audited / Audited Financial Statements
Pengungkapan yang berhubungan dengan Instrumen Keuangan. / Disclosure of details related to Financial Instruments.	Hal-hal yang harus diungkapkan: / Issues to be disclosed are: 1. Rincian instrumen keuangan yang dimiliki berdasarkan klasifikasinya; / Details of financial instruments owned based on their classification; 2. Nilai wajar dan hierarkinya untuk setiap kelompok instrumen keuangan; / Fair value and the hierarchy for each group of financial instrument; 3. Penjelasan risiko yang terkait dengan instrumen keuangan: risiko pasar, risiko kredit dan risiko likuiditas; / Description of risks related to the financial instruments, including market risk, credit risk, and liquidity risk. 4. Kebijakan manajemen risiko; dan / Risk management policy; and 5. Analisis risiko yang terkait dengan instrumen keuangan secara kuantitatif. / Quantitative analysis of risks related to the financial instruments.	Laporan Keuangan Audited / Audited Financial Statements
Penerbitan laporan keuangan. / Publication of financial statements.	Hal-hal yang diungkapkan antara lain: / Issues to be disclosed are: 1. Tanggal laporan keuangan diotorisasi untuk terbit; dan / Date of financial statements authorized for publication; and 2. Pihak yang bertanggung jawab mengotorisasi laporan keuangan. / Party responsible for authorizing the financial statements.	Laporan Keuangan Audited / Audited Financial Statements



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Surat Pernyataan Anggota *Board of Commissioners* dan *Board of Directors* Tentang Tanggung Jawab atas Laporan Tahunan 2021 PT Waskita Karya (Persero) Tbk

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Waskita Karya (Persero) Tbk tahun 2021 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, Mei 2022

Board of Commissioners



Badrodin Haiti
President Commissioner/Independent Commissioner



Mochamad Fadjoel Rachman
Commissioner



Ahmad Erani Yustika
Commissioner



T. Iskandar
Commissioner



Dedi Syarif Usman
Commissioner



Muradi
Independent Commissioner



Bambang Setyo Wahyudi
Independent Commissioner

The Board of Commissioners' and The Board of Directors' Statement of Responsibility for the 2021 Annual Report of PT Waskita Karya (Persero) Tbk

We, the undersigned, hereby declare that all information in the 2021 Annual Report of PT Waskita Karya (Persero) Tbk have been presented completely and we are thus fully responsible for the truthfulness of the contents in this Annual Report and Financial Report of the Company.

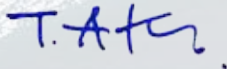
This statement has been made truthfully.

Jakarta, May 2022

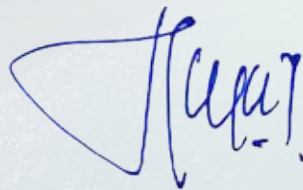
Board of Directors



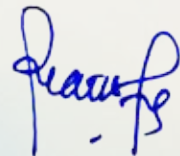
Destiawan Soewardjono
President Director



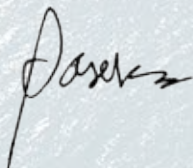
Taufik Hendra Kusuma
Director of Finance and
Risk Management



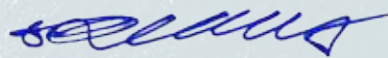
Hadjar Seti Adji
Director of Human Capital
Management & System
Development



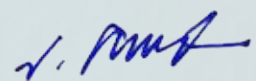
Arijanti Erfin
Director of Business
Development & Quality, Safety,
Health & Environment



I Ketut Pasek Senjaya Putra
Director of Operation I



Bambang Rianto
Director of Operation II



Gunadi
Director of Operation III

08

LAPORAN KEUANGAN
FINANCIAL REPORT





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2021
LAPORAN TAHUNAN
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STEPPING TO THE NEXT LEVEL BY IMPROVING PERFORMANCE

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2021