

INSPIRATIONS TO BUILD THE NATION

INSPIRASI MEMBANGUN NEGERI

Laporan Tahunan **2020** *Annual Report*



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 2020 PT Waskita Karya (Persero) Tbk disusun untuk memenuhi ketentuan pelaporan hasil kinerja Perseroan pada periode 1 Januari 2020 sampai dengan 31 Desember 2020 kepada regulator. Laporan Tahunan ini disusun berdasarkan Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik dengan muatan konten sesuai Surat Edaran Otoritas Jasa Keuangan No. 30/SEOJK.04/2016 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, *property/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, PT Waskita Karya (Persero) Tbk 2020 Annual Report was prepared to meet the requirements for reporting the Company's performance results for the period of January 1, 2020 to December 31, 2020 to regulators. The preparation of this Annual Report is guided by the Financial Services Authority Regulation No. 29/POJK.04/2016 concerning the Annual Report of Issuers or Public Companies and the contents are in accordance with the Financial Services Authority Circular Letter No. 30/SEOJK.04/2016 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 2020 ANNUAL REPORT THEME

2020 INSPIRATIONS TO BUILD THE NATION

INSPIRASI MEMBANGUN NEGERI



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.

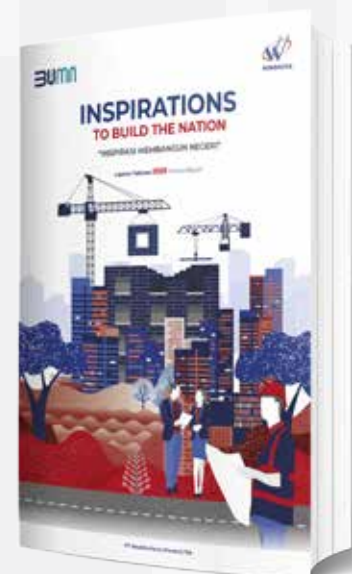
Ketersediaan infrastruktur yang tepat sasaran dan berkualitas menjadi salah satu solusi untuk mempertahankan daya beli masyarakat serta menopang stabilitas ekonomi nasional di tengah pandemi. Waskita terus berupaya untuk meningkatkan perannya dalam berkontribusi nyata di bidang pembangunan infrastruktur 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.



KESINAMBUNGAN TEMA THEME CONTINUITY

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,

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

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.

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.



“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

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.

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.

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.

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.

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.

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.

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.

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.

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.

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

Pemegang Saham

Shareholders



Pemerintah Republik Indonesia
Government of the Republic of Indonesia

66,04%

Masyarakat
Public

33,96%



Segmen Usaha

Business Segments



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



Produk dan Jasa Utama

Main Products and Services

- 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



Data Jaringan Usaha

Business Network



20

Business
Unit, Branch,
dan Area
Representative

Business Units,
Branches, and Area
Representatives



JEJAK LANGKAH MILESTONE

1961

Nasionalisasi "Volker Aannemings Maatschappij N.V" menjadi Perseroan Negara.
Nationalization of "Volker Aannemings Maatschappij n.V" to become State-Owned enterprise.

1974

Mengubah status menjadi Perseroan Terbatas.
Changed the status into Limited Liability Company.

1980-an

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.

1990-an

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.

1995

Memperoleh sertifikasi Sistem Manajemen Mutu ISO 9002: 1994.
Obtained Quality Management System ISO 9002:1994 certification.

2009

Meraih sertifikasi ISO 9001:2000, ISO 14001:2004 dan memperbaharui sertifikasi OHSAS 18001:2007.
Obtained ISO 9001:2000, ISO 14001:2004 certifications and updated OHSAS 18001:2007 certification.

2012

- Menerbitkan obligasi pada Mei 2012 dengan peringkat A;
- Go public pada Desember 2012.
- Issued A rating Bond in May 2012;
- Go Public in December 2012.

2013

- Meningkatkan peringkat obligasi menjadi A;
- Mendirikan Waskita Sangir Energi.
- Improved Bond rating to A;
- Established Waskita Sangir Energi.

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.

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 and Sumatera.



2020

- Menerbitkan Obligasi Berkelanjutan IV Waskita Karya Tahap I Tahun 2020 di bulan Agustus dengan nilai Rp135,5 miliar;
- Mewakili Indonesia meraih penghargaan *The World Infrastructure Awards 2020* di Kanada;
- Membangun Gedung Ikonik bergaya Pini di pusat Kota Makassar;
- Meluncurkan *Digital Twin* melalui integrasi GIS-GeoBIM pertama di Indonesia.
- Issued Waskita Karya Sustainable Bonds IV Phase I Year 2020 in August with a value of Rp135.5 billion;
- Represented Indonesia and won the 2020 World Infrastructure Awards in Canada;
- Built the Pini-style iconic building in the center of Makassar City;
- Launched Digital Twin through the first GIS-GeoBIM integration in Indonesia.

2019

- Perubahan nama PT Waskita Karya Energi menjadi PT Waskita Karya Infrastruktur;
- Perubahan nama PT Sriwijaya Markmore Persada menjadi PT Waskita Sriwijaya Tol;
- Peningkatan modal disetor dan ditempatkan oleh Perseroan pada PT Waskita Karya Realty;
- Peningkatan modal dasar dan modal disetor dan ditempatkan oleh Perseroan pada PT Waskita Karya Infrastruktur;
- Menerbitkan Penawaran Umum Berkelanjutan III Tahap IV Tahun 2019 Seri B senilai Rp1,37 triliun;
- Peningkatan modal disetor dan ditempatkan oleh Perseroan pada PT Waskita Toll Road.
- Changed the name of PT Waskita Karya Energi to become PT Waskita Karya Infrastruktur;
- Changed the name of PT Sriwijaya Markmore Persada to become PT Waskita Sriwijaya Tol;
- Increased issued and paid up capital by the Company in PT Waskita Karya Realty;
- Increased issued and paid up capital by the Company in PT Waskita Karya Infrastruktur;
- Issued Sustainable Public Offering III Phase IV Year 2019 Series B amounting to Rp1.37 trillion.
- Increased issued and paid up capital by the Company in PT Waskita Toll Road.

2018

Menerbitkan Penawaran Umum Berkelanjutan (PUB) III Obligasi Waskita Tahap II dan III Tahun 2018, masing-masing senilai Rp3,5 triliun dan Rp1,4 triliun.
Issued Sustainable Public Offering (PUB) III of Waskita Bond Phase II and III year 2018 amounted to Rp3.5 trillion and Rp1.4 trillion respectively.

2017

- Menerbitkan Obligasi Waskita II Tahap III di bulan Februari dengan nilai Rp1,6 triliun dan Obligasi Waskita III Tahap I di bulan September senilai Rp3 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:
 - *Right Issue* tahap I dengan nilai Rp3,5 triliun di bulan Februari 2017;
 - *Right Issue* tahap II dengan nilai Rp1,65 triliun pada 10 Mei 2017;
 - *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 II Phase III in February amounting to Rp1.6 trillion and Waskita Bonds III Phase I in September amounting to 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:
 - Right Issue Phase I with a value of Rp3.5 trillion in February 2017;
 - Right Issue Phase II with a value of Rp1.65 trillion on May 10, 2017.
 - Right Issue Phase III with a value of Rp2.68 trillion in December 2017.
- The value of MTN in March 2017 amounted to Rp455 billion.

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;
- Established a subsidiary, PT Waskita karya Energi;
- Continued the development of toll road investment (a total of 15 lines up to 2016) with a total length of 750 km in Java and Sumatera.

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 dipersyaratkan perbankan, menjaga *cost of 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 *portfolio*;
3. Manajemen risiko;
4. Standardisasi produksi;
5. Optimasi dan integrasi sistem SAP;
6. Pengembangan SDM.

Pengelolaan Risiko

Pengelolaan risiko yang terukur 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 luas oleh masyarakat. Eksistensi Waskita dalam industri konstruksi, tidak hanya di Indonesia, namun sejak tahun 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.



Bendungan Temef
Temef Dam



Bendungan Tapin
Tapin Dam



Bendungan Leuwikeris
Leuwikeris Dam



Bendungan Bener
Bener Dam



Talang Fatimah
Talang Fatimah



Pengaman Pantai Jakarta
Pengaman Pantai Jakarta

PENCAPAIAN WASKITA 2020

WASKITA 2020 ACHIEVEMENTS

↑ 3,54%

Kontrak Baru New Contract

Perseroan mencatatkan nilai kontrak baru sebesar Rp27,00 triliun di tahun 2020 atau meningkat 3,54% dibanding tahun 2019 yang tercatat sebesar Rp26,08 triliun.

The Company recorded new contract value amounted to Rp27.00 trillion in 2020, increased by 3.54% compared to 2019 amounted to Rp26.08 trillion.

↑ 3,92%

Daya Saing Perseroan Competitiveness

Daya saing Perseroan dalam satuan nilai proyek di tahun 2020 adalah sebesar 54,59% mengalami peningkatan dibanding tahun 2019 sebesar 52,53%.

The Company's competitiveness in project value in 2020 was 54.59%, an increase compared to 2019 of 52.53%.

SANGAT BAIK VERY GOOD

Skor Assessment GCG GCG Assessment Score

Assessment GCG tahun 2020 mencapai skor sebesar 88,88 dengan predikat "Sangat Baik", mengalami peningkatan dari tahun sebelumnya yang mencapai skor 88,068 dengan predikat "Sangat Baik".

The 2020 GCG assessment reached a score of 88.88 with predicate "Very Good", an increase from the previous year which reached a score of 88.068 with predicate "Very Good".

↑ 27,59%

Jumlah Lelang Dimenangkan Total Won Auction

Perseroan berhasil memenangkan 37 lelang proyek di tahun 2020 atau meningkat 27,59% dibanding tahun 2019 yang tercatat sebanyak 29 lelang proyek.

The Company successfully won 37 project auctions in 2020, increased by 27.59% compared to 2019 with 29 won project auctions.

↑ 35,10%

Nilai Lelang Dimenangkan Value of Won Auction

Perseroan berhasil membukukan nilai lelang yang dimenangkan sebesar Rp21,46 triliun atau meningkat 35,10% dibanding tahun 2019 yang tercatat sebesar Rp15,88 triliun.

The Company successfully booked the value of won action of Rp21.46 trillion, an increase of 35.10% compared to 2019 which was recorded at Rp15.88 trillion.

"PUAS" "SATISFIED"

Tingkat Keterikatan Pelanggan Customer Engagement Level

Tingkat Keterikatan Pelanggan, yang pada tahun 2020 memperoleh skor rata-rata *Corporate* sebesar 88,20%, yang mencerminkan bahwa pelanggan merasa "PUAS" atas produk dan layanan yang diberikan oleh Perseroan.

In 2020, Customer Engagement Level obtained an average *Corporate* score of 88.20%, indicated that customers feel "SATISFIED" with the Company's products and services.



WAKILI INDONESIA, WASKITA RAIH PENGHARGAAN THE WORLD INFRASTRUCTURE AWARDS 2020 DI KANADA

Waskita berhasil meraih penghargaan tingkat dunia dalam ajang “The Year in Infrastructure (YII) Special Recognition Awards 2020” pada kategori “Comprehensiveness in Transportation Digital Twins dari Bentley Advancing Infrastructure” untuk Proyek Pembangunan Fasilitas Perkeretaapian *Double Double Track* Manggarai – Jatinegara Paket A Main Line II. Ajang bergengsi yang diselenggarakan di Vancouver, Kanada diikuti lebih dari 300 perusahaan dari 60 negara di dunia dan dilaksanakan secara daring untuk pertama kalinya.

Penghargaan ini menjadi pemicu Waskita untuk terus memberikan yang terbaik bagi Indonesia. Di tengah pandemi Covid-19, Waskita dapat memberikan kebanggaan bagi Indonesia dengan menerima penghargaan ini sehingga menjadi katalis bagi Perseroan untuk terus berinovasi melalui digitalisasi konstruksi dan penerapan BIM (*Building Information Modelling*).

Waskita memenangkan penghargaan ini karena mampu mengaplikasikan BIM multi model menggunakan teknologi *Bentley System* pada pembangunan *fly over* kereta api yang menghubungkan Manggarai dan Jatinegara. Desain untuk proyek ini dibuat dengan mengkombinasikan 5 (lima) *software* model yaitu *Open Rail Designer*, *Open Bridge Modeler*, *Context Capture*, *Lumen RT*, dan *SYNCHRO 4D*, sehingga dapat mengukur jarak dan dimensi yang sebenarnya antara struktur yang dirancang dan struktur eksisting untuk memastikan ketepatan desain, serta membuat visualisasi dan simulasi *sequence* pekerjaannya.

Ajang “The Year in Infrastructure (YII) Special Recognition Awards 2020” merupakan kompetisi global dan bergengsi di dunia konstruksi yang mempertemukan para pelaku bisnis dan profesional di bidang infrastruktur dari seluruh dunia untuk berbagi praktik inovatif dalam desain, teknik, konstruksi, operasi dan pemeliharaan infrastruktur. Sejak 2004, penghargaan ini telah memberikan penghargaan kepada lebih dari 4.000 proyek infrastruktur paling luar biasa di dunia. Selain itu, peserta penghargaan ini adalah semua pengguna perangkat lunak *Bentley System*.

REPRESENTING INDONESIA, WASKITA WON THE WORLD INFRASTRUCTURE AWARDS 2020 IN CANADA

Waskita successfully won a world-class award in “The Year in Infrastructure (YII) Special Recognition Awards 2020” in the category “Comprehensiveness in Transportation Digital Twins from Bentley Advancing Infrastructure” for Manggarai - Jatinegara Double Double Track Railway Facility Construction Project - Package A Main Line II. This prestigious event held in Vancouver, Canada, and attended by more than 300 companies from 60 countries in the world and was held online for the first time.

This award is indeed a trigger for Waskita to continue to provide the best works for Indonesia. By receiving this award, Waskita is able to give a sense of proud for Indonesia in the midst of unfavorable conditions due to the Covid-19 pandemic. This award has become a catalyst for the Company to continue to innovate through digitizing construction and implementing BIM (*Building Information Modeling*).

This award was obtained due to the ability of Waskita in applying multi-model BIM using Bentley System technology in the construction of train fly over that connects Manggarai and Jatinegara. This project was designed by combining 5 (five) software models, i.e. *Open Rail Designer*, *Open Bridge Modeler*, *Context Capture*, *Lumen RT*, and *SYNCHRO 4D*, hence able to measure the actual distance and dimensions between the designed structure and the existing structure to ensure accuracy of design, as well as visualizing and simulating the work sequence.

“The Year in Infrastructure (YII) Special Recognition Awards 2020” event is a global and prestigious competition in the world of construction that brings together business players and professionals in infrastructure from around the world to share innovative practices in infrastructure design, engineering, construction, operation and maintenance. Since 2004, this award has awarded more than 4,000 outstanding infrastructure projects in the world. In addition, the participants of this award are all users of Bentley System software.

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01

Tahun 2020 menjadi tantangan tersendiri bagi PT Waskita Karya (Persero) Tbk, di mana pandemi Covid-19 tidak hanya menimbulkan krisis kesehatan dan kemanusiaan yang besar, namun juga menimbulkan krisis ekonomi yang terjadi di seluruh negara termasuk Indonesia. Menghadapi kondisi tersebut, Perseroan melakukan berbagai langkah-langkah dalam upaya mendorong perbaikan yang berkelanjutan. Kami bersyukur bahwa strategi dan program yang telah disusun di awal tahun 2020 telah memberikan korelasi terhadap pencapaian kinerja Perseroan yang positif, menjaga stabilitas Perseroan serta menjaga kepercayaan para pemangku kepentingan.

2020 was challenging year for PT Waskita Karya (Persero) Tbk, in which the Covid-19 pandemic has not only caused a major health and humanitarian crisis, but has also caused an economic crisis that occurred in all countries, and Indonesia was no exception. Dealing with these conditions, the Company made a number of efforts to encourage continuous improvement. We are grateful that the strategies and programs that have been prepared in early 2020 have provided a correlation with the achievement of positive performance of the Company, maintaining the stability of the Company and preserving the trust of stakeholders.

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PERFORMA 2020



2020 Performance



IKHTISAR DATA KEUANGAN PENTING

FINANCIAL HIGHLIGHTS

Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Profit Or Loss And Other Comprehensive Income

(dalam miliar Rupiah, kecuali dinyatakan lain)

(in billion Rupiah, unless otherwise stated)

Uraian Description	2020	2019	2018	2017	2016	YoY 2019-2020 (%)
Pendapatan Usaha Revenues	16.190,46	31.387,39	48.788,95	45.212,90	23.788,32	-48,42%
Jasa Konstruksi Construction Services	14.234,72	28.648,37	47.396,99	42.347,39	22.373,18	-50,31%
Bunga Konstruksi Interest from Construction Services	262,23	-	-	-	-	100,00%
Penjualan Precast Precast Sales	764,31	1.938,94	960,98	2.223,46	1.148,47	-60,58%
Pendapatan Jalan Tol Toll Road Revenue	390,60	488,80	71,56	313,80	218,05	-20,09%
Pendapatan Property Property Revenue	450,75	215,55	247,37	204,67	34,12	109,11%
Penjualan Infrastruktur Lainnya Other Infrastructure Revenue	60,81	51,97	71,33	76,92	1,82	17,01%
Pendapatan Hotel Hotel Revenue	26,66	42,42	38,64	36,36	11,29	-37,15%
Sewa Gedung dan Peralatan Buildings and Equipment Rental	0,38	1,34	2,08	10,30	1,40	-72,01%
Beban Pokok Pendapatan Cost of Revenues	(18.168,34)	(25.782,75)	(39.926,33)	(35.749,37)	(19.820,48)	-29,53%
Laba (Rugi) Bruto Gross Profit (Loss)	(1.977,88)	5.604,64	8.862,62	9.463,53	3.967,84	-135,29%
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	(4.339,36)	5.239,47	7.966,90	6.526,60	3.145,78	-182,82%
Laba (Rugi) Tahun Berjalan Profit (Loss) for the Year	(9.495,73)	1.028,90	4.619,57	4.201,57	1.813,07	-1.022,90%
Penghasilan (Beban) Komprehensif Lain Tahun Berjalan Other Comprehensive Income (Expenses) for the Year	94,49	(66,14)	289,49	(24,79)	(3,89)	-242,87%
Total Laba (Rugi) Komprehensif pada Tahun Berjalan Total Comprehensive Income (Loss) for the Year	(9.401,23)	962,76	4.909,06	4.176,78	1.809,18	-1.076,49%



(dalam miliar Rupiah, kecuali dinyatakan lain)

(in billion Rupiah, unless otherwise stated)

Uraian Description	2020	2019	2018	2017	2016	YoY 2019-2020 (%)
Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada: Profit (Loss) for Attributable to:						
Pemilik Entitas Induk Owners of the Parent Entity	(7.378,55)	938,14	3.962,84	3.881,71	1.713,26	-886,51%
Kepentingan Non-Pengendali Non-Controlling Interest	(2.117,17)	90,76	656,73	319,86	99,81	-2.432,82%
Jumlah Laba (Rugi) Komprehensif yang Dapat Diatribusikan Kepada: Total Comprehensive Income (Loss) Attributable to:						
Pemilik Entitas Induk Owners of the Parent Entity	(7.284,06)	872,00	4.252,33	3.856,92	1.709,37	-935,33%
Kepentingan Non Pengendali Non-Controlling Interest	(2.117,17)	90,76	656,73	319,86	99,81	-2.432,82%
Laba (Rugi) per Saham Dasar (dalam Rupiah penuh) Earnings (Loss) per Share (in fully Rupiah)	(543,58)	69,11	291,95	284,14	147,48	-886,50%



Posisi Keuangan Konsolidasian

Consolidated Statements of Financial Position

(dalam miliar Rupiah, kecuali dinyatakan lain)

(in billion Rupiah, unless otherwise stated)

Uraian Description	2020	2019	2018	2017	2016	YoY 2019-2020 (%)
ASET Assets						
Aset Lancar Current Assets						
Kas dan Setara Kas Cash and Cash Equivalents	1.213,44	9.258,31	10.845,68	6.088,96	10.656,00	-86,89%
Investasi Jangka Pendek Short-term Investments	239,01	8,45	8,45	8,45	8,45	2.729,11%
Piutang Usaha – Bersih Accounts Receivable – Net	4.424,28	3.555,89	3.768,19	1.871,07	4.317,46	24,42%
Piutang Retensi – Bersih Retention Receivables – Net	1.805,57	1.783,13	1.333,87	1.050,93	966,70	1,26%
Piutang Lain-lain Lancar – Bersih Other Current Receivables – Net	6.870,64	8.399,16	8.767,95	10.200,14	5.617,87	-18,20%
Piutang Ventura Bersama Joint Ventures Receivables	128,30	3.302,63	659,66	1.011,05	745,98	-96,12%
Persediaan Inventories	4.208,99	4.470,85	5.089,23	3.235,50	2.556,73	-5,86%
Tagihan Bruto Kepada Pengguna Jasa Gross Amount Due from Customers	11.022,45	14.171,18	32.350,73	25.020,66	10.971,80	-22,22%
Aset Keuangan atas Proyek Koneksi – Bagian Lancar Financial Asset from Concession Project – Current Portion	4,05	13,13	13,13	9,18	5,18	-69,15%
Pajak Dibayar di Muka Prepaid Taxes	1.033,90	2.639,16	2.744,22	2.174,28	1.159,44	-60,82%
Uang Muka dan Biaya Dibayar di Muka Advances and Prepayments	1.588,13	1.435,96	1.408,02	1.756,79	2.706,96	10,60%
Total Aset Lancar Total Current Assets	32.538,76	49.037,84	66.989,13	52.427,02	39.712,58	-33,65%
Aset Tidak Lancar Non-Current Assets						
Investasi pada Entitas Asosiasi dan Ventura Bersama Investment in Associates and Joint Ventures	6.866,92	5.384,49	6.651,47	3.449,34	2.070,70	27,53%
Piutang Usaha Tidak Lancar – Bersih Non-Current Account Receivables	-	-	-	-	180,00	-
Piutang Lain-lain Tidak Lancar Others Non-Current Receivables	69,70	109,15	76,86	40,36	301,86	-36,15%



(dalam miliar Rupiah, kecuali dinyatakan lain)

(in billion Rupiah, unless otherwise stated)

Uraian Description	2020	2019	2018	2017	2016	YoY 2019-2020 (%)
Tagihan Bruto kepada Pengguna Jasa Tidak Lancar Non-Current Gross Amount Due from Customers	-	-	-	-	2.137,92	-
Properti Investasi Investment Properties	310,15	310,15	126,28	66,55	53,41	0,00%
Investasi Jangka Panjang Lainnya Other Long-term Investments	780,24	446,76	347,82	287,62	548,40	74,65%
Aset Tetap – Bersih Fixed Assets – Net	7.819,65	8.663,22	7.091,12	4.742,29	3.013,85	-9,74%
Aset Hak Guna Right to Use Assets	127,62	-	-	-	-	100,00%
Goodwill	1.995,91	1.995,91	1.995,91	2.235,78	1.710,77	0,00%
Aset Tak Berwujud – Hak Pengusahaan Jalan Tol Intangible Assets Toll Road Concession Rights	53.871,28	55.378,83	40.233,23	33.932,68	11.153,74	-2,72%
Aset Keuangan atas Proyek Konsesi Financial Assets from Concession Project	344,60	339,02	381,62	345,60	256,31	1,65%
Aset Keuangan atas Proyek Konsesi Financial Assets from Concession Project	344,60	339,02	381,62	345,60	256,31	1,65%
Aset Pajak Tangguhan Deferred Tax Assets	520,77	1,54	1,56	43,92	195,14	33.662,88%
Aset Lain-lain Other Assets	343,35	922,34	496,57	324,59	98,34	-62,77%
Total Aset Tidak Lancar Total Non-Current Assets	73.050,20	73.551,42	57.402,45	45.468,74	21.720,44	-0,68%
Total Aset Total Assets	105.588,96	122.589,26	124.391,58	97.895,76	61.433,01	-13,87%
LIABILITAS LIABILITIES						
Liabilitas Jangka Pendek Current Liabilities						
Utang Usaha Accounts Payable	13.094,58	12.381,18	14.905,83	14.098,18	7.184,59	5,76%
Utang Bank Jangka Pendek Short-Term Bank Loans	24.870,59	22.162,36	27.959,25	24.291,48	12.063,05	12,22%
Utang lembaga Keuangan Non- Bank Bagian Jangka Pendek Loan to Financial Institution Non-Bank	-	-	392,62	1.588,72	3.281,29	-
Utang Bruto Subkontraktor Jangka Pendek Short-Term Gross Amount Due to Subcontractors	1.592,85	2.688,90	6.476,52	10.027,54	7.291,44	-40,76%



(dalam miliar Rupiah, kecuali dinyatakan lain)

(in billion Rupiah, unless otherwise stated)

Uraian Description	2020	2019	2018	2017	2016	YoY 2019-2020 (%)
Biaya yang Masih Harus Dibayar Accrued Expenses	1.502,67	720,63	695,79	513,24	251,30	108,52%
Utang Pajak Jangka Pendek Short-Term Taxes Payables	1.127,70	1.381,84	2.028,61	227,79	409,81	-18,39%
Uang Muka Kontrak Jangka Pendek Advances on Short-Term Contract	699,90	364,29	287,68	233,52	557,26	92,13%
Utang Bank Jangka Panjang yang Jatuh Tempo dalam Setahun Current Maturities of Long-Term Bank Loan	1.220,25	833,00	416,50	5,39	5,39	46,49%
Utang Pembelian Aset Tetap Bagian Lancar Debt Purchases of Fixed Assets - Current Portion	-	0,01	0,20	0,24	0,22	-100,00%
Surat Utang Jangka Menengah Jangka Pendek Short-Term Medium Term Notes	300,00	733,00	812,20	720,06	-	-59,07%
Utang Obligasi Jangka Pendek - Bersih Short-Term Bonds Payable - Net	2.835,44	3.264,99	1.999,29	-	-	-13,16%
Liabilitas Jangka Pendek Lainnya Other Short-Term Liabilities	963,47	493,30	825,24	603,03	239,29	95,31%
Liabilitas Sewa Jangka Panjang yang Jatuh Tempo dalam Setahun Current Maturities Long Term Lease Liabilities	30,38	-	-	-	-	100,00%
Total Liabilitas Jangka Pendek Total Current Liabilities	48.237,84	45.023,50	56.799,73	52.309,20	31.283,65	7,14%
Liabilitas Jangka Panjang Non-Current Liabilities						
Utang Bank Jangka Panjang Long-Term Bank Loans	23.086,34	29.325,15	20.752,25	8.665,51	4.147,89	-21,27%
Utang Ventura Bersama Jangka Panjang Long-Term Joint Venture Payable	970,23	773,43	671,61	694,72	177,10	25,44%
Utang Lembaga Keuangan Non-Bank Jangka Panjang Long Term Loan to Financial Institution Non Bank	2.901,64	1.846,59	161,79	304,35	175,00	57,14%
Utang Bruto Jangka Panjang Long-Term Gross Amount	771,73	1.361,07	2.225,14	-	-	-43,30%
Uang Muka Kontrak Jangka Panjang Advances on Long-Term Contract	407,60	165,91	262,90	547,59	1.278,31	145,68%



(dalam miliar Rupiah, kecuali dinyatakan lain)

(in billion Rupiah, unless otherwise stated)

Uraian Description	2020	2019	2018	2017	2016	YoY 2019-2020 (%)
Liabilitas Pajak Tangguhan Deferred Tax Liabilities	7,29	28,64	54,36	43,05	8,61	-74,55%
Utang Pajak Jangka Panjang Long-Term Taxes Payable	725,30	193,16	805,41	1.067,59	-	275,49%
Liabilitas Sewa Jangka Panjang Long-Term Lease Liabilities	60,76	-	-	-	-	100,00%
Utang Lain-lain Jangka Panjang Other Long-Term Payables	2.025,48	1.876,41	1.549,14	2.339,19	1.954,05	7,94%
Surat Utang Jangka Menengah Jangka Panjang Long-Term Medium Term Notes	-	300,00	300,00	-	-	-100,00%
Utang Obligasi Jangka Panjang - Bersih Long-Term Bonds Payable - Net	9.728,16	12.422,42	11.849,36	9.045,26	5.567,53	-21,69%
Utang Pembelian Aset Tetap Bagian Jangka Panjang Debt Purchases of Fixed Assets - Long-Term Portion	-	-	0,01	0,24	0,31	-
Liabilitas Imbalan Kerja Employee Benefit Liabilities	89,05	154,51	72,77	124,24	67,34	-42,37%
Total Liabilitas Jangka Panjang Total Non-Current Liabilities	40.773,57	48.447,30	38.704,74	22.831,74	13.376,14	-15,84%
Total Liabilitas Total Liabilities	89.011,41	93.470,79	95.504,46	75.140,94	44.659,79	-4,77%
EKUITAS EQUITY						
Modal Saham Share Capital	1.357,40	1.357,39	1.357,39	1.357,39	1.357,37	0,00%
Tambahan Modal Disetor Additional Paid-in Capital	5.849,53	5.552,03	5.552,03	5.467,02	5.882,68	5,36%
Saldo Laba: Retained Earnings:						
Telah Ditentukan Penggunaannya Appropriated	1.732,10	1.672,39	1.583,50	920,94	578,29	3,57%
Belum Ditentukan Penggunaannya Unappropriated	-2.172,22	8.561,02	8.763,91	5.760,14	2.755,88	-125,37%
Komponen Ekuitas Lainnya Other Component of Equity	765,44	739,58	744,30	500,95	495,35	3,50%
Jumlah Ekuitas yang Dapat Diatribusikan kepada: Total Equity Attributable to:						
Pemilik Entitas Induk Owners of Parent	7.532,24	17.882,41	18.001,12	14.006,44	11.069,55	-57,88%
Kepentingan Non- Pengendali Non-Controlling Interest	9.045,31	11.236,06	10.886,00	8.748,39	5.703,67	-19,50%
Jumlah Ekuitas Total Equity	16.577,55	29.118,47	28.887,12	22.754,82	16.773,22	-43,07%
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	105.588,96	122.589,26	124.391,58	97.895,76	61.443,01	-13,87%



Laporan Arus Kas Konsolidasian

Consolidated Statements of Cash Flows

(dalam miliar Rupiah, kecuali dinyatakan lain)

(in billion Rupiah, unless otherwise stated)

Uraian Description	2020	2019	2018	2017	2016	YoY 2019- 2020 (%)
Kas Bersih Diperoleh dari Aktivitas Operasi Cash Flows from Operating Activities	411,06	9.014,25	4.011,54	(5.959,56)	(7.762,41)	-95,44%
Kas Bersih Digunakan untuk Aktivitas Investasi Cash Flows from Investing Activities	(1.056,08)	(14.924,74)	(18.768,15)	(19.238,72)	(9.552,72)	-92,92%
Kas Bersih Diperoleh dari Aktivitas Pendanaan Cash Flows from Financing Activities	(7.407,07)	4.334,94	19.691,08	20.630,92	22.459,33	-270,87%
Kenaikan (Penurunan) Bersih Kas dan Setara Kas Net (Increase) Decrease In Cash And Cash Equivalents	(8.052,09)	(1.575,55)	4.934,47	(4.567,36)	5.144,20	411,07%
Keuntungan (Kerugian) Selisih Kurs yang Belum Direalisasi Net Decrease In Cash And Foreign Exchange Rate	17,24	(11,82)	11,11	0,33	0,61	-245,85%
Pengaruh Pelepasan Entitas Anak pada Kas dan Setara Kas Effect On Disposal Of Subsidiaries On Cash And Cash Equivalents	(10,03)	-	(188,87)	-	-	-
Kas dan Setara Kas pada Awal Tahun Cash and Cash Equivalents at the Beginning of Year	9.258,31	10.845,68	6.088,96	10.656,00	5.511,19	-14,64%
Kas dan Setara Kas pada Akhir Tahun Cash and Cash Equivalents at the End of Year	1.213,44	9.258,31	10.845,68	6.088,96	10.656,00	-86,89%

Financial Ratios

Rasio-rasio Keuangan

(dalam %)

(in %)

Uraian Description	2020	2019	2018	2017	2016
Rasio Pengembalian Aset (ROA) Return on Assets	-8,99	0,84	3,71	4,29	2,95
Rasio Imbal Kepada Pemegang Saham (ROE) Return on Equity	-48,43	9,21	15,99	18,46	22,42
Rasio Laba terhadap Pendapatan (NPM) Net Profit Margin	-58,65	3,28	9,47	9,29	7,62
Rasio Lancar Current Ratio	0,67	1,09	1,18	1,00	1,17
Rasio Liabilitas terhadap Total Aset Debt to Asset Ratio	0,84	0,76	0,77	0,77	0,73
Rasio Liabilitas terhadap Ekuitas Debt to Equity Ratio	5,36	3,21	3,31	3,30	2,66

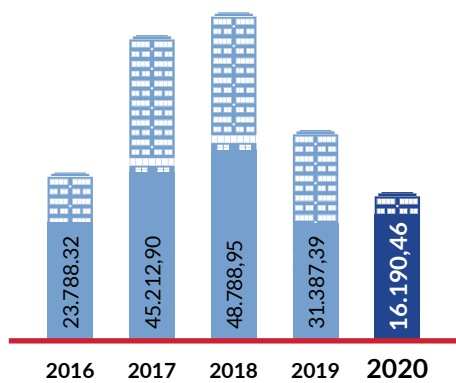


GRAFIK KINERJA KEUANGAN

FINANCIAL PERFORMANCE GRAPHIC

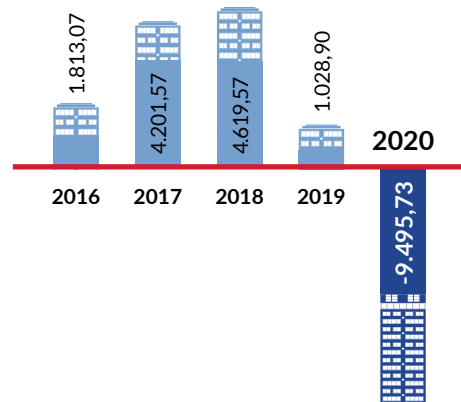
Pendapatan Usaha

Revenues
Rp-miliar/Rp-billion



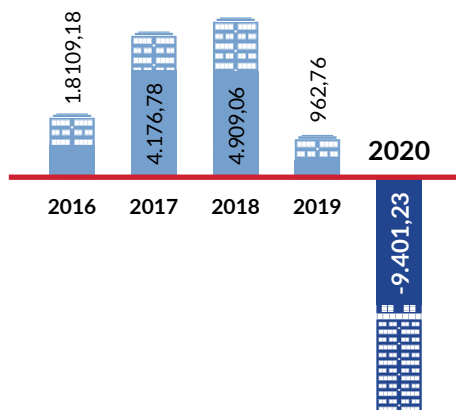
Laba (Rugi) Tahun Berjalan

Profit (Loss) for the Year
Rp-miliar/Rp-billion



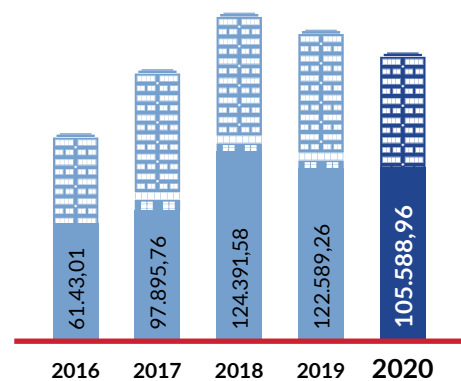
Laba (Rugi) Komprehensif Tahun Berjalan

Comprehensive Income (Loss) for the Year
Rp-miliar/Rp-billion



Jumlah Aset

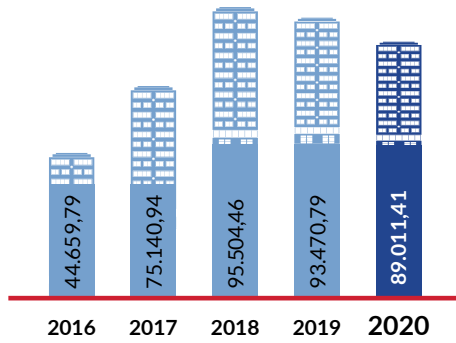
Total Assets
Rp-miliar/Rp-billion



Jumlah Liabilitas

Total Liabilities

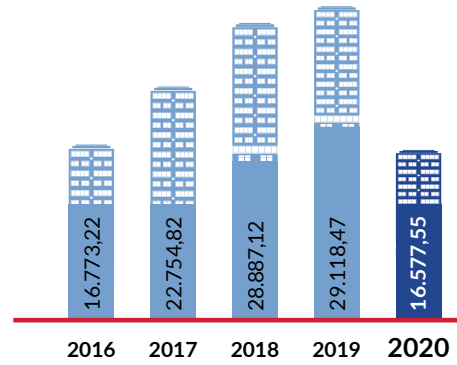
Rp-miliar/Rp-billion



Jumlah Ekuitas

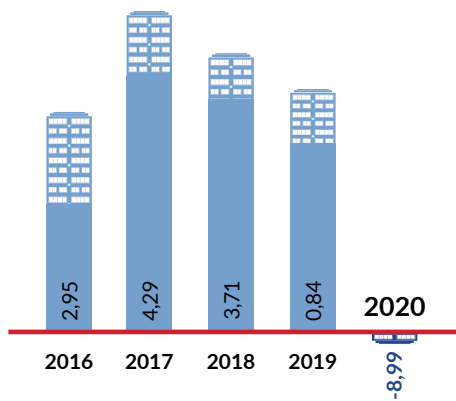
Total Equity

Rp-miliar/Rp-billion



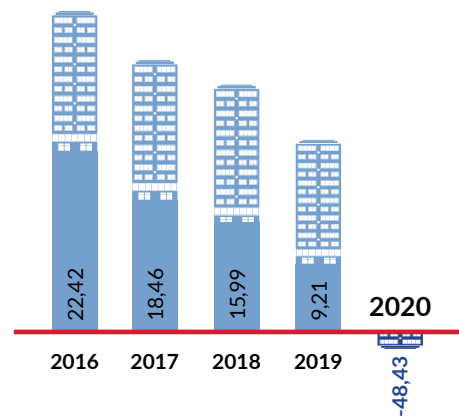
ROA

%



ROE

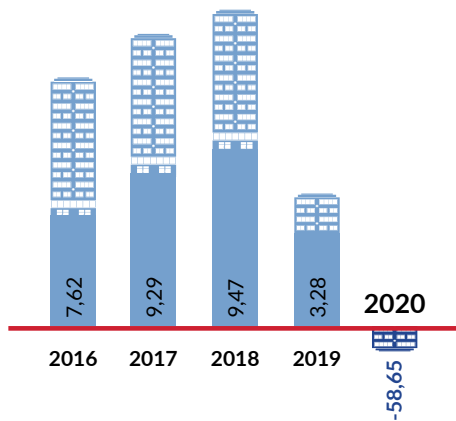
%



Rasio Laba terhadap Pendapatan

Net Profit Margin

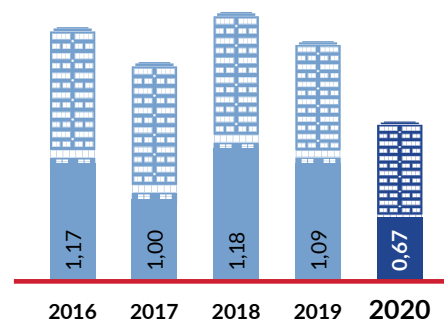
%



Rasio Lancar

Current Ratio

%

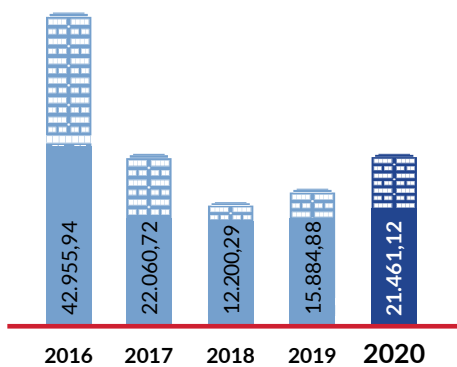


IKHTISAR OPERASIONAL OPERATIONAL HIGHLIGHTS

Uraian Description	2020	2019	2018	2017	2016	YoY 2019-2020 (%)
Jumlah Lelang Dimenangkan (dalam miliar Rupiah) Total Won Auction (in billion Rupiah)	21.461,12	15.884,88	12.200,29	22.060,72	42.955,94	35,10%
Persentase Lelang Dimenangkan (dalam %) Percentage of Won Auction (in %)	54,59	52,53	28,08	49,97	42,31	3,92%
Jumlah Perolehan Kontrak Baru (dalam miliar Rupiah) Total New Contracts (in billion Rupiah)	27.003	26.081	27.216	55.834	69.974	3,54%

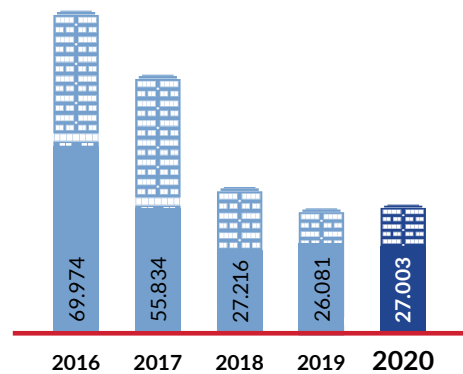
Jumlah Lelang Dimenangkan

Total Won Auction
Rp-miliar/Rp-billion



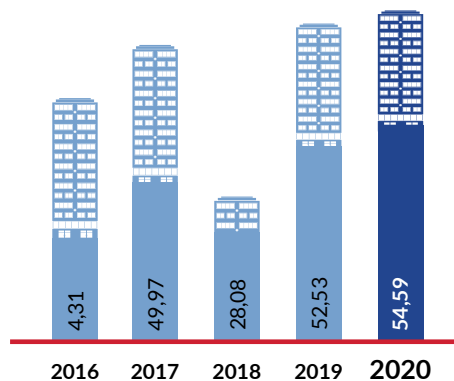
Jumlah Perolehan Kontrak Baru

Total New Contracts
Rp-miliar/Rp-billion



Persentase Lelang Dimenangkan

Percentage of Won Auction
%



IKHTISAR SAHAM

SHARE HIGHLIGHTS

Informasi Kinerja Saham

Information on Stock Performance

Kode Saham: WSKT
Bursa Perdagangan Saham: Bursa Efek Indonesia
Stock Code: WSKT
Stock Trading 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)
2020			
Januari January	1.485	1.560	1.210
Februari February	1.210	1.240	890
Maret March	990	1.070	422
April April	484	725	460
Mei May	595	645	570
Juni June	605	825	605
Juli July	710	755	620
Agustus August	625	695	585
September September	640	660	490
Oktober October	505	815	500
November November	725	1.150	710
Desember December	1.065	1.600	1.015
2019			
Januari January	1.680	2.140	1.680
Februari February	1.980	2.050	1.745
Maret March	1.880	2.020	18.45
April April	1.990	2.230	19.25
Mei May	2.120	2.120	1650



Kode Saham: WSKT
Bursa Perdagangan Saham: Bursa Efek Indonesia
Stock Code: WSKT
Stock Trading Exchange: Indonesia Stock Exchange

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 (Rp) Market Capitalization (Rp)
1230	13.573.951.000	727.040.300	16.695.959.730.000
975	13.573.951.000	732.460.800	13.234.602.225.000
484	13.573.951.000	1.167.762.300	6.569.792.284.000
605	13.573.951.000	1.606.841.800	8.212.240.355.000
610	13.573.951.000	606.176.600	8.280.110.110.000
710	13.573.951.000	1.449.362.300	9.637.505.210.000
625	13.573.951.000	1.374.133.100	8.483.719.375.000
650	13.573.951.000	686.504.600	8.823.068.150.000
498	13.573.951.000	497.973.800	6.759.827.598.000
740	13.573.951.000	1.593.885.100	10.044.723.740.000
1040	13.573.951.000	3.703.655.600	14.116.909.040.000
1440	13.573.951.000	4.210.227.600	19.546.489.440.000
1975	13.573.951.000	1.686.656.700	26.808.319.286.250
1875	13.573.951.000	1.240.711.400	25.450.936.031.250
1985	13.573.951.000	574.595.100	26.944.057.611.750
2.120	13.573.951.000	969.312.600	28.776.525.006.000
1.810	13.573.951.000	664.405.400	24.568.636.915.500



Kode Saham: WSKT
Bursa Perdagangan Saham: Bursa Efek Indonesia
Stock Code: WSKT
Stock Trading 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)
Juni June	1.810	2.050	1.810
Juli July	2.030	2.180	1.910
Agustus August	2.030	2.030	1.720
September September	1.750	1.800	1.560
Oktober October	1.650	1.685	1.475
November November	1.535	1.555	1.215
Desember December	1.225	1.525	1.225

Tabel Harga dan Volume Perdagangan Saham per Kuartal
Stock Price and Trading Volume per Quarter
2019-2020

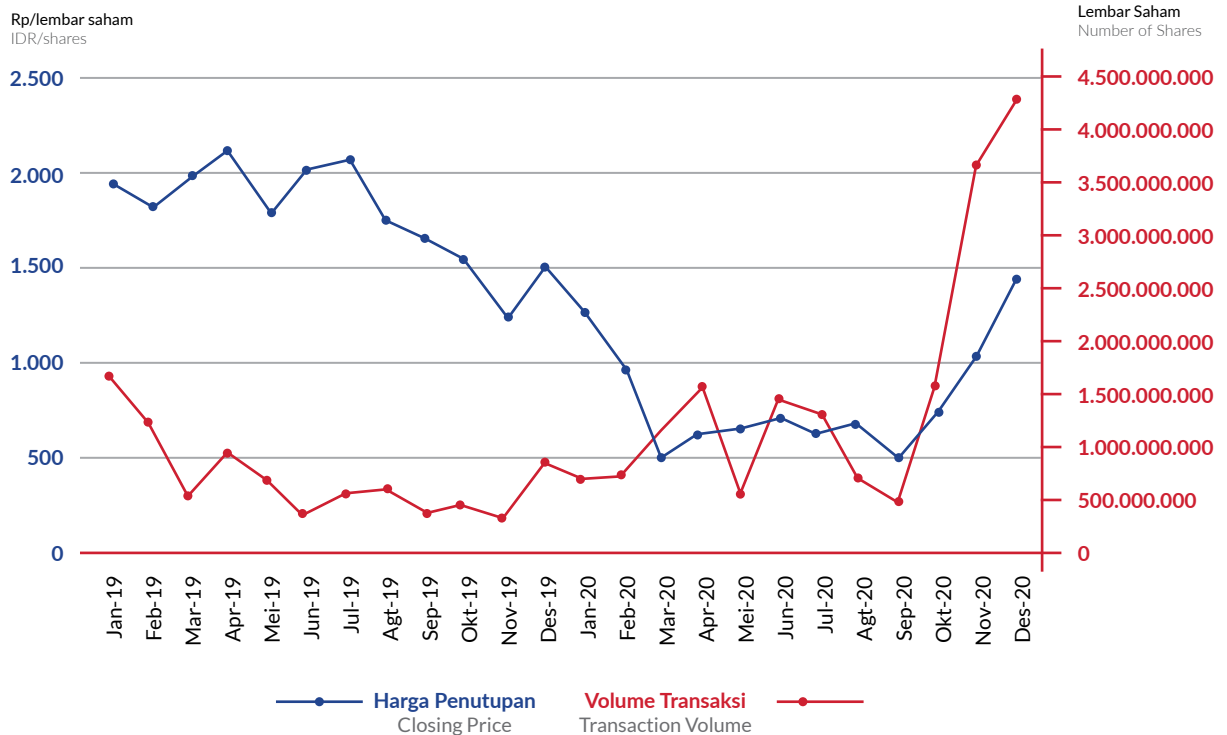
Periode Period	Harga Pembukaan (Rp/lembar saham) Opening Price (Rp/share)	Harga Tertinggi (Rp/lembar saham) Highest Price (Rp/share)	Harga Terendah (Rp/lembar saham) Lowest Price (Rp/share)	Harga Penutupan (Rp/lembar saham) Closing Price (Rp/share)	Volume Perdagangan (lembar saham) Trading Volume (share)
2020					
Kuartal I 1st Quarter	1.485	1.560	422	484	2.627.263.400
Kuartal II 2nd Quarter	484	825	460	710	3.662.380.700
Kuartal III 3rd Quarter	710	755	490	498	2.558.611.500
Kuartal IV 4th Quarter	505	1.600	500	1.440	9.507.768.300
2019					
Kuartal I 1st Quarter	1.880	2.020	1.845	1.985	3.501.963.200
Kuartal II 2nd Quarter	1.810	2.050	1.810	2.010	2.020.620.800
Kuartal III 3rd Quarter	1.750	1.800	1.560	1.650	1.577.101.000
Kuartal IV 4th Quarter	1.225	1.525	1.225	1.485	1.657.006.900



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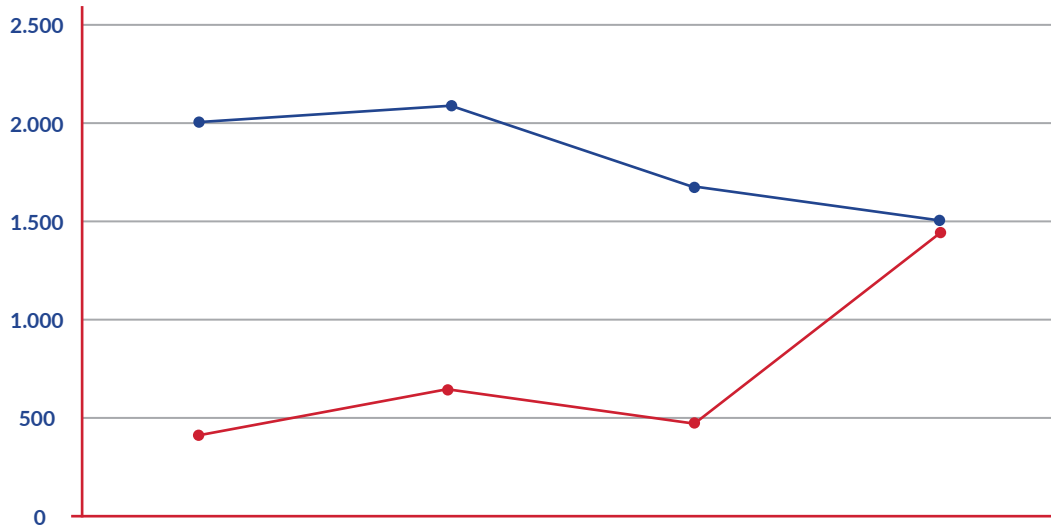
Harga Penutupan (Rp/lembar saham) Closing Price (Rp/share)	Jumlah Saham yang Beredar (lembar saham) Outstanding Shares (share)	Volume Perdagangan (lembar saham) Trading Volume (share)	Kapitalisasi Pasar (Rp) Market Capitalization (Rp)
2.010	13.573.951.000	386.902.800	27.283.403.425.500
2.050	13.573.951.000	598.022.100	27.286.356.727.500
1.745	13.573.951.000	586.741.900	23.686.337.799.750
1.650	13.573.951.000	392.337.000	22.396.823.707.500
1.555	13.573.951.000	465.901.000	21.107.309.615.250
1.225	13.573.951.000	373.257.300	16.627.944.873.750
1.485	13.573.951.000	817.848.600	20.157.141.336.750

Grafik Pergerakan Harga Penutupan dan Volume Saham WSKT
Tahun 2019-2020
Movement of WSKT Closing Price and Transaction Volume
In 2019-2020



Grafik Pergerakan Harga Penutupan Saham WSKT per Kuartal 2019-2020

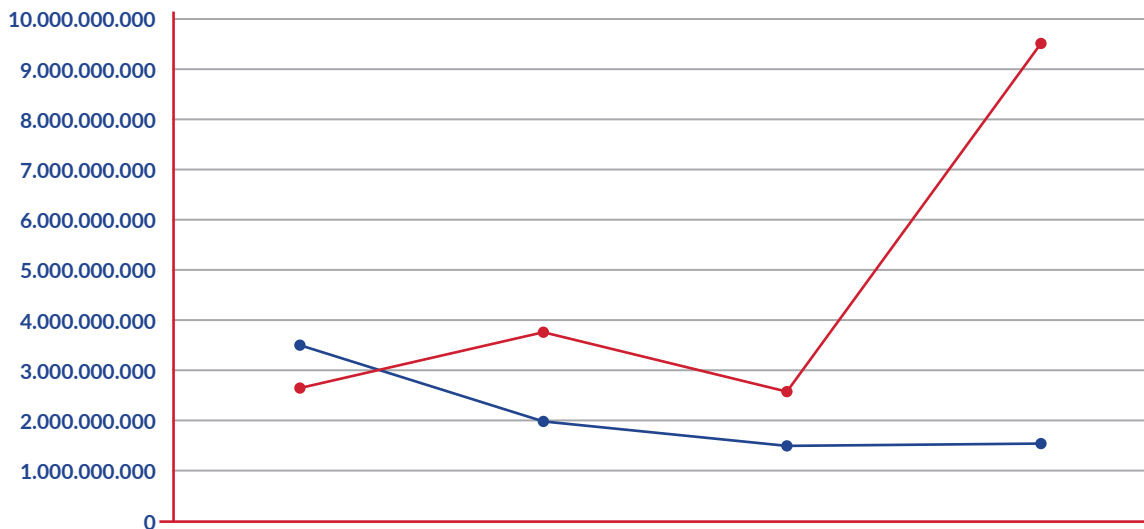
Movement of WSKT Closing Price per Quarter In 2019-2020



	Kuartal 1 1st Quarter	Kuartal 2 2nd Quarter	Kuartal 3 3rd Quarter	Kuartal 4 4th Quarter
—●— 2019	1.985	2.010	1.650	1.485
—●— 2020	484	710	498	1.440

Grafik Pergerakan Volume Saham WSKT per Kuartal 2019-2020

Movement of WSKT Stock Trading Volume per Quarter In 2019-2020



	Kuartal 1 1st Quarter	Kuartal 2 2nd Quarter	Kuartal 3 3rd Quarter	Kuartal 4 4th Quarter
—●— 2019	3.501.963.200	2.020.620.800	1.577.101.000	1.657.006.900
—●— 2020	2.627.263.400	3.662.380.700	2.558.611.500	9.507.768.300



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

Hingga 31 Desember 2020, 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*).

Informasi Tentang Aksi Korporasi

Hingga 31 Desember 2020 tidak terdapat aksi korporasi yang dilakukan Waskita terkait dengan perdagangan saham.

Information on Suspension and/or Delisting of Shares

As of December 31, 2020, 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.

Information on Corporate Actions

Until December 31, 2020, Waskita had no corporate action related to stock trading.



INFORMASI OBLIGASI, SUKUK DAN/ ATAU OBLIGASI KONVERSI

INFORMATION ON BONDS, SHARIA BONDS AND/OR CONVERTIBLE BONDS

Informasi Obligasi

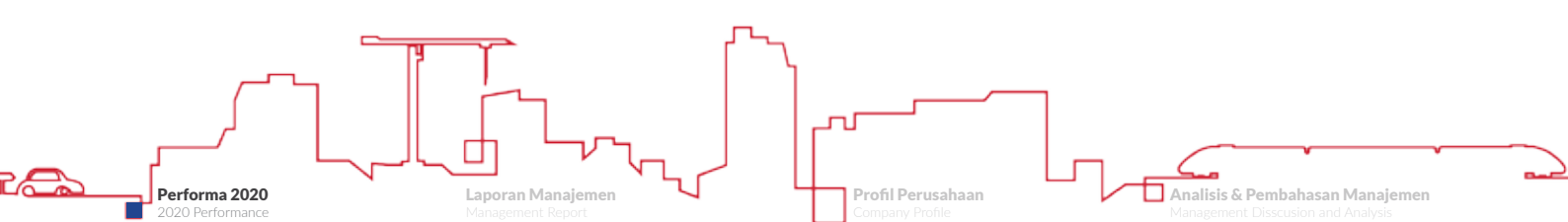
Information on Bonds

No	Nama Obligasi Name of Bonds	Seri Series	Jumlah Nominal (Rp Juta) Nominal Value (Rp Million)	Tingkat Bunga Interest Rate	Jangka Waktu Tenor
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
2	PUB II Obligasi Waskita Karya Tahap III Tahun 2017 Sustainable Bonds II Waskita Karya Phase III Year 2017	B	910.000	9,00%	5 (lima) tahun 5 (five) years
3	PUB III Obligasi Waskita Karya Tahap I Tahun 2017 Sustainable Bonds III Waskita Karya Phase I Year 2017	B	1.631.000	8,50%	5 (lima) tahun 5 (five) years
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
		B	2.276.500	8,25%	5 (lima) tahun 5 (five) years
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
		B	941.750	9,75%	5 (lima) tahun 5 (five) years
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
		B	1.361.750	9,75%	5 (lima) tahun 5 (five) years
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



Peringkat Rating	Pemeringkatan Efek Rating Agency	Tanggal Efektif OJK OJK Effective Date	Jatuh Tempo Due Date	Total Terhutang (Rp Juta) Total Outstanding (Rp Million)	Status
idBBB	Pefindo	Kamis, 2 Juni 2016 Thursday, June 2, 2016	Selasa, 28 September 2021 Tuesday, September 28, 2021	900.000	Belum Lunas Not yet paid off
idBBB	Pefindo	Jumat, 3 Februari 2017 Friday, February 3, 2017	Senin, 21 Februari 2022 Monday, February 21, 2022	910.000	Belum Lunas Not yet paid off
idBBB	Pefindo	Kamis, 28 September 2017 Thursday, September 28, 2017	Kamis, 6 Oktober 2022 Thursday, October 6, 2022	1.631.000	Belum Lunas Not yet paid off
idBBB	Pefindo	Kamis, 15 Februari 2018 Thursday, February 15, 2018	Selasa, 23 Februari 2021 Tuesday, February 23, 2021 Kamis, 23 Februari 2023 Thursday, February 23, 2023	3.451.500	Belum Lunas Not yet paid off Belum Lunas Not yet paid off
idBBB	Pefindo	Senin, 24 September 2018 Monday, September 24, 2018	Selasa, 28 September 2021 Tuesday, September 28, 2021 Kamis, 28 September 2023 Thursday, September 28, 2023	1.702.750	Belum Lunas Not yet paid off Belum Lunas Not yet paid off
idBBB	Pefindo	Kamis, 16 Mei 2019 Thursday, May16, 2019	Senin, 16 Mei 2022 Monday, May 16, 2022 Kamis, 16 Mei 2024 Thursday, May 16, 2024	1.845.750	Belum Lunas Not yet paid off Belum Lunas Not yet paid off
idBBB	Pefindo	Kamis, 6 Agustus 2020 Thursday, August 6, 2020	Minggu, 6 Agustus 2023 Sunday, August 6, 2023	135.500	Belum Lunas Not yet paid off





Performa 2020
2020 Performance

Laporan Manajemen
Management Report

Profil Perusahaan
Company Profile

Analisis & Pembahasan Manajemen
Management Discussion and Analysis

Informasi Sukuk

Sampai dengan 31 Desember 2020, Perseroan tidak menerbitkan sukuk, dengan demikian Perseroan tidak memiliki informasi mengenai sukuk.

Informasi Obligasi Konversi

Sampai dengan 31 Desember 2020, Perseroan tidak menerbitkan obligasi konversi, dengan demikian Perseroan tidak memiliki informasi mengenai obligasi konversi.

Information on Sharia Bonds

As of December 31, 2020, 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, 2020, the Company did not issue convertible bonds, therefore no information on convertible bonds needs to be disclosed.



PERISTIWA PENTING 2020

EVENT HIGHLIGHTS IN 2020

JANUARI JANUARY



3 Januari 2020
January 3, 2020

Waskita Peduli Bencana Banjir Waskita Cares for Flood Disaster

Waskita memberikan bantuan kepada korban banjir di 10 kelurahan yang berada di daerah Jakarta Timur dan Bekasi.

Waskita gave donation to flood victims in 10 urban villages located in East Jakarta and Bekasi.



6 Januari 2020
January 6, 2020

Workshop Lean Construction Lean Construction Workshop

Waskita menggelar acara "Workshop Lean Construction" selama dua hari di Jakarta, yang diikuti oleh sekitar 100 orang pegawai.

Waskita held a two-day "Lean Construction Workshop" in Jakarta, which was attended by approximately 100 employees.



9 Januari 2020
January 9, 2020

Waskita Peduli Banjir Jakarta Waskita Cares for Jakarta Floods

Waskita turut berpartisipasi membantu penanganan banjir yang terjadi di Jakarta Timur dan sekitarnya melalui kegiatan BUMN Tanggap Bencana Banjir.

Waskita also participated in the handling of floods that occurred in East Jakarta and its surroundings through the SOE Flood Disaster Preparedness and Response activities.



9 Januari 2020
January 9, 2020

Perayaan Natal Waskita Waskita Christmas Celebration

Waskita mengadakan kegiatan Ibadah dan Perayaan Natal Oikumene dengan tema Hiduplah Sebagai Sahabat Bagi Semua Orang yang diadakan di Gedung Waskita Heritage Lantai 11, Jakarta.

Waskita held a Christmas Worship and Celebration with the theme "Live as Friends for Everyone", held at the 11th Floor Waskita Heritage Building, Jakarta.



10 Januari 2020
January 10, 2020

Waskita Appreciation Night 59th 59th Waskita Appreciation Night

Waskita menggelar Waskita Appreciation Night 59th dengan tema "To Be Industry Leader Through Strong Commitment to Corporate Culture and Integrated System" di Gedung Waskita Heritage.

Waskita held the 59th Waskita Appreciation Night with the theme "To Be Industry Leader Through Strong Commitment to Corporate Culture and Integrated System" at the Waskita Heritage Building.



11 Januari 2020
January 11, 2020

Fun Bike HUT ke-59 Waskita Waskita's 59th Anniversary Fun Bike

Waskita mengadakan kegiatan Fun Bike dalam rangka HUT Waskita ke-59, di Jakarta.

Waskita held a Fun Bike activity for the 59th Anniversary of Waskita, in Jakarta.





12 Januari 2020
January 12, 2020

Bakti Sosial Kesehatan di Jakarta

Health Social Service in Jakarta

Waskita melalui program Waskita Peduli menyelenggarakan kegiatan Bakti Sosial di Bidang Kesehatan yang diselenggarakan di Graha SMK 57 Ragunan dan Klinik Lamina Buncit Jakarta Selatan.

Waskita through Waskita Cares program organized Social Service activities in the Health sector at Graha SMK 57 Ragunan and Lamina Buncit Clinic, South Jakarta.



15 Januari 2020
January 15, 2020

Sosialisasi dan Pendampingan Pengisian e-LHKPN

Dissemination and Assistance for Filling Out e-LHKPN

Waskita mengadakan kegiatan Sosialisasi dan Pendampingan Pengisian e-LHKPN (Laporan Harta Kekayaan Penyelenggara Negara) di Lantai 11, Gedung Waskita Karya Heritage, Cawang, Jakarta.

Waskita held dissemination and assistance for filling out e-LHKPN (State Official Wealth Report) at the 11th Floor, Waskita Karya Heritage Building, Cawang, Jakarta.



15 Januari 2020
January 15, 2020

Waskita Raih Penghargaan di Indonesia Construction Safety Awards 2019

Waskita Won Award at the 2019 Indonesia Construction Safety Awards

Waskita menerima penghargaan dari ajang A2K4-Indonesia Construction Safety Awards (ISCA) 2019 yang diadakan di Ballroom The Ritz-Carlton, Mega Kuningan, Jakarta.

Waskita received several awards from the 2019 A2K4-Indonesia Construction Safety Awards (ISCA) held at the Ballroom of The Ritz-Carlton, Mega Kuningan, Jakarta.



16 Januari 2020
January 16, 2020

Upacara Peringatan Bulan K3 Nasional Tahun 2020

2020 National OHS Month Commemoration Ceremony

Waskita menyelenggarakan kegiatan Upacara peringatan Bulan K3 Nasional Tahun 2020 yang dipimpin langsung oleh SVP QHSE Division, Subkhan.

Waskita held the 2020 National OHS Month commemoration ceremony, which was led directly by the SVP QHSE Division, Subkhan.



17 Januari 2020
January 17, 2020

Gerakan Penanaman Pohon Dalam Rangka Polri Penghijauan

Tree Planting in National Police Greening

Waskita berpartisipasi di Gerakan Penanaman Pohon dalam rangka Polri Peduli Penghijauan yang diadakan di Jalan Tol Bogor-Ciawi-Sukabumi (Bocimi).

Waskita participated in the Tree Planting activity in the framework of National Police Care for Greening which was held on the Bogor-Ciawi-Sukabumi (Bocimi) Toll Road.



17 Januari 2020
January 17, 2020

Sharing Knowledge Innovation

Waskita mengadakan kegiatan Sharing Knowledge Innovation untuk para Board of Director (BoD), Senior Vice President (SVP), Manager, dan Project Manager (PM) yang diadakan di Lantai 11, Gedung Waskita Karya Heritage, Cawang, Jakarta.

Waskita held Knowledge Innovation Sharing activity for Board of Directors (BoD), Senior Vice President (SVP), Manager, and Project Manager (PM), which was held on the 11th Floor, Waskita Karya Heritage Building, Cawang, Jakarta.





17 Januari 2020
January 17, 2020

Waskita Berikan Bantuan Kepada Mantan Pegawai

Waskita Gave Donation to Former Employees

Waskita melalui program CSR Waskita Peduli memberikan bantuan kepada para mantan pegawai yang terkena musibah banjir berupa dana dan sembako. Pemberian dana dan sembako dilakukan di empat kediaman mantan pegawai.

Waskita through Waskita Cares CSR program gave donation to former employees affected by flood disaster in the form of funds and basic necessities. The provision of funds and basic necessities was carried out at the residences of four former employees.



20 Januari 2020
January 20, 2020

Pengukuhan Commissioner Waskita sebagai Guru Besar Fakultas Ekonomika & Bisnis UGM

Inauguration of Waskita's Commissioner as Professor of the Faculty of Economics & Business of Gadjah Mada University

Commissioner Waskita, R. Agus Sartono, resmi dikukuhkan sebagai guru besar Fakultas Ekonomika & Bisnis di Universitas Gadjah Mada, di Graha Sabha Pramana, Gedung Senat, Universitas Gadjah Mada, Yogyakarta. Waskita's Commissioner, R. Agus Sartono, was officially inaugurated as a professor at the Faculty of Economics & Business of Gadjah Mada University, at Graha Sabha Pramana, Senate Building, Gadjah Mada University, Yogyakarta.



21 Januari 2020
January 21, 2020

Rapat Koordinasi QHSE EPC Division

QHSE EPC Division Coordination Meeting

Waskita menyelenggarakan Rapat Koordinasi QHSE EPC Division, Pada acara ini juga dilakukan penyerahan sertifikat ahli K3 migas BNSP ke personil EPC Division, dan sertifikat HAZOP expert oleh BNSP ke tim QHSE Division.

Waskita held QHSE EPC Division Coordination Meeting. At this event, BNSP oil and gas OHS expert certificate was also granted to EPC Division personnel, and BNSP HAZOP expert certificate to QHSE Division team.



21 Januari 2020
January 21, 2020

Lomba Tari Nusantara Rukun Ibu Waskita

Rukun Ibu Waskita Held Nusantara Dance Competition

Rukun Ibu Waskita menggelar Lomba Tari Nusantara Waskita di Gedung Waskita Heritage, Jakarta, dalam rangka turut memeriahkan HUT Waskita ke-59.

Rukun Ibu Waskita held Waskita Nusantara Dance Competition at the Waskita Heritage Building, Jakarta, to celebrate the 59th Anniversary of Waskita.



24 Januari 2020
January 24, 2020

Penandatanganan Kontrak Penyedia Jasa Konstruksi Proyek Peningkatan Sarana dan Prasarana 6 PTKIN

Signing of Contract for Construction Service Provider of 6 PTKIN Facilities and Infrastructure Improvement Project

Waskita melakukan Penandatanganan Kontrak Penyedia Jasa Konstruksi Proyek Peningkatan Sarana dan Prasarana 6 (Enam) PTKIN (Perguruan Tinggi Keagamaan Islam Negeri) Melalui SBSN (Surat Berharga Syariah Negara (Proyek 6 in 1).

Waskita signed a Contract for Construction Service Provider of 6 (Six) PTKIN (State Islamic Religious College) Facilities and Infrastructure Improvement Project through SBSN (State Sharia Securities (6 in 1 Project).



24 Januari 2020
January 24, 2020

Jusuf Kalla Mengunjungi Pembangunan Universitas Islam Internasional Indonesia

Jusuf Kalla Visited the Construction of Indonesian International Islamic University

Wakil Presiden ke-10 & ke-12 HM. Jusuf Kalla mengunjungi pembangunan Universitas Islam Internasional Indonesia (UIII) di Depok, Jawa Barat. The 10th & 12th Vice President, HM. Jusuf Kalla, visited the construction of Indonesian International Islamic University (UIII) in Depok, West Java.





27 Januari 2020
January 27, 2020

Waskita Jalin Kerja Sama Pendidikan dengan Politeknik Negeri Jakarta

Waskita Established Collaboration in Education with Jakarta State Polytechnic

Waskita melalui program Waskita Peduli menyelenggarakan kegiatan Bakti Sosial di Bidang Kesehatan yang diselenggarakan di Graha SMK 57 Ragunan dan Klinik Lamina Buncit Jakarta Selatan. Waskita together with Jakarta State Polytechnic (PNJ) will be used as a national model for Campus (Vocational) and Industry (construction) synergy collaboration by the Ministry of Education and Culture. The cooperation agreement was attended by the Director General of Vocational Education of the Ministry of Education and Culture, Patdono Suwignjo.



31 Januari 2020
January 31, 2020

Rapat Koordinasi Triwulan IV/2019

Coordination Meeting of 4th Quarter/2019

Waskita menggelar Rapat Koordinasi Triwulan IV Tahun 2019, yang diselenggarakan di Gedung Waskita Heritage, Jakarta.

Waskita held the Coordination Meeting of 4th Quarter in 2019, at the Waskita Heritage Building, Jakarta.

FEBRUARI
FEBRUARY



5 Februari 2020
February 5, 2020

Kunjungan Independent Commissioner Waskita ke Proyek Jalan Tol KLBM

Waskita Commissioner Independent Visited the KLBM Toll Road Project

Independent Commissioner Waskita, Bapak Muradi mengunjungi proyek Jalan Tol Krian Legundi Bunder Manyar (KLBM) di Jawa Timur. Waskita Independent Commissioner, Muradi, visited the Krian Legundi Bunder Manyar (KLBM) Toll Road project in East Java.



6 Februari 2020
February 6, 2020

Seminar Nasional K3 dengan tajuk "Memasyarakatkan Budaya K3 di Era Revolusi Industri 4.0."

National OHS Seminar with the theme "Promoting OHS Culture in the Industrial Revolution Era 4.0."

Waskita turut hadir pada Seminar Nasional K3 dengan tajuk "Memasyarakatkan Budaya K3 di Era Revolusi Industri 4.0." yang dilaksanakan oleh Balai K3 Bandung, Kementerian Ketenagakerjaan.

Waskita attended the National OHS Seminar with the theme "Socializing K3 Culture in the Era of the Industrial Revolution 4.0.", which was held by Bandung OHS Office of the Ministry of Manpower.



7 Februari 2020
February 7, 2020

Presiden RI Jokowi Meninjau Proyek Renovasi Masjid Istiqlal

Indonesian President Jokowi Visited Istiqlal Mosque Renovation Project

Presiden Joko Widodo meninjau progres salah satu proyek yang sedang dikerjakan oleh Waskita, yaitu proyek renovasi Masjid Istiqlal Jakarta.

President Joko Widodo visited one of the projects currently being worked on by Waskita, namely the renovation project of Istiqlal Mosque in Jakarta.





7 Februari 2020
February 7, 2020

Groundbreaking Proyek Pembangunan Pipa Transmisi Gas Ruas Cirebon-Semarang

Groundbreaking of the Cirebon-Semarang Gas Transmission Pipe Development Project

Groundbreaking Proyek Pembangunan Pipa Transmisi Gas Ruas Cirebon-Semarang, dilaksanakan di Rest Area Tol KM 379A, Ruas Tol Batang-Semarang. Groundbreaking of the Cirebon-Semarang Gas Transmission Pipe Development Project, was carried out at KM 379A Rest Area, Batang-Semarang Toll Road.



12 Februari 2020
February 12, 2020

Diskusi Infrastruktur yang Mengambil Tema 'Dampak Terhadap Perekonomian, Investasi, dan Tata Kelola'

Infrastructure Discussion with the Theme 'Impact on the Economy, Investment and Governance'

Director of Operation II Waskita, Bambang Rianto, menjadi narasumber acara Diskusi Infrastruktur yang mengambil tema 'Dampak Terhadap Perekonomian, Investasi, dan Tata Kelola' oleh Galang Kemajuan Center di Gedung Cyber Tower 2, Kuningan, Jakarta.

Waskita's Director of Operation II, Bambang Rianto, was the resource person for the Infrastructure Discussion event with the theme 'Impact on the Economy, Investment and Governance', held by Galang Progress Center at Cyber Tower 2 Building, Kuningan, Jakarta.



14 Februari 2020
February 14, 2020

Pembekalan kepada 17 pegawai Asal Papua yang Merupakan Pegawai Program Perekrutan Bersama BUMN

OHS Induction for 17 Employees from Papua, joining through the SOE Joint Recruitment Program

Director of Human Capital Management (HCM) & System Development Waskita, Hadjar Seti Adji memberikan pembekalan kepada 17 pegawai asal Papua yang merupakan pegawai Program Perekrutan Bersama BUMN yang dilakukan di Lantai 11, Gedung Waskita Heritage, Jakarta.

Waskita's Director of Human Capital Management (HCM) & System Development, Hadjar Seti Adji, organized an induction to 17 employees from Papua whom joined through the SOE Joint Recruitment Program, at the 11th Floor, Waskita Heritage Building, Jakarta.



19 Februari 2020
February 19, 2020

Workshop Hak & Kewajiban Kontrak Konstruksi

Workshop on Construction Contract Rights & Obligations

Director of Human Capital Management (HCM) & System Development Waskita, Hadjar Seti Adji memberikan sambutan pada acara Workshop Hak & Kewajiban Kontrak Konstruksi yang dilakukan di Lantai 11, Gedung Waskita Heritage, Jakarta.

Waskita's Director of Human Capital Management (HCM) & System Development, Hadjar Seti Adji, gave a speech at the Workshop on Construction Contract Rights & Obligations which was held on the 11th Floor, Waskita Heritage Building, Jakarta.



21 Februari 2020
February 21, 2020

Sosialisasi Pengisian & Workshop Waskita Application Vendor Excellence

Dissemination & Workshop on Waskita Application Vendor Excellence Filling

Waskita menyelenggarakan Sosialisasi Pengisian & Workshop Waskita Application Vendor Excellence (WAVE), pada 20 & 21 Februari 2020.

Waskita held Dissemination & Workshop on Waskita Application Vendor Excellence (WAVE) Filling on February 20 & 21, 2020.



21 Februari 2020
February 21, 2020

Pelepasan Pembekalan Bela Negara Karyawan BUMN, Program Perekrutan Putra-Putri Daerah Papua & Papua Barat

State Defense Training for SOE Employees from Papua & West Papua Region Recruitment Program

Director of Human Capital Management & System Development Waskita, Hadjar Seti Adji menghadiri acara pelepasan pembekalan bela negara karyawan BUMN, program perekrutan putra-putri daerah Papua & Papua Barat yang diselenggarakan di Pusat Pendidikan Zeni TNI AD.

Waskita's Director of Human Capital Management & System Development, Hadjar Seti Adji, attended the opening ceremony of state defense training for SOE employees from Papua & West Papua region recruitment program, which was held at the TNI AD Zeni Training Center.





24 Februari 2020
February 24, 2020

Sosialisasi Pencegahan Pemberantasan Penyalahgunaan dan Peredaran Gelap Narkotika (P4GN)

Dissemination of the Prevention and Eradication of Drugs Abuse and Trafficking (P4GN)

Waskita menyelenggarakan Sosialisasi Pencegahan Pemberantasan Penyalahgunaan dan Peredaran Gelap Narkotika (P4GN) di Jakarta. Waskita held Dissemination of the Prevention and Eradication of Drugs Abuse and Trafficking (P4GN) in Jakarta.



26 Februari 2020
February 26, 2020

Knowledge Sharing yang diadakan oleh Lembaga Manajemen Aset Negara (LMAN)

Knowledge Sharing held by the State Asset Management Institute (LMAN)

Director of Human Capital Management & System Development Waskita, Hadjar Seti Adji menjadi pembicara dalam acara Knowledge Sharing yang diadakan oleh Lembaga Manajemen Aset Negara (LMAN).

Waskita's Director of Human Capital Management & System Development, Hadjar Seti Adji, was the speaker at Knowledge Sharing event held by the State Asset Management Institute (LMAN).



26 Februari 2020
February 26, 2020

Groundbreaking Museum Internasional Sejarah Nabi Muhammad SAW dan Peradaban Islam

Groundbreaking of the International Museum of the History of the Prophet Muhammad and Islamic Civilization

Segenap jajaran Board of Directors dan Board of Commissioner Waskita menghadiri acara Groundbreaking Museum Internasional Sejarah Nabi Muhammad SAW dan Peradaban Islam yang terletak di Pantai Ancol, Jakarta.

The entire ranks of Board of Directors and Board of Commissioners of Waskita attended the Groundbreaking event for the International Museum of the History of the Prophet Muhammad and Islamic Civilization which is located on Ancol Beach, Jakarta.



29 Februari 2020
February 29, 2020

Evaluasi Personil HSE TNI AD di Proyek Jalan Tol Tebing Tinggi - Parapat Zona 1 dan 1A

Evaluation of TNI AD HSE Personnel in the Tebing Tinggi - Parapat Toll Road Project Zone 1 and 1A

Waskita melaksanakan evaluasi personil HSE TNI AD yang dilaksanakan di kantor Infrastructure I Division Waskita yang berlokasi di Medan.

Waskita carried out an evaluation of the TNI AD HSE personnel at Waskita Infrastructure I Division office located in Medan.

MARET
MARCH



4 Maret 2020
March 4, 2020

BUMN Performance Excellence Award 2020
SOE Performance Excellence Award 2020

Waskita meraih penghargaan dari Forum Ekselen BUMN dalam ajang 'BUMN Performance Excellence Award 2020', yang diselenggarakan di Grand Ballroom Hotel Indonesia Kempinski, Jakarta.
Waskita won an award from the SOE Excellence Forum in the SOE Performance Excellence Award 2020' event, which was held at the Grand Ballroom of Hotel Indonesia Kempinski, Jakarta.



5 Maret 2020
March 5, 2020

Grand Opening Pabrikasi Baja
Grand Opening of Steel Fabrication

PT Waskita Karya Infrastruktur (WKI) selaku anak perusahaan Waskita menyelenggarakan *Grand Opening* Pabrikasi Baja di Kawasan Industri Modern Cikande, Serang, Banten.
PT Waskita Karya Infrastruktur (WKI) as a subsidiary of Waskita held a Grand Opening for Steel Manufacturing in the Cikande Modern Industrial Estate, Serang, Banten.



6 Maret 2020
March 6, 2020

Penutupan Program Magang Mahasiswa Bersertifikat (PMMB) Batch 2 2019

The Closing of the 2019 Certified Student Internship Program (PMMB) Batch 2

Director of Human Capital Management & System Development Waskita, Hadjar Seti Adji, memberikan sambutan pada acara Penutupan Program Magang Mahasiswa Bersertifikat (PMMB) Batch 2 2019 yang diadakan di Lantai 11, Gedung Waskita Heritage, Jakarta.
Waskita's Director of Human Capital Management & System Development, Hadjar Seti Adji, gave a speech at the closing ceremony of the 2019 Certified Student Internship Program (PMMB) Batch 2, which was held on the 11th Floor, Waskita Heritage Building, Jakarta.



6 Maret 2020
March 6, 2020

Sosialisasi Pencegahan COVID-19
Socialization of COVID-19 Prevention

Waskita menyelenggarakan Sosialisasi Pencegahan COVID-19 (Novel Coronavirus) di Gedung Waskita Heritage dan Gedung Waskita Rajawali Tower, Jakarta.
Waskita held the Socialization on Prevention of COVID-19 (Novel Coronavirus) at the Waskita Heritage Building and the Waskita Rajawali Tower Building, Jakarta.



11 Maret 2020
March 11, 2020

QMS Non QHSE Batch II

Waskita melaksanakan kegiatan QMS Non QHSE Batch II, untuk memantapkan pengetahuan terkait sistem manajemen mutu dan keterkaitan implementasinya dengan prosedur Waskita di proyek-proyek Waskita dalam rangka pencapaian target tahun mutu Waskita 2020.
Waskita held QMS Non QHSE Batch II activity, to strengthen knowledge regarding the quality management system and the links of its implementation with Waskita procedures in Waskita projects in order to achieve Waskita's quality target for 2020.



13 Maret 2020
March 13, 2020

Penyemprotan Disinfektan di Proyek Renovasi Masjid Istiqlal
Spraying of Disinfectants at the Istiqlal Mosque Renovation Project

Waskita menyelenggarakan Penyemprotan Disinfektan di Masjid Istiqlal, Jakarta yang dihadiri segenap Board of Directors Waskita dan juga dihadiri langsung oleh Presiden Joko Widodo.
Waskita held Disinfectant Spraying at Istiqlal Mosque, Jakarta, which was attended by all Waskita's Board of Directors and also attended by President Joko Widodo.





13 Maret 2020
March 13, 2020

Awareness Training ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) Penerapan Standar Bagi Organisasi

Awareness Training on ISO 37001: 2016 Anti-Bribery Management System (SMAP) Implementation of Standards for Organizations

Waskita menggelar *Awareness Training ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) Penerapan Standar Bagi Organisasi* yang diselenggarakan di Gedung Waskita Heritage, Jakarta.

Waskita held *Awareness Training on ISO 37001: 2016 Anti-Bribery Management System (SMAP) Implementation of Standards for Organizations* at the Waskita Heritage Building, Jakarta.

APRIL **APRIL**



16 April 2020
April 16, 2020

Waskita Salurkan APD dan Alat Kesehatan

Waskita Distributed PPE and Medical Devices

Waskita melalui program *Corporate Social Responsibility (CSR)* dan *Waskita Peduli*, menyalurkan bantuan Alat Pelindung Diri (APD) dan alat kesehatan ke beberapa Puskesmas dan Rumah Sakit di Jakarta maupun daerah-daerah untuk membantu mencegah penyebaran Covid-19.

Waskita, through its *Corporate Social Responsibility (CSR)* and *Waskita Cares* programs, has distributed personal protective equipment (PPE) and medical devices to several health centers and hospitals in Jakarta and other areas to help prevent the spread of Covid-19.



24 April 2020
April 24, 2020

Penyuluhan Cara Mencuci Tangan yang Baik & Benar di Proyek Jalan Tol KLBM

Counseling on Proper & Correct Handwashing at the KLBM Toll Road Project

Waskita mengadakan penyuluhan cara mencuci tangan yang baik & benar di Proyek Jalan Tol Krian-Legundi-Bunder-Manyar (KLBM), Jawa Timur, dalam rangka mencegah penyebaran Covid-19.

Waskita held counseling on how to wash hands properly & correctly at the Krian-Legundi-Bunder-Manyar (KLBM) Toll Road Project, East Java, in order to prevent the spread of Covid-19.



JUNI
JUNE



1 Juni 2020
June 1, 2020

Upacara Peringatan Hari Lahir Pancasila
Pancasila Bornday Ceremony

Waskita mengikuti Upacara Peringatan Hari Lahir Pancasila dengan tema "Pancasila dalam Tindakan melalui Gotong Royong menuju Indonesia Maju" yang dilakukan secara *online*.

Waskita participated in the Pancasila Bornday Commemoration Ceremony with the theme "Pancasila in Action through Mutual Cooperation towards Advanced Indonesia" which was conducted online.



15 Juni 2020
June 15, 2020

Kick Off PaDi (Pasar Digital) UMKM
Kick Off PaDi (Digital Market) UMKM

Waskita mengikuti *Kick Off PaDi (Pasar Digital) UMKM* oleh Menteri BUMN dan Penandatanganan MoU PaDi UMKM yang dilakukan secara *online*.

Waskita participated in the UMKM Kick Off (Digital Market) by the Minister of SOE and the signing of MoU on PaDi UMKM which was done online.

JULI
JULY



3 Juli 2020
July 3, 2020

CEO Talks

Waskita menggelar *CEO Talks* dengan tema *Resilience and Readiness in The New Normal Era*, pada 25 Juni dan 2 Juli 2020 di Gedung Waskita Rajawali Tower.

Waskita held *CEO Talks* with the theme *Resilience and Readiness in The New Normal Era*, on June 25 and July 2, 2020 at the Waskita Rajawali Tower Building.



8 Juli 2020
July 8, 2020

Acara Benchmark Sharing
Komitmen dan Implementasi
CQSMS

Benchmark Sharing on CQSMS
Commitment and Implementation
Event

Waskita mengisi acara *benchmark sharing* tentang komitmen dan implementasi *Contractor Quality Safety Management System (CQSMS)* di PT PLN (Persero) Disjaya secara virtual melalui aplikasi zoom.

Waskita became the resource person at the benchmark sharing event about the commitment and implementation of Contractor Quality Safety Management System (CQSMS) at PT PLN (Persero) Disjaya, which was held virtually through the zoom application.



15 Juli 2020
July 15, 2020

Penandatanganan Perjanjian
Kerja Sama dengan Politeknik
Pekerjaan Umum

Signing of Cooperation
Agreement with Polytechnic of
Public Works

Waskita menandatangani Perjanjian Kerja Sama dengan Politeknik Pekerjaan Umum secara virtual, dalam rangka *link and match* yang mencakup pelatihan, praktik kerja, penelitian, pengabdian kepada masyarakat dan pemagangan.

Waskita virtually signed cooperation agreement with the Polytechnic of Public Works, in the framework of *link and match* which includes training, work practice, research, community service and apprenticeship.



15 Juli 2020
July 15, 2020

Gelaran Wicara Peluncuran Forum Pengarah Vokasi
Vocational Steering Forum Launching

Waskita yang diwakili oleh *Director of Human Capital Management & System Development*, Hadjar Seti Adji telah ditunjuk oleh Kementerian Pendidikan dan Kebudayaan Republik Indonesia sebagai anggota Forum Pengarah Vokasi (Rumah Vokasi) bidang permesinan dan konstruksi.
Waskita represented by the Director of Human Capital Management & System Development, Hadjar Seti Adji has been appointed by the Ministry of Education and Culture of the Republic of Indonesia as a member of the Vocational Steering Forum (Vocational House) in the field of machinery and construction.



17 Juli 2020
July 17, 2020

Waskita Menggelar Management Walkthrough di Yogyakarta
Waskita Held Management Walkthrough in Yogyakarta

Waskita menggelar *Management Walkthrough* di Yogyakarta, yang diikuti oleh 40 pegawai dari tiga proyek Waskita di Jawa Tengah yaitu Bendungan Bener, Bendungan Jlantah, dan Bendungan Gondang.
Waskita held a Management Walkthrough in Yogyakarta, which was attended by 40 employees from three Waskita projects in Central Java, namely the Bener Dam, the Jlantah Dam, and the Gondang Dam.



20 Juli 2020
July 20, 2020

Management Walkthrough di Surabaya
Management Walkthrough in Surabaya

Waskita menggelar *Management Walkthrough* di Surabaya, Jawa Timur, yang diikuti oleh 52 pegawai dari lima proyek Waskita di Jawa Tengah dan Jawa Timur yaitu Jalan Tol KLBM (Krian-Legundi-Bunder-Manyar), renovasi Bandara Juanda, Jalan Tol Pasuruan-Probolinggo, Jalan Tol Colomadu, dan Jalan Tol Probolinggo-Banyuwangi.
Waskita held a Management Walkthrough in Surabaya, East Java, which was attended by 52 employees from five Waskita projects in Central Java and East Java, namely the KLBM (Krian-Legundi-Bunder-Manyar) Toll Road, renovation of Juanda Airport, Pasuruan-Probolinggo Toll Road, Colomadu Toll Road, and Probolinggo-Banyuwangi Toll Road.

AGUSTUS
AUGUST



5 Agustus 2020
August 5, 2020

World Safety Organization (WSO) Indonesia Safety Culture Awards (WISCA) 2020

Waskita berhasil meraih penghargaan di ajang World Safety Organization (WSO) Indonesia Safety Culture Awards (WISCA) 2020.
Waskita won an award at the World Safety Organization (WSO) Indonesia Safety Culture Awards (WISCA) 2020.



17 Agustus 2020
August 17, 2020

Launching New Core Values "AKHLAK"

Waskita menggelar *launching New Core Values "AKHLAK"* yang juga merupakan Core Values untuk seluruh BUMN secara virtual melalui aplikasi zoom.
Waskita launched New Core Values "AKHLAK" which is also Core Values for all SOEs, which was held virtually through the zoom application.





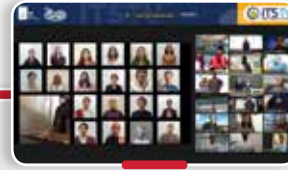
17 Agustus 2020
August 17, 2020

**Upacara Peringatan HUT ke-75
Kemerdekaan Republik Indonesia**

Commemoration Ceremony of the 75th
Anniversary of the Independence of the
Republic of Indonesia

Board of Director, SVP Corporate Office, SVP Business Unit, Direktur Anak Perusahaan, dan Pegawai Waskita mengikuti upacara peringatan HUT ke-75 Kemerdekaan Republik Indonesia yang digelar di Istana Merdeka, Jakarta, secara virtual.

Board of Directors, SVP Corporate Office, SVP Business Unit, Director of Subsidiaries, and employees of Waskita attended the 75th anniversary ceremony of the Independence of the Republic of Indonesia which was held at the Merdeka Palace, Jakarta, virtually.



18 Agustus 2020
August 18, 2020

**Launching Buku Manajemen Strategi
Launching of Strategy Management Book**

Waskita resmi me-launching buku 'Manajemen Strategi: "Pendekatan Change Management Berbasis Revo 4.0 di Era Vuca" yang ditulis oleh *President Director* Waskita, Destiawan Soewardjono.

Waskita officially launched the book "Strategic Management: Revo 4.0-Based Change Management Approach in the Vuca Era" written by the President Director of Waskita, Destiawan Soewardjono.

**SEPTEMBER
SEPTEMBER**



3 September 2020
September 3, 2020

**Penandatanganan Proyek NCICD
Contract Signing of the NCICD
Project**

Waskita menandatangani kontrak untuk pengerjaan proyek National Capital Integrated Coastal Development (NCICD), yang merupakan proyek pengamanan pantai pesisir Ibukota Negara dan berfungsi untuk melindungi pantai dari dampak abrasi gelombang air laut.

Waskita signed a contract to work on the National Capital integrated Coastal Development (NCICD) project, which is a coastal protection project for the country's capital city and functions to protect the coast from the impact of sea wave abrasion.



14 September 2020
September 14, 2020

**Pembagian Paket Sembako
Distribution of Basic Necessities
Packages**

Waskita melalui program Waskita Peduli membagikan lebih dari 300 paket sembako untuk pegawai Waskita yang disalurkan melalui perkumpulan *Office Boy, Cleaning Service, Driver and Security* Waskita yang terdampak pandemi Covid-19.

Waskita through Waskita Cares program distributed more than 300 packages of basic necessities for Waskita employees, i.e. Office Boy, Cleaning Service, Driver and Security of Waskita who were affected by the Covid-19 pandemic.



18 September 2020
September 18, 2020

**Pelaksanaan Audit Eksternal
Integrated Management System
External Audit of Integrated
Management System**

Waskita telah melakukan Audit Eksternal Integrated Management System yang meliputi Sistem Manajemen Mutu (ISO 9001:2015), Sistem Manajemen Lingkungan (ISO 14001:2015) & Sistem Manajemen K3 (ISO 45001:2018), pada 14-18 September 2020 dengan auditor dari PT SGS Indonesia.

Waskita has conducted an External Audit of Integrated Management System which includes Quality Management System (ISO 9001: 2015), Environmental Management System (ISO 14001: 2015) & OHS Management System (ISO 45001: 2018), on September 14-18, 2020 with auditors from PT SGS Indonesia.



22 September 2020
September 22, 2020

Webinar Peningkatan Mutu Pekerjaan Proyek Bangunan Gedung dan Proyek Infrastruktur

Webinar on Improving the Quality of Work on Building and Infrastructure Projects

Waskita mengadakan acara Webinar Peningkatan Mutu Pekerjaan Proyek Bangunan Gedung dan Proyek Infrastruktur, yang dibuka oleh *President Director* Waskita, Destiawan Soewardjono.

Waskita held a Webinar for Improving the Quality of Building and Infrastructure Projects, which was opened by the *President Director* of Waskita, Destiawan Soewardjono.



24 September 2020
September 24, 2020

Waskita meraih Best PKBL for Indonesia CSRxPKBL Award 2020

Waskita won Best PKBL for Indonesia CSRxPKBL Award 2020

Waskita meraih *Best PKBL for Indonesia CSRxPKBL Award 2020 with Outstanding Program in Community Services Development Category Building Construction* pada Indonesia CSR PKBL Award 2020 yang diselenggarakan oleh *Warta Ekonomi* secara virtual.

Waskita won the *Best PKBL for Indonesia CSRxPKBL Award 2020 with Outstanding Program in Community Services Development of Building Construction Category* at the Indonesia CSR PKBL Award 2020 which was held virtually by *Warta Ekonomi*.



24 September 2020
September 24, 2020

Ground Breaking TPA Manado
Groundbreaking TPA Manado

Waskita menyelenggarakan *Ground Breaking TPA Manado* yang dihadiri oleh Wakil Gubernur Sulawesi Utara, Steven Kandouw, untuk mendukung pengembangan Kawasan Pariwisata Manado - Bitung - Likupang sebagai salah satu destinasi wisata prioritas yang dicanangkan Presiden Jokowi.

Waskita held the *groundbreaking TPA Manado* which was attended by the Deputy Governor of North Sulawesi, Steven Kandouw, to support the development of Manado - Bitung - Likupang Tourism Area as one of the prioritized tourist destinations announced by President Jokowi.



24 September 2020
September 24, 2020

Kunjungan *President Director* Waskita ke Plant Karawang
Waskita's President Director Visit to Karawang Plant

President Director Waskita, Destiawan Soewardjono didampingi SVP QHSES Waskita, Subkhan, dan Direktur Pemasaran PT Waskita Beton Precast Tbk FX Poerbayu Ratsunu, melakukan kunjungan ke kantor Waskita Beton Precast Plant Karawang.

President Director of Waskita, Destiawan Soewardjono accompanied by Waskita SVP QHSES, Subkhan, and Marketing Director of PT Waskita Beton Precast Tbk, FX Poerbayu Ratsunu, paid a visit to the Waskita Beton Precast Plant Karawang office.



25 September 2020
September 25, 2020

Penandatanganan Proyek Pembangunan Jembatan Ploso
Contract Signing of the Ploso Bridge Construction Project

Infrastructure 2 Division Waskita dipercaya untuk mengerjakan proyek Pembangunan Jembatan Ploso dengan nilai Rp125 miliar yang berlokasi di Ploso, Jombang, Jawa Timur.

Infrastructure 2 Division of Waskita is entrusted to work on the Ploso Bridge Construction project with a value of Rp125 billion, located in Ploso, Jombang, East Java.



25 September 2020
September 25, 2020

Penandatanganan Proyek Bendungan Jragung
Contract Signing of the Jragung Dam Project

Waskita dipercaya untuk mengerjakan Bendungan Jragung dengan nilai kontrak sebesar Rp733 miliar yang berlokasi di Semarang.

Waskita is entrusted to work on the Jragung Dam with a contract value of Rp733 billion, located in Semarang.





28 September 2020
September 28, 2020

Penandatanganan Proyek Irigasi Tapin
Contract Signing of the Tapin Irrigation Project

Waskita menandatangani kontrak pengerjaan Irigasi Tapin dengan nilai kontrak sebesar Rp109 miliar yang berlokasi di Kalimantan Selatan.

Waskita signed the Tapin Irrigation work contract with a contract value of Rp109 billion, located in South Kalimantan.

OKTOBER
OCTOBER



1 Oktober 2020
October 1, 2020

Upacara Peringatan Hari Kesaktian Pancasila
Pancasila Sanctity Day Commemoration Ceremony

Waskita mengikuti pelaksanaan Upacara Peringatan hari Kesaktian Pancasila secara virtual, pada 1 Oktober 2020.

Waskita participated in the virtual Pancasila Sanctity Day Commemoration Ceremony, on October 1, 2020.



7 Oktober 2020
October 7, 2020

Webinar Series ke II Tentang Peningkatan Mutu Pekerjaan Proyek Bendungan dan EPC - PLTU

The second webinar series on Improving the Quality of Dam and EPC-PLTU Project Works

Waskita mengadakan acara Webinar series ke II tentang Peningkatan Mutu Pekerjaan Proyek Bendungan dan EPC - PLTU, pada 7 November 2020.

Waskita held the second Webinar series on Improving the Quality of Dam and EPC-PLTU Project Works, on November 7, 2020.



8 Oktober 2020
October 8, 2020

Kunjungan Kerja *President Director* Waskita ke Plant Klaten
Waskita's *President Director* Visit to the Klaten Plant

President Director Waskita, Destiawan Soewardjono berkunjung ke salah satu *Plant* Waskita Beton Precast yang ada di daerah Dlimas, Kabupaten Klaten, Jawa Tengah dalam rangka kunjungan kerja dan melihat proses pembuatan *Full Slab*.

President Director of Waskita, Destiawan Soewardjono visited one of Waskita Concrete Precast Plants in the Dlimas area, Klaten Regency, Central Java for a work visit and observe the process of making Full Slab.





9 Oktober 2020
October 9, 2020

Penandatanganan Kontrak Jambi Sewer System B2

Contract Signing of Jambi Sewer
System B2

Waskita menandatangani kontrak untuk Pembangunan Sistem Pembuangan Air Limbah dan Pipa Pengumpul Air Limbah pada area zona Timur (Jambi Sewer System B2)

Waskita signed a contract for the construction of wastewater disposal system and waste water collection pipe in the eastern zone (Jambi Sewer System B2)



9 Oktober 2020
October 9, 2020

Uji Coba Penggenangan Awal Bendungan Tapin

Tapin Dam Initial Inundation Trial

Bupati Tapin, H.M. Arifin Arfan, bersama Kementerian PUPR, secara perdana mengoperasikan dan melakukan uji coba penggenangan awal bendungan yang pengerjaannya dikerjakan oleh Waskita.

Regent of Tapin, H.M. Arifin Arfan, together with the Ministry of PUPR, operated and conducted the initial inundation trial of the dam that was worked on by Waskita.



13 Oktober 2020
October 13, 2020

Penandatanganan Kontrak Pembangunan Jalan Sofi-Wayabula 1 (MYC)

Contract Signing of the Sofi-
Wayabula 1 (MYC) Road
Construction

Waskita menandatangani kontrak untuk Pembangunan Jalan Sofi-Wayabula 1 (MYC) di wilayah Kabupaten Pulau Morotai, Maluku Utara senilai Rp158 miliar.

Waskita signed a contract for the construction of Jalan Sofi-Wayabula 1 (MYC) in the Morotai Island District, North Maluku, worth Rp158 billion.



15 Oktober 2020
October 15, 2020

Groundbreaking Palembang- Betung

Groundbreaking Palembang-Betung President Director Waskita, Destiawan Soewardjono, menghadiri Groundbreaking ruas Palembang-Betung Banyuasin, yakni Jalan Tol Trans Sumatera, yang dibangun oleh Waskita. The President Director of Waskita, Destiawan Soewardjono, attended the Groundbreaking of the Palembang-Betung Banyuasin section, namely Trans Sumatera Toll Road, which was built by Waskita.



16 Oktober 2020
October 16, 2020

Waskita Raih 3 Penghargaan dalam TOP GRC Award

Waskita Won 3 Awards in TOP
GRC Award

Waskita memperoleh 3 (tiga) penghargaan dalam ajang TOP Governance, Risk & Compliance (GRC) Award 2020, yaitu *The High Performing Board of Commissioners on GRC 2020*, *The Most Committed GRC Leader 2020* dan *Top GRC Award 2020*.

Waskita received 3 (three) awards in the TOP Governance, Risk & Compliance (GRC) Award 2020, which are *The High Performing Board of Commissioners on GRC 2020*, *The Most Committed GRC Leader 2020* and *Top GRC Award 2020*.



17 Oktober 2020
October 17, 2020

Penandatanganan Proyek JDU Terkait SPAM di Durolis, Riau

Contract Signing of the JDU
project related to SPAM in
Durolis, Riau

Waskita menandatangani kontrak untuk mengerjakan proyek JDU (Jaringan Distribusi Umum) terkait Sistem Penyediaan Air Minum (SPAM) di Durolis, Riau.

Waskita signed a contract to work on JDU (General Distribution Network) project related to the Drinking Water Supply System (SPAM) in Durolis, Riau.





19 Oktober 2020
October 19, 2020

Khataman dan Ngaji Bareng Gus Baha

Al Qur'an Khataman and Reciting Together with Gus Baha

Khataman dan ngaji sekaligus tausiyah bersama pegawai BUMN Konstruksi di 127 titik seluruh Indonesia, yang diselenggarakan bersama Gus Baha dengan tetap mematuhi protokol Kesehatan.

Joint Al Qur'an Khataman and Reciting as well as tausiyah of SOE Construction employees at 127 areas throughout Indonesia with Gus Baha, while still adhering to Health protocols.



19 Oktober 2020
October 19, 2020

Pembukaan Program Magang Mahasiswa Bersertifikat 2020

Opening of the 2020 Certified Student Internship Program

Program Magang Mahasiswa Bersertifikat (PMMB) 2020 yang digagas FHCI BUMN resmi dibuka pada 16 Oktober 2020. Lewat Program ini, Mahasiswa pilihan dari berbagai universitas berkesempatan untuk magang di Waskita selama 6 (enam) bulan.

The 2020 Certified Student Internship Program (PMMB) initiated by FHCI SOE was officially opened on October 16, 2020. Through this program, selected students from various universities have the opportunity to intern at Waskita for 6 (six) months.



19 Oktober 2020
October 19, 2020

Penandatanganan Proyek Preservasi Jalan Sp. Blusuh - Bts. Kalteng (MYC)

Contract Signing of the Road Preservation Project of Sp. Blusuh - Bts. Kalteng (MYC)

Waskita menandatangani proyek Preservasi Jalan Sp. Blusuh - Bts. Kalteng (MYC), Kutai Barat, Kalimantan Timur, yang dibangun untuk meningkatkan pertumbuhan ekonomi. Waskita signed the Road Preservation project of Sp. Blusuh - Bts. Kalteng (MYC), West Kutai, East Kalimantan, which was built to increase economic growth.



24 Oktober 2020
October 24, 2020

Comprehensiveness in Transportation Digital Twins Railway Facility for Manggarai to Jatinegara: Package A - Phase II (Main Line II)

Waskita meraih penghargaan *Comprehensiveness in Transportation Digital Twins Railway Facility for Manggarai to Jatinegara: Package A - Phase II (Main Line II)* dalam ajang Special Recognition Award.

Waskita was awarded *Comprehensiveness in Transportation Digital Twins Railway Facility for Manggarai to Jatinegara: Package A - Phase II (Main Line II)* in the Special Recognition Award event.



27 Oktober 2020
October 27, 2020

Public Expose 2020

Waskita menyelenggarakan kegiatan *Public Expose* tahunan yang dilakukan secara virtual, dalam rangka membahas kinerja tahun 2020 dan strategi Perseroan ke depan.

Waskita organized virtual annual *Public Expose*, to discuss the performance of 2020 and the Company's strategy going forward.



NOVEMBER
NOVEMBER



4 November 2020
November 4, 2020

**Rapat Koordinasi Waskita
Triwulan III 2020**

Waskita Coordination Meeting
for 3rd Quarter of 2020

Waskita mengadakan rapat Koordinasi Triwulan III 2020 yang dilakukan secara virtual dan tetap mematuhi protokol Kesehatan.

Waskita held the 3rd Quarter of 2020 Coordination meeting virtually and adhered to Health protocols.



5 November 2020
November 5, 2020

Pelantikan Pejabat Waskita
Waskita Officials Inauguration

Waskita melantik pejabat di lingkungan kerjanya yang dilaksanakan di Gedung Waskita Heritage, dan diikuti pejabat lainnya via *online*. Total, ada 14 pejabat yang menempati posisi baru.

Waskita inaugurated its officials at the Waskita Heritage Building, and was attended by other officials via online. In total, there were 14 officials who have taken up new positions.



5 November 2020
November 5, 2020

**Penandatanganan Kontrak
Proyek Twin Tower Makassar**

Contract Signing of the Makassar
Twin Tower Project

Waskita secara resmi menandatangani kontrak proyek *Twin Tower* Makassar senilai Rp1,9 triliun yang dikerjakan Bersama PT Sulses Citra Indonesia (Perseroda).

Waskita officially signed a contract for the *Twin Tower* Makassar project worth Rp1.9 trillion, which will be worked on jointly with PT Sulses Citra Indonesia (Perseroda).



7 November 2020
November 7, 2020

**Groundbreaking Proyek Twin
Tower Makassar**

Groundbreaking of the Makassar
Twin Tower Project

Waskita melaksanakan *groundbreaking* sebagai wujud langkah awal pembangunan proyek *Twin Tower* Makassar, yang akan jadi *landmark* kota Makassar

Waskita carried out the *groundbreaking* as an initial step towards the construction of Makassar *Twin Tower* project, which will become a *landmark* for the city of Makassar



10 November 2020
November 10, 2020

**Upacara Peringatan Hari
Pahlawan**

Heroes Day Commemoration
Ceremony

Waskita menyelenggarakan Upacara Peringatan Hari Pahlawan, yang dipimpin oleh Bambang Rianto selaku *Director of Operation II*, di Gedung Waskita Heritage dengan tetap mematuhi protokol Kesehatan.

Waskita held a Heroes Day Commemoration Ceremony, led by Bambang Rianto as *Director of Operation II*, at the Waskita Heritage Building while adhering to health protocols.



11 November 2020
November 11, 2020

**Penandatanganan Kontrak Proyek
Pembangunan Jaringan IPAL
Kota Palembang Paket B2 B**

Contract Signing of the
Palembang City IPAL Network
Package B2 B Development
Project

Waskita melaksanakan penandatanganan kontrak Proyek Pembangunan Jaringan IPAL Kota Palembang Paket B2 B, dengan nilai kontrak sebesar Rp188 miliar.

Waskita signed the contract for Palembang City IPAL Network Package B2 B Development Project, with a contract value of Rp188 billion.





11 November 2020
November 11, 2020

Media Gathering

Waskita mengadakan *Media Gathering* untuk mempertemukan rekan-rekan Pemimpin Redaksi media beserta para *Board of Director* baru Waskita dalam rangka memperlihatkan Karya Waskita, yaitu Proyek Jalan Tol Cibitung-Cilincing.

Waskita held a *Media Gathering* to bring together fellow media editorial leaders and the new Waskita Board of Directors in order to showcase Waskita's work, the Cibitung-Cilincing Toll Road Project.



14 November 2020
November 14, 2020

Korespondensi BOD dengan Sri Sultan Hamengkubuwono X di Yogyakarta

BOD Correspondence with Sri Sultan Hamengkubuwono X in Yogyakarta

Board of Director Waskita bertemu kepada Sri Sultan Hamengkubuwono X di Gedhong Wilis, Kepatihan, Yogyakarta, dalam rangka membahas proyek-proyek pembangunan Yogyakarta yang dilakukan Waskita, baik yang sudah, sedang, maupun akan berjalan.

Waskita's Board of Directors visited Sri Sultan Hamengkubuwono X at Gedhong Wilis, Kepatihan, Yogyakarta, in order to discuss the Yogyakarta development projects carried out by Waskita, both those that were already, being, or would be running.



14 November 2020
November 14, 2020

Kunjungan Kerja Presdir ke Proyek Tol KLB

President Director Visit to the KLB Toll Project

President Director Waskita, Destiawan Soewardjono, melakukan kunjungan kerja diawali dari Peninjauan Proyek Tol Krian-Legundi-Bunder-Manyar (KLB).

Waskita's President director, Destiawan Soewardjono, made a working visit starting with the Krian-Legundi-Bunder-Manyar (KLB) Toll Road Project Review.



16 November 2020
November 16, 2020

Penandatanganan Kontrak Pekerjaan dengan PT Jasamarga Semarang Batang

Contract Signing with PT Jasamarga Semarang Batang

Waskita menandatangani Perjanjian Kontrak Pekerjaan Simpang Susun Kawasan Industri Batang (KIB) dengan PT Jasamarga Semarang Batang.

Waskita signed the Batang Industrial Estate Interchange (KIB) Contract Agreement with PT Jasamarga Semarang Batang.



17 November 2020
November 17, 2020

Penandatanganan Kontrak Proyek Rekonstruksi dan Rehabilitasi Kantor Kejaksaan Tinggi Palu

Contract Signing of the Reconstruction and Rehabilitation Project of Palu High Prosecutor's Office

Waskita melakukan penandatanganan proyek rekonstruksi dan rehabilitasi Kantor Kejaksaan Tinggi Provinsi Sulawesi Tengah, pelaksanaan proyek tersebut rencananya akan dilaksanakan selama 330 hari kalender, dengan masa pemeliharaan 180 hari.

Waskita has signed the contract for the reconstruction and rehabilitation project of Central Sulawesi Provincial Prosecutor's Office. The project is planned to be executed for 330 calendar days, with a maintenance period of 180 days.



19 November 2020
November 19, 2020

Kunjungan Kerja Komisi VI DPR RI ke Palembang

Commission VI DPR RI Visit to Palembang

Komisi VI DPR RI mengadakan Kunjungan Kerja Spesifik ke Palembang, Sumatera Selatan, untuk melihat proses pengerjaan tol Trans Sumatera yang digarap Waskita.

Commission VI DPR RI conducted a Specific Work Visit to Palembang, South Sumatra, to overview the construction process of Trans Sumatra toll road being worked on by Waskita.





19 November 2020
November 19, 2020

Kunjungan Kerja Presdir ke Proyek Tol Kayu Agung - Palembang-Betung Seksi 2A

The President Director Visit to the Kayu Agung - Palembang-Betung Toll Road Project Section 2A

President Director Waskita, Destiawan Soewardjono, memimpin langsung kunjungan kerja proyek Tol Kayu Agung - Palembang-Betung Seksi 2A untuk mengecek dan menjalin koordinasi antara manajemen dan tim lapangan. The President Director of Waskita, Destiawan Soewardjono, visited the Kayu Agung - Palembang-Betung Toll Road Section 2A to examine and establish coordination between management and the field team.



23 November 2020
November 23, 2020

Kunjungan Kerja Komisi VI DPR RI ke Proyek Jalan Tol Probolinggo-Banyuwangi

Work Visit of Commission VI DPR RI to the Probolinggo-Banyuwangi Toll Road Project

Komisi VI DPR RI melawat ke Jawa Timur dalam rangka Kunjungan Kerja Spesifik untuk membahas proyek jalan tol Probolinggo - Banyuwangi. Director of Operation II Waskita, Bambang Rianto, turut hadir dalam pembahasan. Commission VI DPR RI visited East Java in the framework of Specific Work Visit to discuss the Probolinggo - Banyuwangi toll road project. Waskita's Director of Operation II, Bambang Rianto, was also present at the discussion.



27 November 2020
November 27, 2020

Kunjungan Kerja Director of Operation II Waskita ke Proyek Jembatan Simpang Susun Kawasan Industri Batang Jawa Tengah

Waskita's Director of Operation II Visit to the Central Java Batang Industrial Zone Interchange Bridge Project

Director of Operation II Waskita Bambang Rianto turun langsung untuk meninjau proyek Jembatan Simpang Susun Kawasan Industri Batang Jawa Tengah.

Director of Operation II, Waskita Bambang Rianto visited and inspected the Central Java Batang Industrial Zone Interchange Bridge project.



28 November 2020
November 28, 2020

Kunjungan kerja Independent Commissioner Waskita ke Proyek Tol Kuala Tanjung-Indrapura

Waskita's Independent Commissioner Visit to the Kuala Tanjung-Indrapura Toll Project

Independent Commissioner Waskita, Muradi, mengunjungi dan memantau langsung proses pembangunan tol Kuala Tanjung-Indrapura di Sumatera Utara.

Waskita's Independent Commissioner, Muradi, visited and directly monitored the construction process of the Kuala Tanjung-Indrapura toll road in North Sumatra.



29 November 2020
November 29, 2020

Waskita Best Use of Images BUMN

Waskita Best Use of Images BUMN

Waskita meraih penghargaan Waskita Best Use of Images BUMN.

Waskita was awarded Waskita Best Use of Images SOE.



DESEMBER
DECEMBER



5 Desember 2020
December 5, 2020

Kunjungan President Director Waskita ke Opening Marketing Gallery Urban Suites, Bekasi

Waskita's President Director Attended the Opening of Marketing Gallery of Urban Suites, Bekasi

President Director Waskita, Destiawan Soewardjono, beserta Director of Operation I Waskita, Didit Oemar Prihadi, dan Direktur Utama Waskita Realty, Luki Theta, menghadiri opening marketing gallery Urban Suites Caman Jatibening Bekasi.

President Director of Waskita, Destiawan Soewardjono, along with Director of Operations I Waskita, Didit Oemar Prihadi, and President Director of Waskita Realty, Luki Theta, attended the opening of marketing gallery of Urban Suites in Jatibening Bekasi.



7 Desember 2020
December 7, 2020

Kunjungan Kapuspen TNI ke Kantor Waskita

Visit of Head of TNI Information Center to Waskita Head Office

Board of Directors Waskita menyambut kunjungan Kapuspen TNI beserta seluruh jajarannya di Kantor Pusat Waskita.

Waskita's Board of Directors welcomed the visit of the Head of TNI Information Centers and staffs to Waskita Head Office.



7 Desember 2020
December 7, 2020

Pertemuan President Director Waskita dengan Pimpinan Redaksi Republika

Meeting of the President Director of Waskita and the Chief Editor of Republika

President Director Waskita, Destiawan Soewardjono, mengadakan pertemuan dengan Pimpinan Redaksi Republika, Irfan Junaidi, beserta jajarannya.

The President Director of Waskita, Destiawan Soewardjono, held a meeting with the Chief Editor of Republika, Irfan Junaidi, along with their staffs.



15 Desember 2020
December 15, 2020

Peluncuran Aplikasi Welcome
Launching the Welcome Application

Waskita meluncurkan aplikasi berbasis web dan mobile internet bernama "Waskita Elaborate and Communication for Marketing Excellent" atau disingkat "Welcome".

Waskita launched a web-based and mobile internet application called "Waskita Elaborate and Communication for Marketing Excellent" or abbreviated as "Welcome".



17 Desember 2020
December 17, 2020

Waskita menerima penghargaan Indonesia Trusted Companies Award 2020

Waskita received the 2020 Indonesia Trusted Companies Award

Waskita memenangkan penghargaan Indonesia Trusted Companies 2020 yang diselenggarakan oleh Indonesian Institute for Corporate Governance (IICG), dari Majalah SWA.

Waskita won the 2020 Indonesia Trusted Companies 2020 award organized by the Indonesian Institute for Corporate Governance (IICG), from SWA Magazine.





18 Desember 2020
December 18, 2020

SVP Corporate Secretary Waskita mendapatkan penghargaan dari Iconomics sebagai TOP 40 PR Person 2020

Waskita's SVP Corporate Secretary received an award from Iconomics as TOP 40 PR Person 2020

SVP Corporate Secretary Waskita, Ratna Ningrum, mendapatkan penghargaan dari Iconomics sebagai TOP 40 PR Person 2020 atas kegigihan dan kerjasamanya untuk Waskita. Waskita's SVP Corporate Secretary, Ratna Ningrum, received an award from Iconomics as TOP 40 PR Person 2020 for the persistence and hard work demonstrated for Waskita.



21 Desember 2020
December 21, 2020

Waskita Memperoleh Apresiasi Pendidikan Vokasi Kepada Dunia Usaha dan Dunia Industri

Waskita Received an Appreciation for Vocational Education to the Business and Industrial World

Director of HCM & Development System Waskita, Hadjar Seti Adji, menerima secara langsung penghargaan dari Kementerian Pendidikan dan Kebudayaan dalam acara Apresiasi Pendidikan Vokasi Kepada Dunia Usaha dan Dunia Industri. Waskita's Director of HCM & Development System, Hadjar Seti Adji, received an award directly from the Ministry of Education and Culture in an Appreciation event for Vocational Education to the Business and Industrial World.



22 Desember 2020
December 22, 2020

Peresmian Ruang Isolasi Tekanan Negatif dan Pelayanan Radiologi Canggih di RSUP Fatmawati

Inauguration of the Negative Pressure Isolation Room and Advanced Radiology Services at Fatmawati Hospital

Menteri Kesehatan, Terawan Agus Putranto meresmikan Ruang Isolasi Tekanan Negatif dan Pelayanan Radiologi Canggih yang dibangun Waskita di RSUP Fatmawati.

Minister of Health, Terawan Agus Putranto inaugurated the Negative Pressure Isolation Room and Advanced Radiology Services built by Waskita at Fatmawati Hospital.



22 Desember 2020
December 22, 2020

Penandatanganan Project Development Agreement dengan China Communications Construction Indonesia (CCCI)

Signing of the Project Development Agreement with China Communications Construction Indonesia (CCCI)

PT Waskita Sriwijaya Tol (WST) yang merupakan kelompok usaha Waskita Grup, melakukan penandatanganan Project Development Agreement dengan China Communications Construction Indonesia (CCCI) untuk Ruas Kayu Agung-Palembang - Betung, tepatnya ruas Kapal Betung tahap 2.

PT Waskita Sriwijaya Tol (WST), which is included in Waskita Group business group, signed a Project Development Agreement with China Communications Construction Indonesia (CCCI) for the Kayu Agung-Palembang - Betung Section or the Kapal Betung Section Phase 2.



28 Desember 2020
December 28, 2020

Diskusi Publik "Sovereign Wealth Fund : Sarana Pembangunan Ekonomi Indonesia"

Diskusi Publik "Sovereign Wealth Fund : Sarana Pembangunan Ekonomi Indonesia"

Bpk. Destiawan Soewardjono menjadi narasumber dalam diskusi publik mengenai potensi peran Indonesia Investment Authority dalam pembangunan infrastruktur Indonesia. Destiawan Soewardjono was a guest speaker in a public discussion regarding the potential role of Indonesia Investment Authority in Indonesia's infrastructure development.



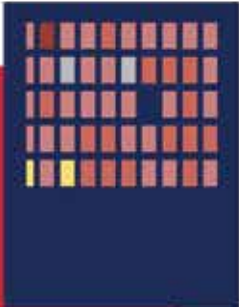
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Dalam rangka menjalankan operasional Perseroan selama tahun 2020, *Board of Commissioners* selalu memberikan arahan kepada *Board of Directors* agar senantiasa fokus dalam pengembangan bisnis konstruksi dan investasi dengan melaksanakan Budaya Kepatuhan (*Compliance Awareness*). Adapun terkait inisiatif strategis yang dijalankan *Board of Directors* di tahun 2020, *Board of Commissioners* menilai telah sejalan dengan rencana yang ditetapkan dalam Revisi RKAP 2020.

In carrying out the Company's operations throughout 2020, Board of Commissioners constantly provided directive to Board of Directors to focus on developing the construction and investment business by implementing a Culture of Compliance (Compliance Awareness). Furthermore, Board of Commissioners assessed that the strategic initiatives carried out by Board of Directors in 2020 have been in line with the plan set out in the 2020 RKAP Revision.

Fishing Port, Jakarta





LAPORAN MANAJEMEN

Management Report



LAPORAN *BOARD OF COMMISSIONERS*

BOARD OF COMMISSIONER REPORT

“Sepanjang tahun 2020, fokus pengawasan dan pemberian nasihat *Board of Commissioners* meliputi perencanaan dan pelaksanaan Rencana Kerja dan Anggaran Perusahaan (RKAP), tindak lanjut atas keputusan Rapat Umum Pemegang Saham (RUPS), penerapan Tata Kelola Perusahaan yang Baik, efektivitas sistem pengendalian internal dan penerapan budaya Perseroan serta pelaksanaan ketentuan perundang-undangan yang berlaku.”

“Throughout 2020, Board of Commissioners’ supervisory and advisory focus included the planning and implementation of Corporate Work Plan and Budget (RKAP), follow-up to the General Meeting of Shareholders (GMS) resolutions, implementation of Good Corporate Governance, effectiveness of internal control system, as well as implementation of Corporate culture and prevailing laws and regulations.”

Badrodin Haiti
President Commissioner/Independent Commissioner

Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa yang telah melimpahkan rahmat dan karunia-Nya kepada kita semua, sehingga PT Waskita Karya (Persero) Tbk dapat melalui tahun 2020 yang penuh tantangan dengan capaian yang cukup baik. Dalam menjalankan fungsi strategisnya, *Board of Commissioners* telah melakukan tugas pengawasan dan pemberian nasihat kepada *Board of Directors* dengan itikad baik, bertanggung jawab dan penuh kehati-hatian demi kepentingan Perseroan. Kami selaku *Board of Commissioners* senantiasa berupaya memastikan keseimbangan *check and balances* melalui pemantauan kecukupan pengawasan dan efektivitas kepatuhan terhadap peraturan perundang-undangan yang berlaku, serta berdasarkan prinsip-prinsip *Good Corporate Governance* (GCG).

Fokus pengawasan dan pemberian nasihat oleh *Board of Commissioners* dalam tahun 2020 meliputi perencanaan dan pelaksanaan Rencana Kerja dan Anggaran Perusahaan (RKAP), tindak lanjut atas keputusan Rapat Umum Pemegang Saham (RUPS), penerapan Tata Kelola Perusahaan yang Baik, efektivitas sistem pengendalian internal dan penerapan budaya Perseroan serta pelaksanaan ketentuan perundang-undangan yang berlaku.

TINJAUAN PEREKONOMIAN DAN INDUSTRI

Board of Commissioners menyadari bahwa kegiatan usaha Waskita Karya secara tidak langsung cukup dipengaruhi oleh kondisi perekonomian dan industri, yang juga menjadi salah satu dasar pertimbangan *Board of Commissioners* dalam melakukan penilaian atas Kinerja *Board of Directors*. Pada tahun 2020, seluruh dunia menghadapi krisis luar biasa (*extraordinary*) yang belum pernah dialami sebelumnya seiring dengan merebaknya pandemi *Corona Virus Disease 2019* (Covid-19) di hampir seluruh negara di dunia. Pandemi Covid-19 yang pertama kali terdeteksi pada akhir tahun 2019 di Tiongkok ini, tidak hanya menimbulkan krisis kesehatan dan kemanusiaan yang besar, namun juga menimbulkan krisis ekonomi yang mengakibatkan kepanikan bagi seluruh negara akan terjadinya resesi ekonomi.

Perekonomian global mengalami tekanan sangat besar dengan adanya pandemi Covid-19 yang melanda banyak negara di dunia. Dalam laporan *World Economic Outlook* Januari 2021, International Monetary Fund (IMF) memperkirakan perekonomian global tahun 2020 akan mengalami kontraksi sebesar 3,5%. Pelemahan signifikan aktivitas ekonomi global dipengaruhi oleh kebijakan *lockdown* atau pembatasan mobilitas masyarakat untuk meredam penyebaran virus yang mengakibatkan terhentinya aktivitas ekonomi secara tiba-tiba di berbagai negara.

Dear Shareholders and Stakeholders,

Our gratitude goes to the presence of God Almighty who has bestowed His grace and blessings on us, so that PT Waskita Karya (Persero) Tbk managed to sail through the challenging year of 2020 with favorable achievements. In carrying out its strategic function, Board of Commissioners has performed supervisory and advisory duties to Board of Directors in good faith, responsible and prudence manner for the benefit of the Company. As Board of Commissioners, we made every efforts ensure the checks and balances by monitoring the adequacy of supervision and the effectiveness of compliance with prevailing laws and regulations, and guided by the principles of Good Corporate Governance (GCG).

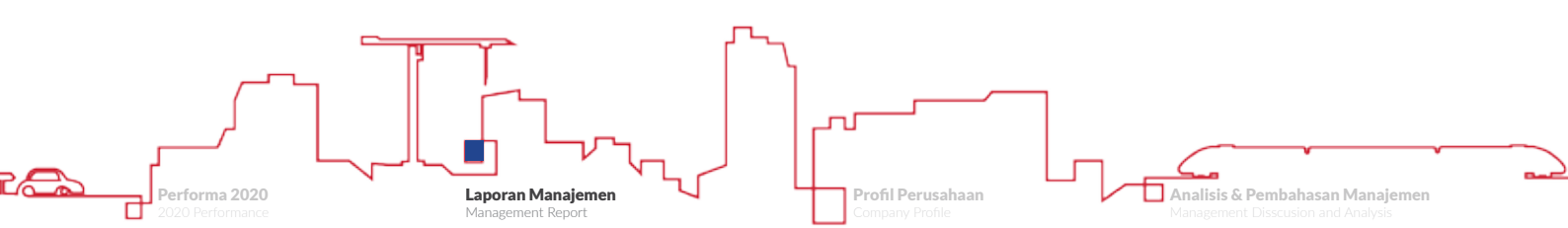
The supervisory and advisory focus by Board of Commissioners in 2020 included planning and implementation of Corporate Work Plan and Budget (RKAP), follow-up to the General Meeting of Shareholders (GMS) resolutions, implementation of Good Corporate Governance, effectiveness of internal control system as well as implementation of Corporate culture and prevailing laws and regulations.

ECONOMIC AND INDUSTRIAL OVERVIEW

Board of Commissioners realizes that Waskita Karya's business activities are indirectly influenced by the economic and industrial conditions, which is also one of the reasons for Board of Commissioners' consideration in evaluating the Board of Directors performance. In 2020, the whole world was facing an extraordinary crisis that has never been experienced before along with the outbreak of the Corona Virus Disease 2019 (Covid-19) pandemic in almost all countries in the world. The Covid-19 pandemic, which was first detected at the end of 2019 in China, not only caused a major health and humanitarian crisis, but also caused an economic crisis that resulted in worldwide panic regarding the occurrence of economic recession.

The global economy was under enormous pressure due the Covid-19 pandemic that has hit many countries in the world. In the *World Economic Outlook* January 2021 report, the International Monetary Fund (IMF) estimated that global economy in 2020 will contract by 3.5%. The significant weakening of global economic activity was influenced by lockdown policies or restrictions on people mobility to reduce the spread of the virus, which resulted in a sudden halt in economic activity in various countries.





Pandemi Covid-19 yang mulai merebak di Indonesia pada Maret 2020, cukup mengganggu laju pertumbuhan perekonomian nasional. Badan Pusat Statistik (BPS) mencatat, ekonomi Indonesia tahun 2020 mengalami kontraksi pertumbuhan sebesar 2,07% secara *year on year* (yoy), yang dipengaruhi oleh pelemahan di berbagai sektor industri akibat pandemi. Sektor konstruksi menjadi salah satu sektor yang terdampak cukup signifikan akibat pandemi, dengan terhambatnya pengerjaan beberapa proyek dikarenakan adanya regulasi Pembatasan Sosial Berskala Besar (PSBB) di berbagai daerah untuk memutus mata rantai penyebaran virus Corona. Pandemi Covid-19 juga dirasakan dampaknya oleh Perseroan, dengan tertundanya beberapa proyek yang tengah dikerjakan.

Di tengah kondisi pandemi Covid-19, Pemerintah berkomitmen untuk terus memberikan stimulus untuk menggerakkan perekonomian nasional. Salah satu langkah yang dilakukan Pemerintah adalah dengan meningkatkan anggaran belanja melalui pembangunan infrastruktur sebagai cara andalan untuk mempertahankan daya beli masyarakat serta menopang pertumbuhan ekonomi nasional sebagai bagian dari upaya Pemulihan Ekonomi Nasional (PEN). Bahkan, Kementerian Pekerjaan Umum dan Perumahan Rakyat (PUPR) juga mengajak pelaku konstruksi untuk kembali bangkit dan menggeliatkan kembali industri jasa konstruksi nasional.

Dengan mempertimbangkan kondisi perekonomian baik global maupun nasional serta kondisi industri, *Board of Commissioners* memberikan apresiasi atas upaya *Board of Directors* untuk tetap memperkuat eksistensi Perseroan dalam industri konstruksi nasional di tengah kondisi yang sangat menantang di tahun 2020.

PENILAIAN ATAS KINERJA BOARD OF DIRECTORS

Di tahun 2020 menjadi tantangan tersendiri bagi Perseroan, di mana pandemi Covid-19, menyebabkan terhambatnya kinerja Perseroan. *Board of Commissioners* menyadari, bahwa penurunan kinerja Perseroan di tahun 2020 cukup dipengaruhi oleh kondisi perekonomian yang tidak lebih baik dari tahun 2019 akibat pandemi Covid-19.

Namun demikian, *Board of Commissioners* menilai bahwa *Board of Directors* telah berupaya untuk tetap menjaga stabilitas Perseroan serta menjaga kepercayaan para pemangku kepentingan. Selain itu, *Board of Commissioners* juga memberikan apresiasi terhadap upaya yang telah dilakukan *Board of Directors* dalam menjadikan keselamatan dan kesehatan pegawai sebagai titik fokus yang sangat penting di tengah kondisi pandemi, dan menjadi perhatian utama dari *Board of Directors* dalam melakukan pengelolaan Perseroan. Untuk itu, *Board of Commissioners* mengapresiasi atas berbagai inisiatif strategis yang diambil *Board of Directors* dalam menghadapi kondisi yang sulit di tahun 2020.

The Covid-19 pandemic, which began to emerge in Indonesia in March 2020, has disturbed the growth rate of national economy. The Central Statistics Agency (BPS) noted that Indonesia's economy in 2020 experienced a growth contraction of 2.07% year on year (yoy), which was influenced by the weakening in various industrial sectors due to the pandemic.

The construction sector is one of the sectors that has been significantly affected by the pandemic, with the delay of works on several projects due to large-scale social restrictions (PSBB) in various regions to break the chain of Corona virus spread. The Covid-19 epidemic has also been felt by the Company, with delay in several projects that are currently being worked on.

In the midst of the Covid-19 pandemic conditions, the Government is committed to continuing to provide stimulus to drive the national economy. One of the steps taken by the Government was to increase the expenditure budget through infrastructure development as a mainstay of maintaining people's purchasing power and supporting national economic growth as part of the National Economic Recovery (PEN) effort. In fact, the Ministry of Public Works and Public Housing (PUPR) has also invited construction players to get back up and revive the national construction service industry.

Taking into account both global and national economic conditions as well as industry conditions, Board of Commissioners appreciates the efforts made by Board of Directors to continue to strengthen the Company's existence in the national construction industry amidst the very challenging conditions in 2020.

ASSESSMENT ON BOARD OF DIRECTORS PERFORMANCE

2020 was a year full of challenges for the Company, in which the Covid-19 pandemic has obstructed the Company's performance. Board of Commissioners realizes that the declining performance in 2020 was influenced by economic conditions that were worse than in 2019 due to the Covid-19 pandemic.

However, Board of Commissioners considers that Board of Directors has tried their best to maintain the stability of the Company as well as to maintain the trust of stakeholders. In addition, Board of Commissioners also appreciates the efforts made by Board of Directors in making employee safety and health a very important focus in the midst of pandemic, and became the main concern of Board of Directors in managing the Company. To that end, Board of Commissioners highly appreciates the various strategic initiatives taken by Board of Directors in the face of the difficult conditions in 2020.



Board of Commissioners juga mengapresiasi atas upaya *Board of Directors* dalam melakukan pengelolaan Perseroan, di mana Waskita Karya berhasil memenangkan 37 lelang proyek dari 105 lelang proyek yang diikuti di tahun 2020, dengan nilai total sebesar Rp39,38 triliun. Dari 37 lelang proyek yang berhasil dimenangkan, Perseroan mencatatkan nilai proyek baru sebesar Rp21,46 triliun. Dengan demikian, daya saing Perseroan dalam satuan nilai proyek adalah 54,59% mengalami kenaikan daya saing sebesar 3,92% dari tahun sebelumnya. Selain itu, jumlah proyek yang dimenangkan Perseroan di tahun 2020 juga mengalami peningkatan sebesar 27,59% dibandingkan tahun 2019.

Pencapaian tersebut merupakan sebuah prestasi yang sangat baik bagi Perseroan mengingat situasi tahun 2020 yang penuh ketidakpastian di tengah pandemi Covid-19. Atas pencapaian tersebut, *Board of Commissioners* menilai *Board of Directors* telah menjalankan tugas dan tanggung jawabnya dengan baik dalam mengelola Perseroan di tahun buku 2020.

Board of Commissioners juga mengapresiasi seluruh *Board of Directors* dan Manajemen Perseroan yang senantiasa menjaga dan melaksanakan komitmennya untuk mengedepankan aspek *quality, health, safety, dan environment* dalam setiap aktivitas bisnis Perseroan.

PENGAWASAN TERHADAP IMPLEMENTASI KEBIJAKAN DAN STRATEGI TAHUN 2020

Salah satu fungsi *Board of Commissioners* adalah melakukan pengawasan terhadap implementasi strategi yang dijalankan oleh *Board of Directors*. Dalam merumuskan target kinerja Perseroan di tahun 2020, *Board of Commissioners* berperan memberikan arahan dan masukan sesuai kapasitas dan kapabilitas yang dimilikinya, termasuk arahan dan masukan untuk rencana kerja strategis yang dirumuskan *Board of Directors*. Untuk itu, *Board of Commissioners* memiliki tanggung jawab agar implementasi rencana strategis tersebut dapat terlaksana dengan baik. Pengawasan tersebut dijalankan melalui berbagai mekanisme hubungan kerja antara *Board of Commissioners* dan *Board of Directors*.

Board of Commissioners secara proaktif meninjau dan memonitor implementasi kebijakan dan strategi yang ditetapkan pada awal tahun bersama *Board of Directors*, baik pada pengelolaan operasional maupun pengelolaan keuangan. Rekomendasi dan saran yang konstruktif dan solutif terhadap pengelolaan operasional dan finansial tersebut kemudian akan disampaikan kepada *Board of Directors* dan organ lain yang berkepentingan melalui mekanisme Rapat Gabungan *Board of Commissioners* dan *Board of Directors* dan Rapat Koordinasi yang diselenggarakan secara triwulanan untuk membahas aspek-aspek yang membutuhkan perhatian khusus. *Board of Commissioners* secara berkala juga melakukan pengawasan langsung ke lapangan melalui

Appreciation is also given by Board of Commissioners upon Board of Directors' efforts in managing the Company, in which Waskita Karya has won 37 project auctions from the 105 participations in project auctions in 2020, with a total value of Rp39.38 trillion. Of the 37 successful project auctions, the Company recorded new project value amounted to Rp21.46 trillion. Thus, the Company's competitiveness in terms of project value was 54.59%, experiencing a 3.92% increase in competitiveness from the previous year. In addition, the number of projects won by the Company in 2020 also increased by 27.59% compared to 2019.

This is a very good achievement for the Company considering the uncertain situation in 2020 amidst the Covid-19 pandemic. For such good achievement, Board of Commissioners assesses that Board of Directors has properly carried out their duties and responsibilities managing the Company in the 2020 fiscal year.

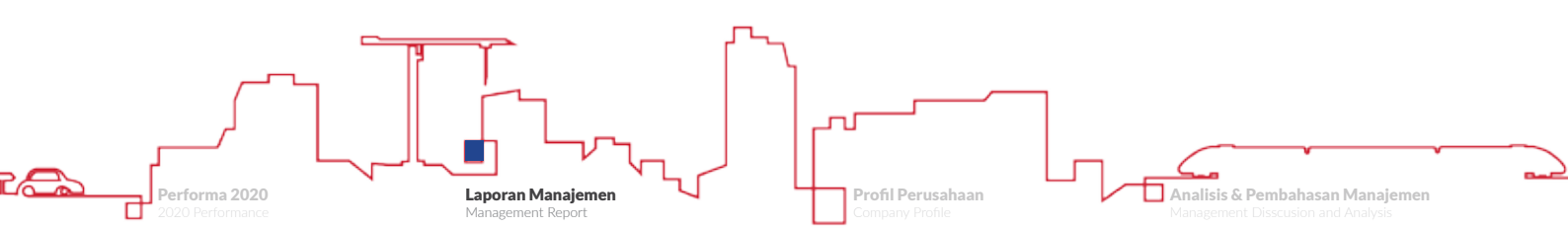
Board of Commissioners also appreciates the entire Board of Directors and Management of the Company who always uphold and execute their commitment to prioritize the quality, health, safety and environment aspect in every business activity of the Company.

OVERSIGHT ON POLICIES AND STRATEGIES IMPLEMENTATION IN 2020

One of Board of Commissioners' function is to oversee the implementation of strategies by Board of Directors. In formulating the Company's performance targets for 2020, Board of Commissioners has the role of providing directive and input according to its capacity and capabilities, including directive and input for the strategic work plan formulated by Board of Directors. For that, Board of Commissioners also endures the responsibility of proper implementation of the strategic plan. This oversight is exercised through various working relationship mechanisms between Board of Commissioners and Board of Directors.

Board of Commissioners proactively reviews and monitors the implementation of policies and strategies set at the beginning of the year with Board of Directors, both in operational management and in financial management. These constructive and solutive recommendations as well as suggestions for operational and financial management will then be submitted to Board of Directors and other related organs through the mechanism of Joint Meetings of Board of Commissioners and Board of Directors and Coordination Meetings which are held quarterly to discuss the aspects requiring special attention. Board of Commissioners also regularly conducts direct field supervision through work visits to the project sites to ensure





kegiatan kunjungan kerja ke lokasi proyek demi memastikan kecukupan pengawasan serta meninjau kesesuaian proses dan hasil kerja dengan kualifikasi yang ditetapkan.

Sebagaimana yang diamanatkan dalam peraturan dan perundang-undangan yang berlaku, khususnya Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, *Board of Commissioners* telah menjalankan perannya dalam mengawasi pengelolaan operasi dan bisnis yang dijalankan *Board of Directors*. *Board of Commissioners* menekankan bahwa strategi yang tepat merupakan faktor yang dapat menentukan keberhasilan Perseroan. Oleh karena itu, penyusunan strategi perlu memerhatikan implementasinya di tahun sebelumnya dan kondisi terkini, agar strategi yang akan dijalankan pada tahun berikutnya berjalan tepat sasaran. Melalui pemberian nasihat, *Board of Commissioners* turut berperan dalam penyusunan strategi yang selanjutnya melakukan pengawasan terhadap implementasi atas strategi yang telah disusun *Board of Directors*.

Board of Commissioners juga turut memberikan saran dan masukannya dalam penetapan rencana dan target yang dimuat dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) yang disusun pada awal tahun dengan mempertimbangkan asumsi-asumsi internal dan eksternal yang dianggap memiliki pengaruh signifikan terhadap kelangsungan usaha Perseroan.

Dalam rangka menjalankan operasional Perseroan selama tahun 2020, *Board of Commissioners* selalu memberikan arahan kepada *Board of Directors* agar senantiasa fokus dalam pengembangan bisnis konstruksi dan investasi dengan melaksanakan Budaya Kepatuhan (*Compliance Awareness*). Adapun terkait inisiatif strategis yang dijalankan *Board of Directors* di tahun 2020, *Board of Commissioners* menilai telah sejalan dengan rencana yang ditetapkan dalam Revisi RKAP 2020.

Berdasarkan pengawasan yang telah dilakukan *Board of Commissioners* baik melalui pembahasan dengan *Board of Directors* terkait kinerja Perseroan, maupun dengan turun langsung ke lapangan, *Board of Commissioners* menilai, Perseroan telah menjalankan bisnisnya sesuai dengan rencana kerja tahunan, visi dan misi serta arahan strategis dari Pemegang Saham. Melalui pengamatan cermat terhadap kondisi makroekonomi, perubahan lingkungan usaha serta perubahan perilaku dan kebutuhan konsumen, Perseroan mampu beradaptasi dan menerapkan strategi yang relevan sesuai perkembangan terkini.

Sesuai dengan Revisi RKAP 2020, terdapat sejumlah inisiatif strategis yang dijalankan *Board of Directors*. *Board of Commissioners* menilai *Board of Directors* telah menerapkan sejumlah kebijakan strategis secara tepat dan efektif selama tahun 2020. *Board of Commissioners* akan terus memantau progress dan kendala-kendala yang dihadapi dalam merealisasikan target inisiatif strategis tersebut.

adequate supervision and review the conformity of processes and work results with the specified qualifications.

As mandated in applicable laws and regulations, in particular Law No. 40 of 2007 concerning Limited Liability Companies, Board of Commissioners has played its role in overseeing the management of operations and business run by Board of Directors. Board of Commissioners emphasizes that the right strategy is the factor that can determine the success of the Company. Therefore, the strategy formulation needs to pay attention to the previous year's implementation and current conditions, so that the strategy that will be implemented in the following year can be right on target. Through providing advice, Board of Commissioners plays a role in strategy formulation, which further supervises the implementation of strategies that have been prepared by Board of Directors.

Board of Commissioners also provides suggestions and input in determining the plans and targets contained in the Corporate Work Plan and Budget (RKAP), which were prepared at the beginning of the year by considering internal and external assumptions that are considered to have a significant influence on the Company's business continuity.

In order to carry out the Company's operations in 2020, Board of Commissioners at all times directed Board of Directors to always focus on developing the construction and investment business by applying the Culture of Compliance (*Compliance Awareness*). Board of Commissioners perceived that the strategic initiatives carried out by Board of Directors in 2020 has been in line with the plan set out in the 2020 Revised RKAP.

Based on the oversight that has been carried out by Board of Commissioners, either through discussions with Board of Directors regarding the Company's performance, or by direct visit to the site, Board of Commissioners believes that the Company has carried out its business in accordance with the annual work plan, vision and mission as well as the Shareholders' strategic directives. Through careful observation on macroeconomic conditions, changes in business environment and changes in consumer behavior and needs, the Company was able to adapt and implement relevant strategies according to the latest developments.

In accordance with the 2020 Revised RKAP, there are a number of strategic initiatives carried out by Board of Directors. Board of Commissioners assesses that Board of Directors has implemented a number of strategic policies appropriately and effectively during 2020. Board of Commissioners will continue to monitor the progress and obstacles faced in realizing the target of these strategic initiatives.



MEKANISME DAN FREKUENSI PEMBERIAN NASIHAT KEPADA BOARD OF DIRECTORS

Board of Commissioners senantiasa menjalin hubungan kerja yang sangat baik dengan *Board of Directors* dan mengedepankan prinsip saling menghormati wewenang masing-masing pihak. *Board of Commissioners* melakukan pengawasan terhadap implementasi strategi yang dijalankan *Board of Directors* dengan senantiasa menempatkan pengawasan atas implementasi strategi Perseroan sebagai salah satu prioritas. Seluruh kegiatan operasional serta pengelolaan finansial juga senantiasa dilakukan dengan berlandaskan pada *best practices* terhadap prinsip-prinsip yang berlaku sesuai Peraturan Perundang-undangan.

Board of Commissioners selalu berupaya untuk melaksanakan tanggung jawabnya dengan memberikan saran dan rekomendasi yang konstruktif dan solutif kepada *Board of Directors*, dalam melakukan pengelolaan Perseroan. Satu hal yang selalu ditekankan *Board of Commissioners* kepada *Board of Directors* adalah untuk senantiasa mengedepankan aspek kepatuhan dan prinsip-prinsip *Good Corporate Governance* (GCG).

Board of Commissioners secara rutin mengadakan pertemuan dengan *Board of Directors* untuk membahas berbagai hal terkait pengelolaan Perseroan yang dijalankan oleh *Board of Directors* dalam forum rapat gabungan. Dalam forum tersebut, *Board of Commissioners* dapat meminta penjelasan dari *Board of Directors* mengenai pencapaian kinerja Perseroan dan berbagai kendala yang dihadapi. *Board of Commissioners* dapat menyampaikan pandangan dan memberikan nasihat kepada *Board of Directors* mengenai hal tersebut. Sepanjang tahun 2020, *Board of Commissioners* telah melaksanakan rapat gabungan dengan mengundang *Board of Directors* sebanyak 17 (tujuh belas) kali.

Selain forum rapat gabungan, pelaksanaan tugas pengawasan *Board of Commissioners* turut dilakukan melalui kegiatan kunjungan kerja ke lokasi proyek demi memastikan kecukupan pengawasan di lapangan dengan tetap menerapkan protokol kesehatan. Di sepanjang tahun 2020, *Board of Commissioners* telah melakukan kunjungan sebanyak 5 (lima) kali ke lokasi proyek, dengan rincian sebagai berikut:

No	Tanggal Date	Lokasi Proyek Project Location
1	5 Februari 2020 February 5, 2020	Tol KLB, Surabaya KLB Toll Road, Surabaya
2	27 Oktober 2020 October 27, 2020	1. Jalan Tol Tebing Tinggi Parapat zona 1 sd zona 4, Medan 2. Jalan Tol Kuala Tanjung Indrapura zona 1 sd zona 2, Medan 1. Tebing Tinggi Parapat Toll Road Zone 1 to zone 4, Medan 2. Kuala Tanjung Indrapura Toll Road zone 1 to zone 2, Medan
3	7 November 2020 November 7, 2020	Jalan Tol Tebing Tinggi Parapat Zona 1 sd zona 4, Medan Tebing Tinggi Parapat Toll Road Zone 1 to zone 4, Medan

ADVISORY FREQUENCY AND MECHANISM TO BOARD OF DIRECTORS

Board of Commissioners constantly maintains a very good working relationship with Board of Directors and puts forward the principle of respecting each other's authority. Board of Commissioners supervises the strategy implementation by Board of Directors by always placing supervision over the implementation of Company's strategy as one of the priorities. All operational activities as well as financial management are at all times carried out based on best practices of applicable principles in accordance with laws and regulations.

Board of Commissioners strives to carry out its responsibilities by providing constructive suggestions and recommendations to Board of Directors, in managing the Company. One thing that is emphasized by Board of Commissioners to Board of Directors is to always prioritize compliance aspect and Good Corporate Governance (GCG) principles.

Board of Commissioners regularly holds meetings with Board of Directors to discuss various matters related to the management of the Company which is carried out by Board of Directors in a joint meeting forum. In the forum, Board of Commissioners can request an explanation from Board of Directors regarding the Company's performance achievements and obstacles faced. Board of Commissioners can share their views and advise Board of Directors on these matters. Throughout 2020, Board of Commissioners has held 17 (seventeen) joint meetings by inviting the Board of Directors.

In addition to the joint meeting forum, the supervisory duties of Board of Commissioners is also carried out through working visits to project site to ensure adequate supervision in the field while still applying health protocols. Throughout 2020, Board of Commissioners has made 5 (five) visits to the project location, with the following details:



No	Tanggal Date	Lokasi Proyek Project Location
4	15 November 2020 November 15, 2020	<ol style="list-style-type: none"> 1. Tol KLBM Simpang Susun, Surabaya 2. <i>Batching Plan</i> WBP, Surabaya <ol style="list-style-type: none"> 1. KLBM Intersection Toll Road, Surabaya 2. WBP Batching Plan, Surabaya
5	27 November 2020 November 27, 2020	<ol style="list-style-type: none"> 1. Jalan Tol Kuala Tanjung Indrapura zona 1 s.d zona 2, Medan 2. <i>Junction</i> Tebing Tinggi KSO dengan HK, Medan <ol style="list-style-type: none"> 1. Kuala Tanjung Indrapura Toll Road zone 1 to zone 2, Medan 2. Junction Tebing Tinggi JO with HK, Medan

PANDANGAN ATAS PROSPEK USAHA YANG DISUSUN BOARD OF DIRECTORS

Dalam RAPBN 2021 “Percepatan Pemulihan Ekonomi dan Penguatan Reformasi” yang dirilis Kementerian Keuangan pada tanggal 14 Agustus 2020, dan telah disepakati oleh Dewan Perwakilan Rakyat (DPR) RI pada tanggal, 25 September 2020, pertumbuhan ekonomi nasional ditargetkan akan mengalami pertumbuhan sebesar 4,5% sampai 5,5% dengan tingkat inflasi 3,0%. Untuk menahan dampak negatif pandemi Covid-19 terhadap perekonomian, Pemerintah juga telah dan akan terus melakukan langkah-langkah kebijakan luar biasa untuk menjaga dan memulihkan kondisi kesehatan, sosial ekonomi masyarakat, dan dunia usaha. Kepastian hadirnya vaksin Covid-19 diharapkan dapat membantu untuk mendorong pulihnya daya beli masyarakat.

Prospek perekonomian nasional tahun 2021 diperkirakan membaik sejalan dengan proyeksi pemulihan perekonomian global dan dampak dukungan fiskal terhadap percepatan pemulihan ekonomi termasuk dukungan pengendalian pandemi. Pada bulan November 2020, Kementerian Keuangan dalam rilisnya mengatakan bahwa Pemerintah telah mengalokasikan anggaran untuk pembangunan infrastruktur tahun 2021 sebesar Rp417 triliun. Kebijakan pembangunan infrastruktur tahun 2021 merupakan pembangunan berkelanjutan pasca pandemi Covid-19 dengan penguatan infrastruktur digital dan mendorong efisiensi logistik dan konektivitas. Kebijakan infrastruktur diarahkan pada infrastruktur padat karya yang mendukung kawasan industri dan pariwisata, pembangunan sarana kesehatan masyarakat dan kebutuhan dasar seperti air, sanitasi, pemukiman untuk mendukung penguatan sistem kesehatan nasional. Anggaran infrastruktur 2021 juga diperuntukan untuk penyelesaian kegiatan prioritas yang tertunda di tahun 2020.

Adapun target *output* strategis dalam APBN 2021 yang di rilis Kementerian Keuangan untuk pembangunan infrastruktur adalah sebagaimana terlampir berikut ini.

VIEW ON BUSINESS OUTLOOK PREPARED BY BOARD OF DIRECTORS

In the 2021 State Budget Plan (RAPBN) “Acceleration of Economic Recovery and Strengthening Reform” which was released by the Ministry of Finance on August 14, 2020, and was approved by the Indonesian House of Representatives (DPR) on September 25, 2020, the national economy is targeted to experience a growth of 4.5% to 5.5% with an inflation rate of 3.0%. To withstand the negative impact of the Covid-19 pandemic on the economy, the Government has also taken and will continue to take extraordinary policy steps to maintain and restore the health and socio-economic conditions of the people and the business world. The certainty of the Covid-19 vaccine is expected to encourage the recovery of people's purchasing power.

The 2021 national economy outlook is predicted to improve in line with the projection for global economic recovery and the impact of fiscal support on accelerating economic recovery, including support for pandemic control. In November 2020, the Ministry of Finance revealed in its release that the Government had allocated a budget for infrastructure development in 2021 amounting to Rp417 trillion. The infrastructure development policy in 2021 is a sustainable development after the Covid-19 pandemic by strengthening digital infrastructure and encouraging logistical efficiency and connectivity. Infrastructure policies are directed at labor-intensive infrastructure that supports industrial and tourism areas, development of public health facilities and basic necessities such as water, sanitation, and housing to support the strengthening of national health system. The 2021 infrastructure budget is also earmarked for the completion of pending priority activities by 2020.

The strategic output targets in the 2021 State Budget (APBN) released by the Ministry of Finance for infrastructure development are as follows.





Pelayanan Dasar
Basic Services

	Rumah Susu & Rumah Khusus Flats & Special Houses 10.706 Unit 10,706 units
	Bendungan Dam 53 Unit (43 on going & 10 Baru) 53 units (43 ongoing & 10 new)
	Jaringan Irigasi Irrigation Network Pembangunan 600 km dan Rehabilitas 3900km Construction of 600 km and Rehabilitation of 3,900 km

Konektivitas
Connectivity

	Pembangunan Jalan Road Construction 965,4 km
	Jembatan Bridge 26,9 km
	Jalur KA Railroad 446,56 km²
	Bandara Airport 10 unit/lokasi 10 units/locations

Energi dan Ketenagalistrikan
Energy and Electricity

	Jaringan Gas Bumi untuk Rumah Tangga Natural Gas Network for Households 120.776 SR
	PLTS Rooftop dan PLTS Cold Storages Rooftop and Cold Storage Solar Power Plant 11,8 MWp

Kebijakan strategis yang diambil oleh Pemerintah dalam rangka percepatan pemulihan ekonomi dengan mengalokasikan dana sebesar Rp417 triliun untuk pembangunan infrastruktur, menjadi peluang tersendiri bagi Perseroan. Dalam RKAP 2021 yang di susun *Board of Directors* dan telah disetujui oleh *Board of Commissioners*, tercantum bahwa secara umum, Perseroan memiliki kekuatan untuk mengoptimalkan peluang-peluang tersebut, yakni sebagai berikut:

1. Memiliki kemampuan dalam bidang *production* dengan hak paten *sliding form*, payung elektrik, sertifikasi *precast*, dan sertifikasi *zero accident*;
2. Memiliki Sistem Informasi terintegrasi menggunakan ERP SAP Hana baik di kantor pusat maupun di daerah proyek Waskita Karya;
3. Memiliki kemampuan dalam bidang SDM yang handal, mempunyai kompetensi terutama di bidang teknik dan mayoritas berusia produktif;
4. Memiliki kemampuan dalam bidang *supply chain management*, digitalisasi program *procurement* dan *control budget* yang telah terintegrasi menggunakan SAP HANA.

Adapun beberapa langkah strategis Perseroan yang diharapkan dapat berjalan di 2021 antara lain:

1. Peningkatan Porsi Eksternal
 - a. Perluasan pangsa pasar luar negeri;
 - b. Peningkatan kontrak porsi konvensional.
2. Pembentukan Portofolio yang Seimbang
 - a. Peningkatan porsi investasi pada sektor infrastruktur non-tol dan properti dengan kelayakan yang baik;
 - b. Investasi jalan tol berdasarkan realisasi divestasi jalan tol *existing*;
 - c. *Strategic partnership*.
3. Menjaga Ketersediaan *cashflow* Perseroan tahun 2021
 - a. Memastikan pencairan piutang termin 2021 tepat waktu;
 - b. Memastikan realisasi divestasi 2021 sesuai rencana;

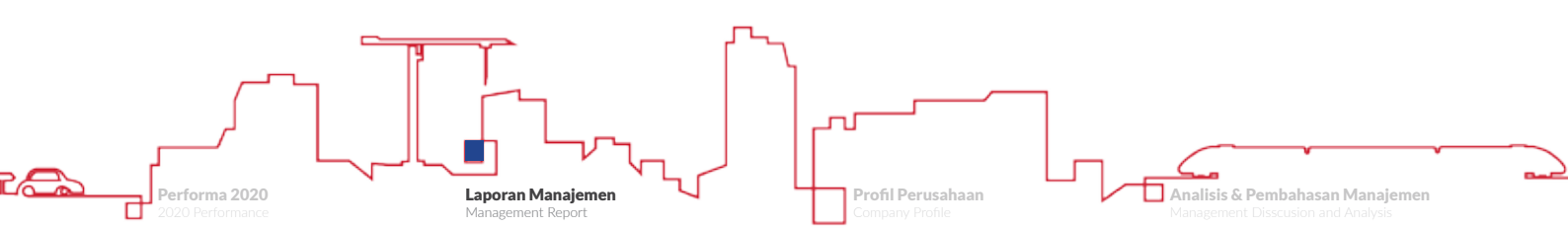
The strategic policy taken by the Government in to accelerate economic recovery by allocating funds amounting to Rp417 trillion for infrastructure development, is an opportunity for the Company. In the 2021 RKAP prepared by Board of Directors and has been approved by Board of Commissioners, stated that in general, the Company has the following strength to optimize these opportunities:

1. Has the ability production with sliding form patent, electric umbrellas, precast certification, and zero accident certification;
2. Has an integrated information system using SAP Hana ERP both at head office and at project area;
3. Has the ability in human capital that are reliable, has sufficient competencies especially in the engineering field, and mostly at productive age;
4. Has the ability in supply chain management, digitalization of integrated procurement programs and budget control using SAP HANA.

The Company's strategic steps that are expected to be carried out in 2021 include:

1. Increase in External Portion
 - a. Expansion of foreign market share;
 - b. Increased conventional contracts.
2. Creation of Balanced Portfolio
 - a. Increasing the investment portion in non-toll infrastructure and property sector with good feasibility;
 - b. Toll road investment based on the divestment of existing toll roads;
 - c. *Strategic partnership*.
3. Maintain the availability of Company's cash flow in 2021
 - a. Ensure timely disbursement of receivables for 2021;
 - b. Ensure that the 2021 divestment realization is in line with the plan;





- c. Menjaga persentase proyek *turnkey* lebih kecil dibanding proyek *non turnkey*;
- d. Memastikan rencana *cash out* Perseroan untuk keperluan modal kerja, investasi dan operasional anak perusahaan sesuai dengan rencana.

Board of Commissioners sangat mendukung optimisme Perseroan dalam menjalankan bisnisnya untuk tahun 2021 dan seterusnya, dengan melakukan beberapa langkah strategis yaitu dengan melakukan transformasi bisnis dan keuangan. Selain itu, dengan dimulainya program Vaksinasi Covid-19 yang dilakukan oleh Pemerintah, maka Perseroan memiliki keyakinan bahwa kinerja dan produktivitas akan dapat terus meningkat. Perseroan juga optimis dapat menyelesaikan seluruh rencana divestasi jalan tol, yang mayoritas prosesnya sudah dimulai sejak tahun 2020.

Dalam pandangan *Board of Commissioners*, strategi yang akan dijalankan tersebut telah sejalan dengan Rencana Jangka Panjang Perusahaan (RJPP) 2021-2025. Untuk itu, *Board of Commissioners* sepenuhnya mendukung dan senantiasa akan memberikan dukungan untuk target yang telah ditetapkan di tahun 2021.

PANDANGAN ATAS PENERAPAN GOOD CORPORATE GOVERNANCE

Perseroan senantiasa berupaya untuk meningkatkan kinerjanya dengan memperbaiki struktur dan kultur Perseroan serta *compliance* pada praktik terbaik (*best practice*) berdasarkan prinsip-prinsip *Good Corporate Governance* (GCG) yang meliputi *Transparency, Accountability, Responsibility, Independency, dan Fairness* (TARIF). *Board of Commissioners* menilai penerapan prinsip GCG di Perseroan telah berjalan dengan baik dan menunjukkan peningkatan yang berkelanjutan. Organ GCG baik yang berada di bawah *Board of Commissioners* maupun di bawah *Board of Directors* telah menjalankan fungsi, tugas dan tanggung jawabnya dan telah menjalin kerja sama yang baik. Dengan penerapan GCG pada setiap langkah pengelolaan Perseroan, secara tidak langsung telah meningkatkan manfaat bagi para Pemegang Saham dan *Stakeholders* lainnya secara berkesinambungan.

Di tahun 2020, Perseroan telah melakukan *assessment* atau pengukuran penerapan GCG dengan mengacu pada Keputusan Kementerian Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*). Penilaian penerapan GCG Perseroan untuk tahun buku 2020 yang dilakukan oleh Badan Pengawas Keuangan dan Pembangunan (BPKP) diperoleh skor sebesar 88,88 dengan kualifikasi kualitas penerapan GCG "Sangat Baik". Skor tersebut meningkat dibanding tahun sebelumnya dengan skor sebesar 88,058. Hal ini menunjukkan bahwa penerapan GCG di lingkup Perseroan telah berjalan dengan sangat baik.

- c. Keep lower percentage of *turnkey* projects than non *turnkey* projects;
- d. Ensure that the Company's *cash out* plan for working capital, investment and operational needs of subsidiaries is in accordance with the plan.

Board of Commissioners strongly supports the Company's optimism in running its business for 2021 and coming years, by taking a number of strategic measures, i.e. performing business and financial transformation. In addition, with the start of the Covid-19 Vaccination program carried out by the Government, the Company has the confidence that its performance and productivity will continue to increase. The Company is also optimistic to be able to complete all toll road divestment plans, which were mostly have started since 2020.

In the view of *Board of Commissioners*, the strategies to be carried out are in line with the Corporate Long Term Plan (RJPP) 2021-2025. For that, *Board of Commissioners* will give full and continuous support for the targets that have been set for 2021.

VIEW ON GOOD CORPORATE GOVERNANCE IMPLEMENTATION

The Company strives to improve its performance by improving the Company's structure and culture as well as compliance with best practices based on the principles of *Good Corporate Governance* (GCG), i.e. *Transparency, Accountability, Responsibility, Independency, and Fairness* (TARIF). *Board of Commissioners* believes that the implementation of GCG principles in the Company has been running well and improved continuously. The GCG organs, both under *Board of Commissioners* and under *Board of Directors*, have properly carried out their functions, duties and responsibilities and have established good cooperation. Implementing GCG in every step of the Company's management has indirectly increased the benefits for Shareholders and other *Stakeholders* on an ongoing basis.

In 2020, the Company has conducted an assessment or measurement of GCG implementation with reference to the Decree of Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 concerning Indicators/Parameters for Assessment and Evaluation of *Good Corporate Governance* Implementation. The Company's GCG assessment for the 2020 fiscal year conducted by the Financial and Development Supervisory Agency (BPKP) obtained a score of 88.88 with the qualification of GCG implementation quality of "Very Good". This score has improved compared to the previous year with a score of 88.058. This shows that GCG has been implementing properly within the Company.



Board of Commissioners memberikan apresiasi yang tinggi kepada *Board of Directors* dan seluruh jajarannya yang telah bekerja secara optimal dalam menerapkan GCG dalam mengelola Perseroan selama tahun 2020. *Board of Commissioners* juga selalu mengawasi dan memberikan masukan untuk selalu melaksanakan prinsip-prinsip *Good Corporate Governance*, serta agar secara konsisten menerapkan praktik manajemen risiko yang sejalan dengan struktur yang telah disepakati bersama, dan memperkuat sistem pengendalian internal Perseroan yang telah sejalan dengan ketentuan dan penerapan standar pelaksanaan fungsi audit internal untuk mengurangi risiko kerugian finansial, penyimpangan maupun pelanggaran terhadap prinsip kehati-hatian.

Terkait implementasi penerapan GCG di Perseroan, pada tahun 2020 Waskita Karya telah memperoleh sertifikasi ISO 37001:2016 terkait Sistem Manajemen Anti Penyuapan. Sertifikasi ini membuktikan sekaligus menjadi acuan bagi Perseroan untuk selalu berkomitmen dalam manajemen anti penyuapan pada setiap aktivitas bisnis Perseroan.

Board of Commissioners memandang bahwa perangkat GCG yang dimiliki Waskita Karya saat ini telah sesuai dengan proses bisnis Perseroan, sehingga tidak menghambat aktivitas korporasi Perseroan. *Board of Commissioners* juga senantiasa terlibat dalam berbagai implementasi GCG, dengan melakukan pengawasan baik secara langsung maupun melalui pengawasan yang dilakukan oleh organ *Committee Board of Commissioners*, yakni *Audit Committee*, *Risk Management Committee*, dan *Nomination and Remuneration Committee*, sebagaimana yang tertuang dalam piagam kerja ketiga *Committees* tersebut.

Berdasarkan pengawasan yang dilakukan *Board of Commissioners* bersama *Committees*, *Board of Commissioners* sangat mengapresiasi atas upaya Perseroan dalam menerapkan prinsip-prinsip GCG secara optimal. Hal tersebut sebagaimana komitmen yang ditunjukkan oleh Perseroan untuk terus berupaya menjadikan prinsip-prinsip GCG sebagai landasan operasional pada seluruh aktivitas kegiatan usaha Perseroan. *Board of Commissioners* mendukung Perseroan untuk tetap fokus pada penguatan sistem tata kelola perusahaan dengan mengikuti standar yang telah ditetapkan oleh regulator. Penerapan prinsip-prinsip dasar GCG secara berkesinambungan yang telah dilakukan Perseroan sejauh ini, akan menjamin keberlangsungan usaha ke depan. *Board of Commissioners* berharap bahwa penerapan GCG dalam lingkup Perseroan terus dipertahankan, bahkan lebih ditingkatkan lagi, untuk mencapai pertumbuhan yang berkelanjutan.

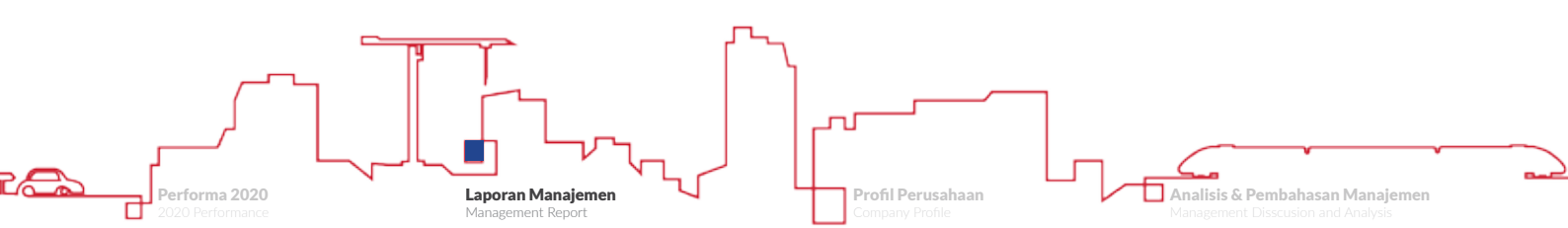
Board of Commissioners highly appreciates Board of Directors and the entire management who have worked optimally to implement GCG in managing the Company during 2020. Board of Commissioners constantly supervises and gives suggestion to implement the principles of Good Corporate Governance at all time, to consistently apply risk management practices that are in line with mutually agreed structure, and to strengthening the Company's internal control system that is in line with the provisions and standard of internal audit function to reduce the risk of financial loss, deviation or violation of the precautionary principle.

Regarding GCG implementation in the Company, in 2020 Waskita Karya has obtained ISO 37001: 2016 certification regarding Anti-Bribery Management System. This certification proves as well as a reference for the Company to always be committed to anti-bribery management in every business activity.

Board of Commissioners believes that Waskita Karya's current GCG tools are in line with the Company's business processes, so as not to impede the Company's corporate activities. Board of Commissioners is always involved in various GCG implementations, by conducting supervision either directly or through supervision carried out by Board of Commissioners Committees, namely Audit Committee, Risk Management Committee, and Nomination and Remuneration Committee, as stated in these committees' charter.

Based on the supervision carried out by Board of Commissioners together with the Committees, Board of Commissioners gives high appreciation upon the Company's efforts to implementing GCG principles optimally. This is in line with the commitment shown by the Company to continue making GCG principles as the operational foundation for all of its business activities. Board of Commissioners supports the Company to remain focused on strengthening the corporate governance system by following the standards set by regulators. The continuous implementation of GCG basic principles that has been carried out so far, will ensure the Company's business continuity going forward. Board of Commissioners hopes that the implementation of GCG within the scope of the Company will continue to be maintained, even improved, in order to achieve sustainable growth.





PANDANGAN DAN PERAN BOARD OF COMMISSIONERS DALAM PENGELOLAAN WHISTLEBLOWING SYSTEM (WBS)

Perseroan telah memiliki prosedur Pengendalian Gratifikasi dan sistem pelaporan pelanggaran atau *Whistleblowing System (WBS)* sebagai mekanisme pencegahan terjadinya *fraud* di Perseroan. Keberadaan WBS merupakan bagian dari komitmen Perseroan untuk menjadikan prinsip GCG sebagai landasan dari setiap aspek operasional Perseroan sehari-hari. WBS sendiri, memungkinkan mekanisme pelaporan yang menjamin kerahasiaan pelapor. Di lingkup Perseroan, WBS telah dikelola dengan cukup baik. Mekanisme WBS juga memungkinkan prosedur pelaporan tindak kecurangan dalam Perseroan, termasuk di dalamnya *Insider Trading, Fraud, Money Laundering, Anti-Bribery and Corruption (ABC)*, diskriminasi dan penyimpangan lainnya, terhadap seluruh jenjang organisasi, termasuk *Board of Commissioners* dan *Board of Directors*.

Pengelolaan WBS di lingkup Perseroan dilakukan oleh 3 (tiga) organ khusus, yaitu SVP - Internal Audit, Komite Investigasi, serta Tim Pemutus Tahap Akhir (TPTA). 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. Saat ini, Perseroan telah memiliki saluran WBS, yakni <https://wbs.waskita.co.id> yang dapat diakses oleh publik untuk menyampaikan laporan pelanggaran di lingkup Perseroan. Di sepanjang tahun 2020, Pengelola Sistem Pelaporan Pelanggaran telah menerima 12 (dua belas) laporan dan telah menindaklanjutinya sesuai dengan peraturan dan ketentuan hukum yang berlaku.

Board of Commissioners melalui *Audit Committee*, melaksanakan tanggung jawab pengawasan atas proses pelaporan dan proses pemantauan kepatuhan terhadap hukum dan peraturan di Perseroan. *Board of Commissioners* menilai penyelenggaraan Sistem Pelaporan Pelanggaran di Perseroan telah dijalankan dengan cukup baik, terutama dengan disematkannya *banner Whistleblowing System* pada halaman depan *website* Perseroan sebagai bentuk sosialisasi WBS kepada pemangku kepentingan.

PENILAIAN KINERJA COMMITTEE DI BAWAH BOARD OF COMMISSIONERS

Sebagaimana disampaikan sebelumnya, dalam mengevaluasi dan mereview kinerja Perseroan sebagai bagian dari pertimbangan dalam pengawasan terhadap pengelolaan Perseroan yang dilakukan *Board of Directors, Board of Commissioners* dibantu oleh 3 (tiga) organ *Committees*, yakni *Audit Committee, Risk Management Committee, dan Nomination and Remuneration Committee*. Ketiga organ *Committees* ini

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

The Company has a Gratification Control procedure and a whistleblowing system (WBS) as a mechanism to prevent fraud in the Company. The existence of WBS is part of the Company's commitment to make GCG principles as the foundation of every aspect of its day-to-day operations. The WBS itself, enables a reporting mechanism that ensures the confidentiality of the whistleblower. Within the scope of the Company, WBS has been managed quite well. The WBS mechanism also enables reporting procedures for fraud within the Company, including Insider Trading, Fraud, Money Laundering, Anti-Bribery and Corruption (ABC), discrimination and other irregularities, for all levels of organization, the Board of Commissioners and Board of Directors.

WBS management in the Company is carried out by 3 (three) special organs, namely the SVP - Internal Audit, the Investigation Committee, and the Final Decision Team (TPTA). The Company guarantees that all incoming violation reports will be followed up properly. Repeated and systemic violations will be reported to the relevant officials who have the authority to make corrections. Currently, the Company has a WBS channel, i.e. <https://wbs.waskita.co.id> which can be accessed by the public to submit reports of violations within the scope of the Company. Throughout 2020, the Whistleblow System Management has received 12 (twelve) reports and have been followed up in accordance with applicable laws and regulations.

Board of Commissioners, through Audit Committee, carries out oversight responsibility for the reporting process and the process of monitoring compliance with laws and regulations in the Company. Board of Commissioners considers that the Whistleblowing System management has been running properly, especially with the existence of Whistleblowing System banner on the front page of the Company's website as a form of WBS socialization to stakeholders.

ASSESSMENT ON PERFORMANCE OF COMMITTEES UNDER BOARD OF COMMISSIONERS

As previously stated, in evaluating and reviewing the Company's performance as part of the consideration in the supervision of the Company's management carried out by Board of Directors, Board of Commissioners is assisted by 3 (three) committee organs, namely Audit Committee, Risk Management Committee, and Nomination and Remuneration Committee. These three committees coordinate actively with all partners involved so



senantiasa berkoordinasi secara aktif dengan semua mitra kerja yang terlibat sehingga proses dan mekanisme pendalaman serta penelaahan informasi yang diperlukan oleh *Board of Commissioners* dapat dijalankan dengan baik.

Audit Committee telah 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. Sementara *Risk Management Committee* telah melaksanakan tanggung jawab pengawasan dan memastikan proses mitigasi risiko di lingkup Perseroan telah berjalan dengan baik serta melakukan penilaian secara berkala dan memberikan rekomendasi tentang risiko usaha Perseroan. Begitupun dengan *Nomination and Remuneration Committee* yang telah melaksanakan tugas dan tanggung jawabnya dalam membantu *Board of Commissioners* dengan memberikan pendapat profesional dan independen guna memastikan diterapkannya tugas nominasi, remunerasi dan GCG Perseroan.

Board of Commissioners menilai kinerja ketiga *Committees* tersebut cukup memuaskan karena senantiasa memberikan *feedback* yang memadai kepada *Board of Commissioners* dan menjalankan tugas dan fungsi sesuai dengan Piagam *Committee*. Penilaian *Board of Commissioners* terhadap kinerja ketiga organ *Committee* juga didasarkan atas hasil *assessment* yang dilakukan oleh BPKP, di mana ketiga *Committees* ini 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 30,157 atau mencapai 86,16% dari bobot aspek *Board of Commissioners* sebesar 35,00.

PERUBAHAN KOMPOSISI BOARD OF COMMISSIONERS

Sepanjang tahun 2020, komposisi anggota *Board of Commissioners* mengalami perubahan berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tanggal 5 Juni 2020.

Berikut disampaikan kronologi perubahan komposisi dan susunan *Board of Commissioners*, di sepanjang tahun 2020:

that the processes and mechanisms for deepening and analyzing the information required by Board of Commissioners can be carried out properly.

Audit Committee has carried out supervisory responsibilities over the financial reporting process, internal control system, audit process, GCG implementation and monitoring process of compliance with laws and regulations in the Company. Meanwhile, Risk Management Committee has carried out supervisory responsibilities and ensured that the risk mitigation process in the Company is running well as well as conducting regular assessments and providing recommendations regarding the Company's business risks. Likewise, Nomination and Remuneration Committee has carried out duties and responsibilities in assisting Board of Commissioners by providing professional and independent opinions to ensure the implementation of Company's nomination, remuneration and GCG duties.

Board of Commissioners considers the performance of these three committees to be satisfactory, because they at all times provide adequate feedback to Board of Commissioners and carry out their duties and functions in accordance with the Committee Charter. Board of Commissioners' assessment on the performance of these three committees is also based on the results of assessment conducted by BPKP, where the three committees are deemed to have carried out their 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 30,157 or 86.16% from the weight of Board of Commissioners aspect of 35,00.

CHANGES IN BOARD OF COMMISSIONERS COMPOSITION

Throughout 2020, the composition of members of the Board of Commissioners underwent changes based on the resolution of Annual General Meeting of Shareholders held on June 5, 2020.

The chronology of changes in the composition and structure of Board of Commissioners throughout 2020 is as follows:



Kronologis Perubahan Susunan Board of Commissioners di Sepanjang Tahun 2020

Chronology of Changes in Board of Commissioners Composition throughout 2020

Periode 1 Januari - 5 Juni 2020 Period of January 1 - June 5, 2020	Periode 5 Juni - 31 Desember 2020 Period of June 5 - December 31, 2020	Keterangan Description
Badrodin Haiti (President Commissioner)	Badrodin Haiti (President Commissioner/ Independent Commissioner)	Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 5 Juni 2020 mengalihkan penugasan Badrodin Haiti dari semula <i>President Commissioner</i> menjadi <i>President Commissioner</i> merangkap <i>Independent Commissioner</i> The Annual General Meeting of Shareholders on June 5, 2020 decided to transfer the assignment of Badrodin Haiti from being President Commissioner to President Commissioner concurrently Independent Commissioner
R. Agus Sartono (Commissioner)		Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 5 Juni 2020 memberhentikan dengan hormat R. Agus Sartono sebagai <i>Commissioners Perseroan</i> The Annual General Meeting of Shareholders on June 5, 2020 decided to honorably discharged R. Agus Sartono as the Company's Commissioners
Danis Hidayat Sumadilaga (Commissioner)	Danis Hidayat Sumadilaga (Commissioner)	Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 5 Juni 2020 mengangkat kembali Danis Hidayat Sumadilaga sebagai <i>Commissioners Perseroan</i> untuk periode ke-2 The Annual General Meeting of Shareholders on June 5, 2020 decided to reappoint Danis Hidayat Sumadilaga as the Company's Commissioner for the 2nd period
	Mochamad Fadjroel Rachman (Commissioner)	Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 5 Juni 2020 mengangkat Mochamad Fadjroel Rachman sebagai <i>Commissioners Perseroan</i> untuk periode ke-1 The Annual General Meeting of Shareholders on June 5, 2020 decided to appoint Mochamad Fadjroel Rachman as the Company's Commissioner for the 1st period
Robert Leonard Marbun (Commissioner)	Robert Leonard Marbun (Commissioner)	-
Muhammad Aqil Irham (Independent Commissioner)		Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 5 Juni 2020 memberhentikan dengan hormat Muhammad Aqil Irham sebagai <i>Independent Commissioner Perseroan</i> The Annual General Meeting of Shareholders on June 5, 2020 decided to honorably dismiss Muhammad Aqil Irham as the Company's Independent Commissioner
	Bambang Setyo Wahudi (Independent Commissioner)	Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 5 Juni 2020 mengangkat Bambang Setyo Wahudi sebagai <i>Independent Commissioner Perseroan</i> untuk periode ke-1 The Annual General Meeting of Shareholders on June 5, 2020 decided to appoint Bambang Setyo Wahudi as the Company's Independent Commissioner for the 1st period
Muradi (Independent Commissioner)	Muradi (Independent Commissioner)	-
Viktor S. Sirait (Independent Commissioner)	Viktor S. Sirait (Independent Commissioner)	Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 5 Juni 2020 mengangkat kembali Viktor S. Sirait sebagai <i>Independent Commissioner Perseroan</i> untuk periode ke-2 The Annual General Meeting of Shareholders on June 5, 2020 decided to reappoint Viktor S. Sirait as the Company's Independent Commissioner for the 2nd period

Dengan demikian, sampai dengan 31 Desember 2020, susunan dan komposisi *Board of Commissioners* berjumlah 7 (tujuh) orang, yang terdiri dari 1 (satu) *President Commissioner* merangkap *Independent Commissioner*, 3 (tiga) *Commissioner*, dan 3 (tiga) *Independent Commissioner*.

Thus, as of December 31, 2020, the composition and structure of Board of Commissioners is 7 (seven) persons, consisting of 1 (one) *President Commissioner* concurrently as *Independent Commissioner*, 3 (three) *Commissioners*, and 3 (three) *Independent Commissioners*.



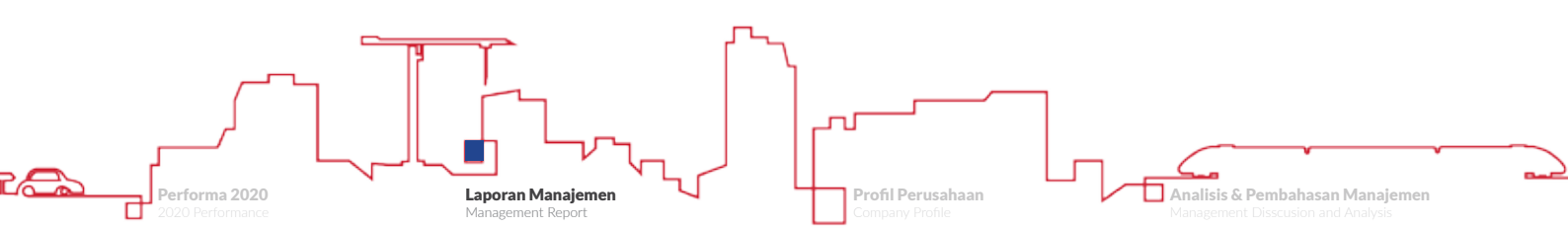
Komposisi dan Susunan Board of Commissioners per 31 Desember 2020
Composition and Structure of Board of Commissioners as of December 31, 2020

Nama Name	Jabatan Position	Dasar Pengangkatan Pertama Basis of First Appointment	Dasar Pengangkatan Kembali Basis of Re-appointment	Periode Masa Jabatan Service Period
Badrodin Haiti	<i>President Commissioner/ Independent Commissioner</i>	Akta No. 52 tanggal 25 November 2016 Deed No. 52 dated November 25, 2016	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 Annual GMS in 2021
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 Annual GMS in 2025
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 Annual GMS in 2025
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 Annual GMS in 2024
Bambang Setyo Wahudi	<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 Annual GMS in 2025
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 Annual GMS in 2023
Viktor S. Sirait	<i>Independent 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 2025 Until the Annual GMS in 2023

Komposisi dan susunan *Board of Commissioners* per 31 Desember 2020, merupakan tindak lanjut hasil Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 5 Juni 2020 yang telah disepakati oleh mayoritas Pemegang Saham yang hadir.

The composition and structure of Board of Commissioners as of December 31, 2020, is a follow-up to the resolutions of Annual General Meeting of Shareholders dated June 5, 2020 which have been agreed upon by the majority of Shareholders attended the meeting.





Performa 2020
2020 Performance

Laporan Manajemen
Management Report

Profil Perusahaan
Company Profile

Analisis & Pembahasan Manajemen
Management Discussion and Analysis

PENUTUP DAN APRESIASI

Banyak pelajaran yang dapat kita ambil dari pencapaian kinerja Perseroan di tahun 2020 dan semoga hasil kerja keras yang telah dicapai dapat terus ditingkatkan sesuai dengan visi Perseroan untuk “Menjadi Perusahaan Terpercaya dan Berkelanjutan di Bidang Konstruksi Terintegrasi dan Investasi”.

Seluruh jajaran *Board of Commissioners* mengucapkan terima kasih kepada Pemegang Saham, konsumen, mitra bisnis, pegawai dan pemangku kepentingan lainnya atas kepercayaannya yang mendukung kelangsungan usaha Perseroan. *Board of Commissioners* memberikan apresiasi kepada *Board of Directors* yang telah mengelola Perseroan dalam menjaga stabilitas Perseroan serta menjaga kepercayaan para pemangku kepentingan.

Board of Commissioners juga mengucapkan terima kasih kepada Kementerian BUMN yang telah melakukan fungsi pengawasan dan mendukung ketahanan bisnis Perseroan di sepanjang tahun 2020. Perseroan berkomitmen dalam memberikan nilai dan manfaat yang berkelanjutan kepada konsumen dan pemangku kepentingan pada umumnya.

CLOSING REMARKS AND APPRECIATION

There are many lessons learned from the Company's performance achievements in 2020 and hopefully the results of the hard work that have been achieved can continue to be improved in accordance with Company's vision to “Become a Trusted and Sustainable Company in the Integrated Construction and Investment Sector”.

The entire Board of Commissioners would like to thank the Shareholders, consumers, business partners, employees and other stakeholders for their trust in supporting the Company's business continuity. Board of Commissioners highly appreciates Board of Directors who have been managing the Company and able to maintain the stability of the Company as well as the trust of stakeholders.

Board of Commissioners would also like to express gratitude to the Ministry of SOE for carrying out a supervisory function and supporting the Company's business resilience throughout 2020. The Company is fully committed to providing sustainable value and benefits to consumers and stakeholders in general.

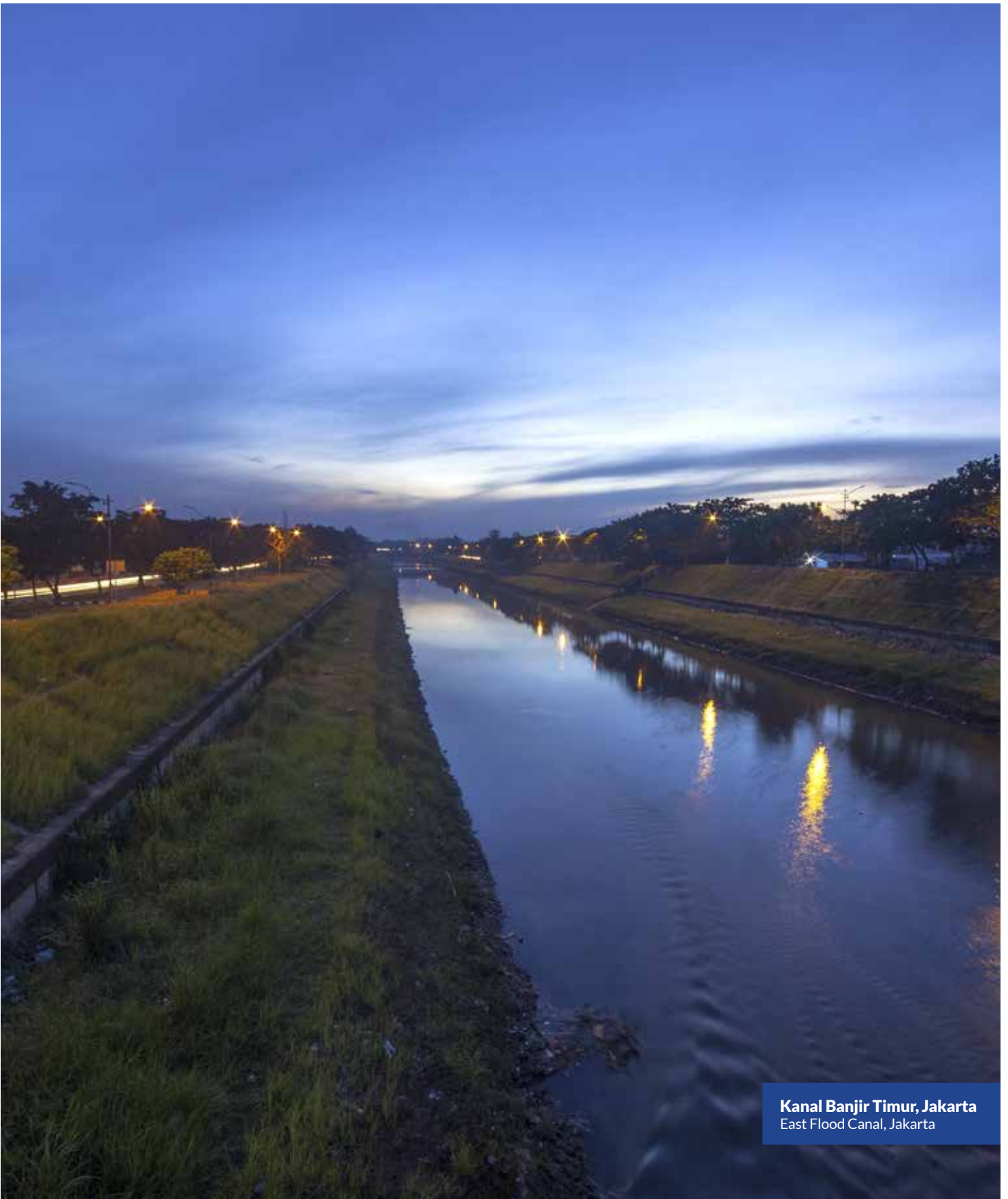
Jakarta, 25 Maret 2021

Jakarta, March 25, 2021

Badrodin Haiti

President Commissioner/Independent Commissioner
PT Waskita Karya (Persero) Tbk





Kanal Banjir Timur, Jakarta
East Flood Canal, Jakarta



BOARD OF COMMISSIONERS



Robert Leonard Marbun
Commissioner

Viktor S Sirait
Independent Commissioner

Bambang Setyo Wahyudi
Independent Commissioner

Badrodin Haiti
*President Commissioner/
Independent Commissioner*



Danis Hidayat Sumadilaga
Commissioner

Mochamad Fadjroel Rachman
Commissioner

Muradi
Independent Commissioner

LAPORAN BOARD OF DIRECTORS

BOARD OF DIRECTORS REPORT



“Pandemi COVID-19 telah mempengaruhi seluruh sektor industri, termasuk infrastruktur. Menghadapi tantangan tersebut, Waskita memperkuat sinergi antar jajaran Perseroan dan mengimplementasikan kebijakan strategis dengan mengedepankan penerapan protokol kesehatan yang tepat dan konsisten guna memperkokoh fondasi usaha Perseroan sejalan dengan komitmen Waskita untuk terus tumbuh berkelanjutan mewujudkan harapan pemegang saham dan pemangku kepentingan.”

“The COVID-19 pandemic has affected all industrial sectors, including infrastructure. To deal with such challenges, Waskita strengthened the synergy between the Company's management and applied strategic policies by prioritizing the implementation of appropriate and consistent health protocols to strengthen the Company in line with Waskita's commitment to continue to grow in a sustainable manner in order to realize the expectations of shareholders and stakeholders.”

Destiawan Soewardjono
President Director

Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Alhamdulillah, puji syukur kami panjatkan ke hadirat Allah, Tuhan Yang Maha Kuasa, atas rahmat-Nya, PT Waskita Karya (Persero) Tbk atau Waskita atau Perseroan dapat melalui tahun 2020 dengan baik, meski di tengah tantangan sosial dan perekonomian yang luar biasa berat akibat Pandemi *Coronavirus Disease 19* (Covid-19). Hal ini ditunjukkan oleh kinerja operasional dan keuangan Perseroan yang cukup baik, di antaranya, jumlah lelang proyek yang dimenangkan meningkat sebesar 27,59% dari tahun sebelumnya. Daya saing Perseroan dalam satuan nilai proyek juga mengalami peningkatan sebesar 3,92% dari tahun sebelumnya.

Semua pencapaian tersebut diraih berkat kerja keras yang pantang menyerah serta sinergi kuat antar elemen Perseroan dalam melaksanakan amanah pengelolaan Perseroan melalui berbagai strategi dan program kerja guna mencapai visi, misi dan sasaran Perseroan serta harapan para Pemangku Kepentingan.

Melalui Laporan Tahunan ini, izinkan kami memaparkan pencapaian kinerja Perseroan sepanjang tahun 2020, sebagai salah satu wujud pertanggungjawaban kami kepada Pemegang Saham beserta seluruh pemangku kepentingan lainnya. Laporan tahunan ini juga menjadi implementasi transparansi Perseroan yang senantiasa berupaya menjunjung tinggi prinsip-prinsip Tata Kelola secara konsisten dan berkesinambungan dalam menjalankan kegiatan bisnis sehari-hari.

MAKROEKONOMI 2020

Penyebaran Covid-19 menimbulkan dampak yang luar biasa (*extraordinary*) pada perekonomian global di sepanjang tahun 2020. Kondisi ini menyebabkan perekonomian global 2020 menghadapi krisis yang belum pernah dialami sebelumnya. Episentrum krisis kali ini berbeda dengan krisis-krisis yang pernah terjadi sebelumnya. Penerapan kebijakan kesehatan untuk mengurangi penyebaran Covid-19 telah menimbulkan gejolak pada pasar keuangan dan aktivitas perekonomian.

Covid-19 dan kebijakan penanganannya melalui pembatasan mobilitas memicu ketidakpastian pasar keuangan global yang tinggi pada semester I 2020, yang kemudian menekan pasar keuangan global dan memicu perilaku penanaman investasi yang lebih berhati-hati. Perlambatan ekonomi global tersebut berdampak pada penurunan aktivitas perdagangan dunia dan harga komoditas. Pelemahan permintaan dunia akibat pandemi Covid-19 dan gangguan pada mata rantai pasokan global menurunkan permintaan barang-barang ekspor dan impor dunia, sehingga volume perdagangan menurun. Sejalan dengan kemajuan penanganan Covid-19, peningkatan mobilitas dan stimulus kebijakan yang berlanjut, perbaikan ekonomi mulai terlihat di sejumlah negara pada semester II 2020.

Dear Valued Shareholders and Stakeholders,

Alhamdulillah, let us send our gratitude to the presence of Allah, Almighty God, since due to His grace, PT Waskita Karya (Persero) Tbk or Waskita or the Company can sail through the year of 2020 favorably, even in the midst of enormous social and economic challenges due to Pandemic *Coronavirus Disease 19* (Covid-19). This is shown by the Company's good operational and financial performance, among others, 27.59% increase in the number of project auctions won from the previous year. The Company's competitiveness in terms of project value also increased by 3.92% when compared to the previous year.

All of these achievements were possible due to the hard work, not giving up attitude, and firm synergy between the Company's elements in carrying out the mandate of managing the Company through a number of strategies and work programs to achieve Company's vision, mission and goals of as well as Stakeholders' expectations.

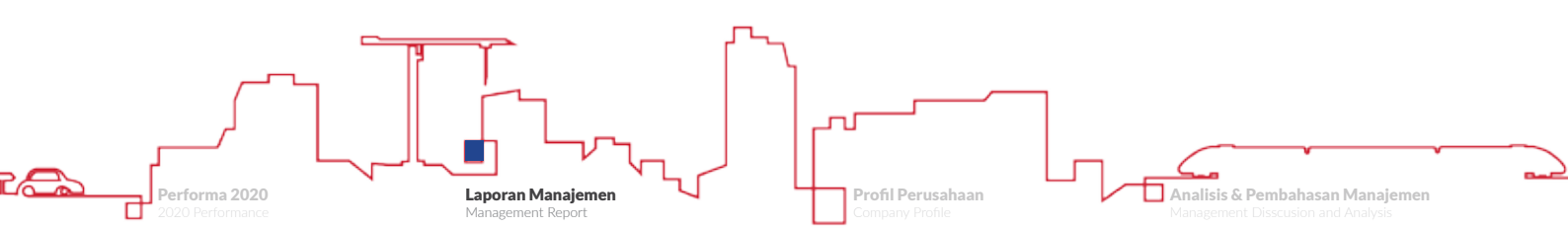
Through this Annual Report, please allow us to present the Company's performance achievements throughout 2020, as a form of our accountability to Shareholders and all other stakeholders. This annual report is also an implementation of the Company's transparency in upholding the principles of Governance in a consistent and continuous manner in carrying out daily business activities.

2020 MACROECONOMY

The spread of the Covid-19 has had an extraordinary impact on the global economy throughout 2020. This condition has caused the global economy in 2020 to face a crisis that has never been experienced before. The epicenter of this crisis is different from any previous crisis. The implementation of health policies to reduce the spread of Covid-19 has caused turmoil on financial markets and economic activities.

The Covid-19 and its handling policy through mobility restrictions triggered high global financial market uncertainty in the first half of 2020, which then put pressure on global financial markets and triggered more cautious investment behavior. The global economic slowdown resulted in a decline in world trade activities and commodity prices. The weakening of world demand due to the Covid-19 pandemic and disruption in global supply chain reduced the demand for the world exported and imported goods, resulting in decreased trade volume. In line with the progress in handling the Covid-19, increased mobility and continued policy stimulus, economic improvement began to be seen in a number of countries in the second semester of 2020. The process of global economic recovery continued in the fourth quarter of 2020.





Proses perbaikan ekonomi global tersebut terus berlanjut pada triwulan IV 2020. Perkembangan berbagai indikator pada Desember 2020 mengkonfirmasi perbaikan ekonomi global yang terus berlangsung. Meski demikian, secara keseluruhan pertumbuhan ekonomi global pada tahun 2020 diperkirakan mengalami kontraksi dan tercatat -4,0%, turun dari sebesar 2,7% dari tahun 2019.

Pandemi Covid-19 memberikan tekanan berat kepada Indonesia pada tahun 2020, tidak hanya kepada aspek kesehatan dan kemanusiaan, tapi juga aspek sosial dan ekonomi. Perekonomian yang melambat serta kebijakan Pembatasan Sosial Berskala Besar (PSBB) untuk memitigasi penyebaran Covid-19 yang menurunkan mobilitas perekonomian, telah mengakibatkan kontraksi pertumbuhan ekonomi tahun 2020. Mobilitas manusia, barang, serta jasa yang berkurang berdampak pada pelemahan kinerja hampir seluruh lapangan usaha.

Pada semester II, pertumbuhan ekonomi Indonesia mulai membaik seiring pelonggaran PSBB, realisasi stimulus fiskal yang meningkat, dan perbaikan ekonomi global. Kenaikan mobilitas juga mendukung pemulihan konsumsi rumah tangga, terutama konsumsi transportasi, restoran, serta hotel. Secara spasial, perbaikan permintaan eksternal dan domestik juga mempengaruhi pemulihan ekonomi beberapa wilayah di Indonesia.

Kontraksi PDB menurun pada triwulan III, sehingga secara keseluruhan tahun 2020 pertumbuhan ekonomi Indonesia terkontraksi sebesar 2,07%. Tekanan inflasi juga rendah sejalan dengan permintaan domestik yang lemah. Sementara itu, sistem keuangan yang berada dalam kondisi baik pada saat pandemi mulai terjadi, menjadi bantalan ketahanan sistem keuangan. Kondisi tersebut tercermin pada permodalan, kualitas kredit, dan likuiditas yang tetap baik. Namun demikian, kredit terkontraksi sebesar 2,4% sejalan dengan permintaan domestik yang lemah dan kehati-hatian perbankan dalam menyalurkan kredit.

Perekonomian yang membaik pada semester II 2020 berdampak positif pada persepsi penanaman modal, sehingga aliran masuk modal asing kembali terjadi dan mendorong penguatan nilai tukar Rupiah, memperkuat stabilitas perekonomian, dan mempercepat proses pemulihan ekonomi.

Developments in various indicators in December 2020 confirmed the continuing improvement of global economy. However, overall global economic growth in 2020 is predicted to contract and recorded at -4.0%, down from 2.7% in 2019.

The Covid-19 pandemic put heavy pressure on Indonesia in 2020, not only on health and humanitarian aspects, but also on social and economic aspects. The slowdown in economy and the Large-Scale Social Restriction (PSBB) policy to mitigate the spread of Covid-19, which reduced economic mobility, has resulted in a contraction in 2020 economic growth. The reduced mobility of people, goods and services has an impact on the weakening performance of almost all lines of business.

In the second semester, Indonesia's economic growth began to improve in line with the easing of PSBB, the realization of increased fiscal stimulus, and the improvement in global economy. Increased mobility also supported the recovery of household consumption, particularly transportation, restaurant and hotel consumption. Spatially, the improvement in external and domestic demands also affected the economic recovery in several regions in Indonesia.

GDP contraction experienced a decrease in the third quarter, so that overall in 2020, Indonesia's economic growth contracted by 2.07%. Inflationary pressure was also low in line with weak domestic demand. Meanwhile, the financial system, which was in good condition at the time the pandemic began, provided a cushion for the resilience of financial system. This condition was reflected in the remaining sound capital, credit quality and liquidity. However, the credit contracted by 2.4% in line with weak domestic demand and banking prudence in channeling credit.

The improving economy in the second semester of 2020 had a positive impact on the perception of investors, hence the foreign capital inflows were seen again and encouraged the strengthening of Rupiah exchange rate, as well as strengthened economic stability and accelerated the process of economic recovery.



ADAPTASI CEPAT DENGAN COVID-19

Pandemi global COVID-19 telah mempengaruhi seluruh sektor industri, termasuk di dalamnya sektor infrastruktur. Di tengah giatnya Pemerintah dalam mendorong percepatan pembangunan infrastruktur, Covid-19 menjadi tantangan yang cukup sulit diatasi. Kecepatan pembangunan infrastruktur harus menyesuaikan dengan kondisi yang memaksa semua pihak untuk mengutamakan kesehatan dan keselamatan di atas seluruh kepentingan.

Perlahan tapi pasti, keseimbangan baru terbentuk ketika adaptasi kebiasaan baru dicanangkan sebagai bagian dari hidup yang berkompromi dengan Covid-19. Infrastruktur mejadi salah satu sektor yang memiliki keleluasaan untuk tetap beroperasi. Pembangunan infrastruktur pun telah memberikan kontribusi positif bagi produk domestik bruto (PDB) Indonesia pada Triwulan III-2020 sebesar 10,6% di tengah kontraksi yang terjadi sebesar 4,31% (yoy).

Kontribusi positif tersebut merupakan keberhasilan fase adaptif yang dijalankan terhadap kebijakan yang diterapkan oleh pemerintah untuk mengatasi tantangan, di samping sepanjang tahun 2020 Pemerintah terus mendorong penyelesaian sejumlah proyek strategis nasional (PSN) agar dapat memberikan manfaat secara menyeluruh bagi masyarakat di sekitar kawasan.

Pemerintah Indonesia terus menempatkan pembangunan infrastruktur sebagai salah satu prioritas dari tujuh agenda pembangunan nasional dalam Rencana Pembangunan Jangka Menengah Nasional (RPJMN) 2020-2024 yang bertujuan mendukung aktivitas ekonomi dan mendorong pemerataan pembangunan nasional. Setiap tahun anggaran untuk pembangunan infrastruktur meningkat. Tercatat sebesar Rp423,3 triliun meningkat 5,90% dari tahun sebelumnya sebesar Rp399,7 triliun. Anggaran tersebut digunakan untuk membangun 486 kilometer ruas jalan baru, 3 unit bandar udara baru, 49 unit bendungan, 19,014 meter jembatan, 238,8 kilometer rel kereta api, 5348 unit rumah MBR, dan 2000 unit rumah khusus.

Di sisi lain, percepatan pembangunan infrastruktur juga menjadi salah satu upaya untuk mengejar ketertinggalan daya saing infrastruktur Indonesia yang masih berada di level 67,7 poin dari skala 0-100 berdasarkan penilaian *Global Competitiveness Index* (GCI) 2019 yang dirilis World Economic Forum. Capaian tersebut membuat Indonesia berada di peringkat 72 dari 141 negara yang di survei dan urutan kelima di kawasan ASEAN setelah Brunei Darussalam dan Thailand. Urutan pertama ditempati oleh Singapura.

QUICK ADAPTATION WITH COVID-19

The global COVID-19 pandemic has affected all industrial sectors, including the infrastructure sector. In the midst of the Government's active efforts to accelerate infrastructure development, Covid-19 is a challenge that is quite difficult to overcome. The speed of infrastructure development must adjust to the conditions that force all parties to prioritize health and safety above all interests.

Slowly but surely, a new balance is formed when new habitual adaptation is declared as part of living a compromise with Covid-19. Infrastructure has become one of the sectors that has the flexibility to continue operating. Infrastructure development has also contributed positively to Indonesia's gross domestic product (GDP) in the third quarter of 2020 by 10.6%, amidst a contraction of 4.31% (yoy).

This positive contribution is the success of adaptive phase upon the policies implemented by the government to overcome the challenges. Besides that, throughout 2020 the Government continued to encourage the completion of a number of national strategic projects (PSN) in order to provide overall benefits to the communities around the project area.

The Indonesian government continues to place infrastructure development as one of the priorities of the seven national development agendas in the National Medium Term Development Plan (RPJMN) 2020-2024 which aims to support economic activities and promote equitable distribution of national development. Every year, the budget for infrastructure development increases, recorded at Rp423.3 trillion, an increase of 5.90% from the previous year amounting to Rp399.7 trillion. The budget is used to build 486 kilometers of new road, 3 units of new airport, 49 units of dam, 19,014 meters of bridge, 238.8 kilometers of railways, 5348 units of MBR house, and 2000 units of special house.

On the other hand, accelerating infrastructure development is also an effort to catch up with Indonesia's infrastructure competitiveness which is still at the level of 67.7 points from a scale of 0-100 based on the assessment of the 2019 Global Competitiveness Index (GCI) released by the World Economic Forum. This achievement made Indonesia ranked 72 out of 141 countries surveyed and 5th in the ASEAN region after Brunei Darussalam and Thailand. The first place is occupied by Singapore



ANGGARAN INFRASTRUKTUR

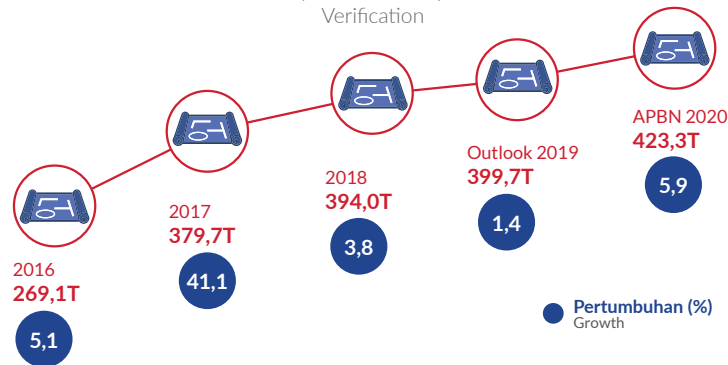
(TRILLIUN RUPIAH)

Verifikasi

INFRASTRUCTURE BUDGET

(TRILLION RUPIAH)

Verification



APBN 2020
423,3T

191,2T

Melalui Belanja Pusat
Through Central Shopping

191,2T

Melalui Transfer ke Daerah
Through Transfer to Regions

191,2T

Melalui Pembiayaan
Through Financing

Sasaran Target Target



486 km
Pembangunan Konektivitas
Connectivity Development



19.014 m
Pembangunan dan
Rehabilitasi Jembatan
Development and
Bridge Rehabilitation



3 unit
Pembangunan Bandara Baru
New Airport Construction



238,8
pembangunan/
Penyelesaian Rel KA (km'sp)
development/
Railroad Completion (km'sp)



49 unit
Bendungan
Dam



5.348 unit
Perumahan untuk MBR
Housing for the MBR

2.000 unit
Rumah Khusus (unit)
Special Home (unit)

Sumber: Kementerian Keuangan Republik Indonesia
Source: Ministry of Finance of the Republic of Indonesia

PT Waskita Karya (Persero) Tbk sebagai entitas usaha yang bergerak di sektor infrastruktur, mendukung penuh program Pemerintah dengan berpartisipasi aktif dan memberikan solusi dalam percepatan pembangunan infrastruktur di Tanah Air. Perseroan terus bergerak melaksanakan proyek penyediaan infrastruktur yang dapat menjadi solusi dalam mendorong laju pertumbuhan berbagai sektor industri di Indonesia dan percepatan konektivitas.

PT Waskita Karya (Persro) Tbk as a business entity engaged in the infrastructure sector, fully supports the Government's programs by actively participating and providing solutions in accelerating the national infrastructure development. The Company continues to work on infrastructure provision projects that can be a solution in driving the growth rate of various industrial sectors in Indonesia and accelerating connectivity.



Perseroan optimistis mampu mengemban peran strategis dalam berkontribusi untuk meningkatkan pertumbuhan perekonomian nasional, dengan menyediakan kebutuhan infrastruktur yang dapat menjangkau masyarakat luas. Terlebih, pembangunan infrastruktur merupakan salah satu faktor penting dalam percepatan peningkatan kesejahteraan rakyat dan pengentasan kemiskinan, membuka akses terhadap kesempatan kerja, pelayanan, investasi, serta dapat menjadi pendorong perputaran/siklus kegiatan ekonomi, khususnya kegiatan ekonomi lokal. Perseroan memiliki komitmen untuk terus melanjutkan investasi dan pembangunan infrastruktur melalui penguatan strategi dan sinergi antar elemen Perseroan.

ANALISIS ATAS KINERJA PERSEROAN

Sepanjang tahun 2020, Perseroan senantiasa berupaya mewujudkan tujuan pembangunan berkelanjutan serta mencapai visi Perseroan menjadi “Perseroan Indonesia Terpercaya dan Berkelanjutan di Bidang Konstruksi Terintegrasi dan Investasi”. Perseroan terus berupaya 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.

Perseroan juga telah menetapkan Nilai Budaya Perseroan baru, yaitu AKHLAK, akronim dari Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif. Perubahan ini selaras dengan arahan dari Kementerian BUMN. Sejalan dengan arahan Pemegang Saham untuk meninjau ulang Rencana Kerja dan Anggaran Perusahaan akibat adanya tantangan Pandemi Covid-19, maka pada pertengahan tahun 2020, Perseroan melakukan revisi RKAP dengan melakukan penyesuaian terhadap target-target keuangan dan nonkeuangan. Penyesuaian ini menjadi salah satu solusi agar Waskita dapat beradaptasi terhadap perubahan dan ketidakpastian bisnis.

Strategi, Kebijakan Strategis dan Implementasinya

Untuk mencapai visi, misi serta target Perseroan, Perseroan telah menyusun *Grand Strategy* yang tertuang dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) serta Rencana Jangka Panjang Perusahaan (RJPP) 2020-2023 dengan tema “Berkelanjutan” atau “*Sustainability*”.

The Company is optimistic to be able to play a strategic role in contributing to increasing the national economic growth, by providing infrastructure needs that can reach the wider community. Moreover, infrastructure development is one of the important factors in accelerating the improvement of people's welfare and poverty alleviation, opening up access to job opportunities, services, investment, and able to drive economic activity cycle, especially local economic activities. The Company is committed to continuing the infrastructure investment and development through strengthening strategies and synergies between elements of the Company.

ANALYSIS ON COMPANY PERFORMANCE

Throughout 2020, the Company made every effort to realize the sustainable development goals and achieve the Company's vision to become “A Trusted and Sustainable Indonesian Company in the Integrated Construction and Investment Sector”. The Company strives 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 excellent performing human capital and achieving balanced portfolio through investment in new lines of business.

The Company has also established a new Corporate Culture Value, namely AKHLAK, an acronym for Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative. This change is in line with the directive from the Ministry of SOE. Pursuant to the Shareholders' directive to review the Corporate Work Plan and Budget due to the challenges of the Covid-19 Pandemic, in mid-2020, the Company revised the RKAP by making adjustments to financial and non-financial targets. This adjustment is one solution that is expected to enable Waskita to adapt with business changes and uncertainties.

Strategies, Strategic Policies and the Implementation

To achieve the vision, mission and targets of the Company, the Company has compiled a Grand Strategy which is set out in the Corporate Work Plan and Budget (RKAP) and the Corporate Long Term Plan (RJPP) 2020-2023 with the theme “Sustainability” or “*Sustainability*”.



Grand Strategy Waskita Karya

- Meningkatkan Ketahanan Terhadap Siklus Kontribusi
- Meningkatkan Kontribusi Pendapatan dari Pasar Eksternal
- Menyeimbangkan Portofolio Pendapatan dari Konstruksi, Non-Konstruksi dan *Recurring Income*
- Increase resistance to construction cycles
- Increase the contribution of income from external markets
- Balancing Portfolio Income from Construction, Non-Construction and Recurring Income
- Meningkatkan maturitas ERM menjadi 4,0 (*managed*)
- Increase ERM maturity to 4.0 (managed)



- Mencapai penilaian KPKU menjadi *Benchmark Leader* dengan skor 776 (HCM, STECH, QHSE, Teknologi Informasi dan Komunikasi)
- Achieve the KPKU assessment to become a Benchmark Leader with a score of 766 (HCM, STECH, QSHE, Information and Communication Technology)

- Efisiensi melalui Pengeluaran BUA yang Terjaga
- Meningkatkan Marjin Laba atas Pendapatan
- Memperbaiki Administrasi Piutang
- Efficiency through sustained BUA expenditure
- Increase the profit margin on income
- Improve accounts receivable administration

- Menjaga Rasio Keuangan Tidak Melewati Batas *Financial Covenant*
- Menjaga Beban Pinjaman dengan Mempertahankan *Rating Keuangan Perusahaan*
- Menjaga Arus Kas *Operasional Positif*
- Maintaining financial ratios not exceeding the Financial Covenant limit
- Maintain loan expenses by maintaining the Company's financial rating
- Maintain positive operating cash flow

Penjelasan:

1. Diversifikasi Pendapatan

Sumber pendapatan usaha Waskita pada periode 2015-2019, mayoritas berasal dari investasi anak usaha, khususnya di sektor jalan tol. Namun, investasi jalan tol ini bersifat jangka panjang dengan risiko jangka pendek yang tinggi.

Untuk itu, dalam rangka menjaga pertumbuhan yang berkelanjutan ke depan, Waskita perlu melakukan diversifikasi pendapatan dengan menyeimbangkan portofolio investasi serta melakukan penetrasi pasar eksternal dan mengelola pendapatan berkelanjutan/*recurring income*.

2. Efisiensi Biaya

Dalam rangka mengantisipasi segala perubahan yang terjadi berkaitan dengan kondisi lingkungan internal maupun eksternal, sehingga dapat memenangkan persaingan secara berkelanjutan (*sustainable competitive advantage*), serta untuk mencapai peningkatan kontrak konstruksi konvensional, diperlukan suatu strategi untuk dapat meningkatkan kompetensi waskita yaitu dengan melakukan efisiensi biaya.

Explanation:

1. Income Diversification

The majority of Waskita's income sources in the 2015-2019 period came from investments in subsidiaries, particularly in the toll road sector. However, this toll road investment is long-term with high short-term risks.

Therefore, in order to maintain sustainable growth going forward, Waskita needs to diversify its income by balancing its investment portfolio as well as penetrating external markets and managing recurring income.

2. Cost Efficiency

In order to anticipate all changes that occur with regard to internal and external environmental conditions, thus having the sustainable competitive advantage) and achieve an increase in conventional construction contracts, a strategy is needed to increase Waskita's competency, namely by carrying out cost efficiency.



Efisiensi biaya dapat dilakukan dengan tetap menjaga margin laba usaha. Hal ini dapat dilakukan dengan efisiensi biaya di segala segmen Waskita dan perbaikan pada manajemen piutang serta meningkatkan kualitas dan K3LM.

3. Pengelolaan Pendanaan

Fase super *growth* Waskita yang terjadi pada tahun 2015-2019 tidak lepas dari perubahan arah bisnis Waskita yang tidak hanya berperan sebagai kontraktor, melainkan juga sebagai investor sehingga diperlukan pengelolaan pendanaan yang baik dalam membiayai pelaksanaan investasi guna meningkatkan nilai tambah bagi Waskita.

Guna mencapai pertumbuhan yang berkelanjutan bagi Waskita ke depan, diperlukan suatu pengelolaan pendanaan melalui 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

Untuk mencapai pertumbuhan Waskita yang berkelanjutan harus didukung oleh skalabilitas Internal perusahaan. Hal ini perlu didukung dengan peningkatan kapabilitas internal perusahaan untuk mendukung pertumbuhannya, antara lain:

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

Peningkatan kapasitas internal perusahaan tersebut sejalan dengan Penilaian KPKU (Kriteria Penilaian Kinerja Unggul) dari Kementerian BUMN di mana Waskita berencana untuk mencapai tingkatan *Industry 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.

Cost efficiency can be done while maintaining operating profit margins, through cost efficiency in all Waskita segments and improvements in accounts receivable management as well as improving the quality and K3LM.

3. Funding Management

Waskita's super growth phase that occurred in 2015-2019 was inseparable from the change made in Waskita's business direction, in which not only act as a contractor, but also as an investor. Therefore, good funding management is needed to finance the investments to increase added value for Waskita.

In order to achieve sustainable growth for Waskita going forward, funding management through 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 is needed.

4. Internal Capability Improvement

To achieve sustainable growth, must be supported by the Company's internal scalability. This needs to be supported by improving the Company's internal capabilities, including:

- a. Cash flow management;
- b. Portfolio management;
- c. Risk management;
- d. Standardization of production;
- e. Optimization and integration of SAP system;
- f. Human capital development.

The improvement of Company's internal capacity is in line with KPKU Assessment (Superior Performance Assessment Criteria) from the Ministry of SOE, where Waskita is planning to reach the Industry Leader level.

5. Risk Management

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

Analisis Perbandingan antara Realisasi dengan Target

Kinerja Keuangan

Secara umum, penerapan strategi dan kebijakan Perseroan telah terlaksana dengan baik, meski pandemi Covid-19 yang melanda Indonesia sejak awal Maret 2020 telah

Comparative Analysis between Realization and Target

Financial Performance

In general, the Company's strategies and policies have been well implemented, even though the Covid-19 pandemic that started in Indonesia since early March 2020 has hit the



memukul industri infrastruktur termasuk Perseroan. Adanya kebijakan Pembatasan Sosial Berskala Besar (PSBB) telah mengakibatkan pembatasan aktivitas publik maupun sektor riil. Kemudian, aktivitas ekonomi dalam negeri termasuk industri infrastruktur, konstruksi dan properti, bergerak terbatas, pada akhirnya membawa pengaruh pada kinerja Perseroan secara keseluruhan. Dengan pengaruh makroekonomi tersebut, Perseroan membukukan penurunan pendapatan usaha sebesar -48,42%, dari Rp31,39 triliun di tahun 2019 turun sebesar Rp15,20 triliun menjadi Rp16,19 triliun di tahun 2020.

Kinerja Operasional

Sebagai salah satu pemain utama di industri jasa konstruksi nasional, Perseroan terus berupaya untuk mengembangkan kapasitasnya dalam mewujudkan visi dan misi Perseroan. Upaya tersebut diwujudkan melalui perolehan kontrak pekerjaan yang berhasil dibukukan Perseroan di sepanjang tahun 2020, melalui 3 (tiga) model bisnis kontrak kerja.

Ketiga model bisnis kontrak kerja tersebut 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:

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.

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.

infrastructure industry, including the Company. The Large-Scale Social Restriction (PSBB) policy has resulted in restrictions on public activities and real sector. Then, domestic economic activities, including the infrastructure, construction and property industries, were limited in motion, which in turn had affected overall performance of the Company. With this macroeconomic influence, the Company recorded a decrease in operating revenue of -48.42%, from Rp31.39 trillion in 2019 to a decrease of Rp15.20 trillion to Rp16.19 trillion in 2020.

Operational Performance

As one of the major players in the national construction service industry, the Company continues to develop its capacity in achieving its vision and mission. This effort is realized by the acquisition of work contracts that were successfully booked by the Company throughout 2020, through 3 (three) work contract business models.

The three work contract business models are:

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 non-technical 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:

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. 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. 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.

Pada tahun 2020, Perseroan mengikuti lelang sebanyak 105 buah proyek dengan nilai total sebesar Rp39,38 triliun dan berhasil memenangkan 37 lelang proyek dengan mencatatkan nilai proyek baru sebesar Rp21,46 triliun. Dengan demikian daya saing Perseroan dalam satuan nilai proyek adalah 54,59%. Dalam tahun yang sama, Perseroan mengalami kenaikan daya saing sebesar 3,92% dari tahun sebelumnya. Jumlah proyek yang dimenangkan oleh Perseroan juga mengalami kenaikan sebesar 27,59% dibandingkan tahun sebelumnya. Hal ini menunjukkan bahwa meskipun dalam kondisi pandemi Covid-19 kinerja pemasaran Perseroan masih bisa menunjukkan peningkatan dibandingkan tahun sebelumnya.

Kinerja Segmen Usaha

Segmen Konstruksi

Perseroan terus berupaya untuk mengembangkan kapasitasnya sebagai salah satu pemain utama di industri jasa konstruksi nasional, melalui kinerja usaha 5 (lima) Divisi, yaitu *Building Division*, *Infrastructure I Division*, *Infrastructure II Division*, *EPC Division*, dan *Overseas Division*. Sepanjang tahun 2020, Perseroan berhasil melaksanakan dan merampungkan beberapa proyek Segmen Konstruksi sesuai dengan kesepakatan kontrak kerja, antara lain:

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.

In 2020, the Company participated in the auction of 105 projects with a total value of Rp39.38 trillion and won 37 project auctions by recording new project value of Rp21.46 trillion. Therefore, the Company's competitiveness in terms of project value is 54.59%. In the same year, the Company's competitiveness increased by 3.92% from the previous year. The number of projects won by the Company also increased by 27.59% compared to the previous year. This shows that even in the conditions of the Covid-19 pandemic, the Company's marketing performance managed to show an increase compared to the previous year.

Business Segment Performance

Construction segment

The Company continues to develop its capacity as one of the main players in the national construction service industry, through the business performance of 5 (five) Divisions, namely Building Division, Infrastructure I Division, Infrastructure II Division, EPC Division, and Overseas Division. Throughout 2020, 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	Proyek SUB Gardu Induk Bandara Soekarno - Hatta Soekarno-Hatta Airport Substation Project	PT Angkasa Pura II (Persero)	221.166	15 Maret 2017 March 15, 2017	8 Februari 2020 February 8, 2020
2	Revitalisasi Pusat Olahraga Ragunan Revitalization of Ragunan Sports Center	Dinas Pemuda dan Olahraga	374.963	1 Agustus 2019 August 1, 2019	8 Februari 2020 February 8, 2020
3	Jembatan Penghubung Pulau 2B dengan Kosambi Bridge connecting 2B Island with Kosambi	PT Kukuh Mandiri Lestari	459.000	27 Juli 2017 July 27, 2017	28 Februari 2020 February 28, 2020
4	Jalan dan Kawasan RS di Pulau Galang Roads and Hospital Areas on Galang Island	Kementerian PUPR	49.450	7 Maret 2020 March 7, 2020	28 Maret 2020 March 28, 2020
5	Tol Terbanggi Besar - Pematang Panggang - Kayu Agung Terbanggi Besar - Pematang Panggang - Kayu Agung Toll	PT Utama Karya (Persero)	11.696.184	16 Juni 2017 June 16, 2017	30 Maret 2020 March 30, 2020



No	Nama Proyek Project Name	Pemberi Kerja Owner	Nilai Kontrak (Rp-juta) Contract Value (Rp-million)	Masa Pelaksanaan Period	
				Mulai Starts	Berakhir Ends
6	Jembatan Ogan Jalan Tol Kayu Agung - Palembang - Betung Ogan Bridge, Kayu Agung - Palembang - Betung Toll Road	PT Waskita Sriwijaya Tol	1.263.233	31 Mei 2016 May 31, 2016	30 Mei 2020 May 30, 2020
7	Rest Area Bakter Paket 2 Bakter Rest Area Package 2	PT Utama Karya (Persero)	324.229	8 Juli 2019 July 8, 2019	30 Mei 2020 May 30, 2020
8	Ruang Rawat Isolasi RSUP Fatmawati Isolation Room of Fatmawati Hospital	RS Fatmawati Dep. Kesehatan	27.580	1 Mei 2020 May 1, 2020	31 Mei 2020 May 31, 2020
9	Kuala Tanjung Multi Purpose	PT Prima Multi Terminal	1.054.690	30 April 2015 April 30, 2015	18 Juni 2020 June 18, 2020
10	R. Isolasi Covid-19 RSUP H Adam Malik Covid-19 Isolation Room of RSUP H Adam Malik	Ditjen Pelayanan Kesehatan Kemenkes	23.282	18 Mei 2020 May 18, 2020	1 Juli 2020 July 1, 2020
11	Rekonstruksi Gedung KPU Provinsi Papua Reconstruction of Papua Province KPU Building	Kementrian PUPR RI	10.332	13 September 2019 September 13, 2019	14 Juli 2020 July 14, 2020
12	Apartemen Yukata Alam Sutera Yukata Alam Sutera Apartment	KSO Waskita Trinita 2	242.436	1 Agustus 2017 August 1, 2017	31 Juli 2020 July 31, 2020
13	Rumah Sakit Pulau Galang Galang Island Hospital	PUPR Cipta Karya	166.722	7 Maret 2020 March 7, 2020	28 Agustus 2020 August 28, 2020
14	ROAD S 24 BLOK-K MM2100 CIKARANG	PT Bekasi Matra Industrial Estate	95.892	1 Oktober 2019 October 1, 2019	25 September 2020 September 25, 2020
15	UNDERPASS MM2100	PT Bekasi Fajar Industrial Estate	119.560	16 Juli 2019 July 16, 2019	15 Desember 2020 December 15, 2020

Segmen Konstruksi mencatatkan Pendapatan Usaha sebesar Rp24,70 triliun mengalami penurunan 13,8% atau setara dengan Rp3,95 triliun bila dibandingkan tahun 2019 sebesar Rp28,65 triliun. Laba Bruto sebesar Rp1,20 triliun mengalami penurunan 74,82% atau setara dengan Rp3,65 triliun bila dibandingkan dengan tahun 2019 sebesar Rp4,75 triliun. Penurunan tersebut disebabkan oleh pandemi Covid-19.

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.

Sepanjang tahun 2020, Perseroan berhasil melaksanakan dan merampungkan beberapa proyek Segmen Tol sesuai dengan kesepakatan kontrak kerja.

Construction segment recorded Revenues of Rp24.70 trillion a decrease of 13.8% or Rp3.95 trillion when compared to 2019 amounting to Rp28.65 trillion. Gross Profit was recorded at Rp1.20 trillion a decrease of 74.82% or Rp3.65 trillion when compared to Rp4.75 trillion in 2019. The decline was caused by the Covid-19 pandemic.

Toll Segment

The Company carries out its business in the Toll Segment through its subsidiary engaged in toll road development, namely PT Waskita Toll Road (WTR) which own investments in several toll roads.

Throughout 2020, the Company successfully carried out and completed several Toll Segment projects in accordance with work contract agreement.



Pada tahun 2020, Segmen Tol mencatatkan Pendapatan Usaha sebesar Rp390,60 miliar, mengalami penurunan 20,09% atau setara dengan Rp98,19 miliar bila dibandingkan tahun 2019 sebesar Rp488,80 miliar. Penurunan tersebut disebabkan adanya aksi korporasi berupa divestasi/pelepasan saham Perseroan pada PT Kresna Kusuma Dyandra Marga ("KKDM") melalui mekanisme Reksa Dana Penyertaan Terbatas sehingga Perseroan tidak lagi melakukan konsolidasi atas pendapatan tol KKDM.

Sementara Laba Bruto sebesar Rp185,50 miliar, mengalami penurunan 28,67% atau setara dengan Rp74,57 miliar bila dibandingkan dengan tahun 2019 sebesar Rp260,07 miliar. Penurunan tersebut disebabkan aksi korporasi berupa divestasi/pelepasan saham Perseroan pada PT Kresna Kusuma Dyandra Marga ("KKDM") melalui mekanisme Reksa Dana Penyertaan Terbatas. Sehingga Perseroan tidak lagi melakukan konsolidasi atas pendapatan tol KKDM.

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. Hingga akhir tahun 2020, WSBP telah memiliki 9 *plant* dengan total kapasitas mencapai 3,7 juta ton.

Sepanjang tahun 2020, Perseroan berhasil melaksanakan dan merampungkan beberapa proyek Segmen Precast sesuai dengan kesepakatan kontrak kerja.

Segmen *Precast* berhasil mencatatkan Pendapatan Usaha sebesar Rp1,88 triliun, mengalami penurunan 3,22% atau setara dengan Rp62,37 miliar bila dibandingkan tahun 2019 sebesar Rp1,94 triliun.

Sementara Laba Bruto sebesar minus Rp3,98 triliun mengalami penurunan 940,65% atau setara dengan Rp4,46 triliun bila dibandingkan tahun 2019.

Segmen Properti dan Hotel

Dalam bidang 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.

Di tahun 2020, Perseroan berhasil melaksanakan dan merampungkan beberapa proyek Segmen Properti dan Hotel sesuai dengan kesepakatan kontrak kerja, antara lain:

In 2020, Toll Segment booked Revenues of Rp390.60 billion, a decline of 20.09% or Rp.98.19 billion when compared to 2019 amounting to Rp488.80 billion. The decline was due to a corporate action in the form of divestment/release of Company's shares in PT Kresna Kusuma Dyandra Marga ("KKDM") through the Limited Participation Mutual Funds mechanism, hence the Company no longer consolidates KKDM toll road revenues.

Meanwhile, Gross Profit was recorded of Rp185.50 billion, decreased by 28.67% or Rp74.57 billion when compared to 2019 of Rp260.07 billion. Such decrease was due to a corporate action in the form of divestment/release of Company's shares in PT Kresna Kusuma Dyandra Marga ("KKDM") through the Limited Participation Mutual Funds mechanism, hence the Company no longer consolidates KKDM toll road revenues.

Precast Segment

The Company owns a precast concrete plant managed by its subsidiary, PT Waskita Beton Precast Tbk (WSBP), which has listed its shares on the Indonesia Stock Exchange on September 20, 2016. Until the end of 2020, WSBP has 9 plants with a total capacity reached 3.7 million tonnes.

Throughout 2019, the Company successfully carried out and completed various Precast projects in accordance with work contract agreement.

Revenues from Precast Segment in 2020 amounted to Rp1,88 trillion, decreased by 3.22% or Rp62.37 billion compared to 2019 amounted to Rp1.94 trillion.

Meanwhile, Gross Profit was recorded at minus Rp3.98 trillion decreased by 940.65% or Rp4.46 trillion compared to 2019.

Property and Hotel Segment

In the property and hotel sector, 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, such as Vasaka The Reiz Condo Medan, Vasaka Nines, Vasaka Bali, Soltera and Avasta.

Throughout 2020, the Company successfully carried out and completed several Property and Hotel Segment projects in accordance with the work contract agreement, including:



No	Nama Proyek Project Name	Pemberi Kerja Owner	Nilai Kontrak (Rp) Contract Value (Rp)	Masa Pelaksanaan Period	
				Mulai Starts	Berakhir Ends
1	Teraskita Hotel Jakarta	PT Waskita Karya Realty	134 Miliar 134 Billion	2013	2015
2	Teraskita Hotel Makassar	PT Waskita Karya Realty	89 Juta 89 Million	2018	2020
3	Maison Teraskita Bandung	PT Waskita Karya Realty	55 Juta 55 Million	2018	2021
4	Vasaka The Reiz Condo Medan	PT Waskita Karya Realty	390 Miliar 390 Billion	2016	2018
5	Vasaka Nines	PT Waskita Karya Realty	622 Miliar 622 Billion	2018	2025
6	Vasaka Bali	PT Waskita Karya Realty	484 Miliar 484 Billion	2021	2023
7	Solterra	PT WFPR	549 Miliar 549 Billion	2018	2025
8	Avasta	PT WMR	TBA	2021	2023

Segmen Properti dan Hotel mencatatkan Pendapatan Usaha sebesar Rp477,41 juta, mengalami kenaikan 102,03% atau setara dengan Rp241,10 miliar bila dibandingkan tahun 2019 sebesar Rp236,31 miliar. Sedangkan Laba Bruto mengalami penurunan sebesar 2,53% atau sebesar Rp69,69 miliar turun Rp1,82 miliar dibandingkan dengan tahun 2019 sebesar Rp71,51 miliar. Penurunan tersebut disebabkan oleh dampak Covid-19, peraturan pemerintah tentang PSBB dan tambahan biaya *fix cost* untuk menjaga protokol kesehatan terhadap *customer, supplier* maupun pegawai jika berada pada hotel.

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 Mini-hydro (PLTM) dengan kapasitas *output* 2x5 Megawatt. Hingga saat ini, perusahaan tersebut telah berkembang dan telah memberikan kontribusi positif terhadap Perseroan.

Di sepanjang tahun 2020, Perseroan berhasil melaksanakan dan merampungkan beberapa proyek Segmen Infrastruktur Lainnya, berupa pengadaan pabrikasi baja dan transmisi listrik sesuai dengan kesepakatan kontrak kerja, antara lain:

Property and Hotel Segment posted revenues amounted to Rp477.41 billion, increased by 102.03% or Rp241.10 billion when compared to 2019 amounted to Rp236.31 billion. Meanwhile, Gross Profit decreased by 2.53% or Rp69.69 billion, down by Rp1.82 billion compared to 2019's gross profit of Rp71.51 billion. The decrease was caused by the impact of the Covid-19, government regulations on PSBB and additional fixed costs to maintain health protocols for customers, suppliers and employees when at the hotel.

Other Infrastructure Segment

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

Throughout 2020, the Company successfully carried out and completing several Other Infrastructure Segment projects in the form of procuring steel fabrication and power transmission, in accordance with the work contract agreement, among others:

No	Nama Proyek Project Name	Nilai Kontrak (Rp-juta) Contract Value (Rp-million)
1	Pengadaan Transmisi 500KV Sumatera Paket 3 Muara Enim – New Aur Duri Zona 1-2 Procurement of 500KV Sumatra Transmission Package 3 Muara Enim - New Aur Duri Zones 1-2	253.796
2	Pengadaan Transmisi 500KV Sumatera Paket 3 Muara Enim – New Aur Duri Zona 3 Procurement of 500KV Sumatra Package 3 Transmission Muara Enim - New Aur Duri Zone 3	133.187
3	Pekerjaan Pengadaan Guardrail Tipe A – Proyek Jalan Tol Kuala Tanjung – Inderapura Zona 2 Procurement of Guardrail Type A - Kuala Tanjung Toll Road Project - Inderapura Zone 2	9.821



Segmen Infrastruktur Lainnya mencatatkan Pendapatan Usaha sebesar Rp177,04 miliar, mengalami kenaikan 240,65% atau setara dengan Rp125,07 miliar bila dibandingkan tahun 2019 sebesar Rp51,97 miliar. Peningkatan tersebut disebabkan oleh telah beroperasinya unit bisnis baru disektor manufaktur *tower* dan *guardrail*. Sedangkan Laba Bruto sebesar Rp66,49 miliar, mengalami kenaikan 67,04% atau setara dengan Rp26,69 miliar bila dibandingkan dengan tahun 2019 sebesar Rp39,80 miliar. Kenaikan tersebut disebabkan oleh sudah beroperasi unit bisnis baru disektor manufaktur *tower* dan *guardrail*.

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.

Hingga akhir tahun 2020, Perseroan berhasil melakukan pengelolaan dan penyewaan gedung sebanyak 1 (satu) unit gedung. Pendapatan Usaha segmen sewa gedung sebesar Rp8,72 miliar, mengalami kenaikan 548,44% atau setara dengan Rp7,37 bila dibandingkan tahun 2019 sebesar Rp1,34 miliar. Peningkatan tersebut disebabkan oleh sudah terisinya lantai-lantai pada Gedung Waskita Rajawali Tower oleh *tenant-tenant* seperti PT Waskita Toll Road, PT Waskita Karya Realty, PT Waskita Karya Infrastruktur dan *tenant* lainnya.

Labanya Bruto sebesar Rp4,53 miliar, mengalami kenaikan 237,28% atau setara dengan Rp3,19 bila dibandingkan dengan tahun 2019 sebesar Rp1,34 miliar. Kenaikan tersebut disebabkan oleh meningkatnya pendapatan usaha yang lebih dikarenakan sudah terisinya lantai-lantai pada Gedung Waskita Rajawali Tower oleh *tenant-tenant* seperti PT Waskita Toll Road, PT Waskita Karya Realty, PT Waskita Karya Infrastruktur dan *tenant* lainnya.

KENDALA, TANTANGAN, SERTA SOLUSINYA

Pandemi Covid-19 sangat mempengaruhi proses bisnis Perseroan dan berdampak signifikan pada penurunan kinerja keuangan Perseroan. Hal ini disebabkan adanya penundaan tender proyek konstruksi dan investasi, perlambatan pelaksanaan konstruksi, penundaan penerimaan termin sehubungan dengan realokasi anggaran infrastruktur pemerintah, serta penurunan kinerja investasi Perseroan seperti menurunnya pendapatan operasional tol akibat penerapan protokol kesehatan yang ketat, penurunan *recurring income* dari perhotelan dan lainnya.

Pandemi Covid-19 ini juga mengganggu strategi Perseroan untuk melakukan divestasi jalan tol karena rendahnya minat investor, terbatasnya dana investor dalam negeri dan penurunan harga jual. Sehingga, Perseroan harus menanggung biaya keuangan yang tinggi akibat telah beroperasinya jalan tol yang dimiliki.

Revenues from Other Infrastructure Segment in 2020 amounted to Rp177.04 billion, increased by 240.65% or equivalent to Rp125.07 billion when compared to 2019 amounted to Rp51.97 billion. Such increase was caused by the operational commencement of new business unit in the tower and guardrail manufacturing sector. Meanwhile, Gross Profit was recorded at Rp66.48 billion, an increase of 67.04% or Rp26.69 billion when compared to Rp39.80 billion in 2019. The increase was due to the increase in revenues due to the operational commencement of new business unit in the tower and guardrail manufacturing sectors.

Building Rental Segment

Building Rental segment is one of non-construction service business segments that has been developed by the Company and is a form of owned-asset optimization by providing additional services through building rental.

Until the end of 2020, the Company succeeded in managing and leasing buildings as many as 1 (one) building units. Building rental segment revenue amounted to Rp8.72 billion, experiencing an increase of 548.44% or Rp7.37 when compared to 2019 amounting to Rp1.34 billion. The increase was caused by the floors in the Waskita Rajawali Tower building have been filled by tenants such as PT Waskita Toll Road, PT Waskita Karya Realty, PT Waskita Karya Infrastruktur and other tenants.

Gross Profit was recorded at Rp4.53 billion, increase of 237.28% or Rp3.19 when compared to Rp1.34 billion in 2019. The increase was due to increase in operating income is due to the fact that the floors in the Waskita Rajawali Tower building have been filled by tenants such as PT Waskita Toll Road, PT Waskita Karya Realty, PT Waskita Karya Infrastruktur and other tenants.

CONSTRAINTS, CHALLENGES, AND SOLUTIONS

The Covid-19 pandemic greatly affected the Company's business processes and had a significant impact on the declining Company's financial performance. This was due to delays in construction and investment project tenders, delays in construction implementation, delays in receiving terminals due to reallocation of the government infrastructure budget, and a decrease in the Company's investment performance, such as a decrease in toll operating income due to the implementation of strict health protocols, a decrease in recurring income from hotels and others.

The Covid-19 pandemic has also disrupted the Company's strategy to divest toll roads due to low investor interest, limited domestic investor funds and lower selling prices. Thus, the Company must bear high financial costs due to the operation of its toll roads.





Untuk mencapai visi yang telah ditetapkan, Waskita melakukan penyesuaian strategi Perseroan yang selaras dengan Prioritas Kementerian BUMN, antara lain dengan melakukan efisiensi biaya dan optimalisasi CAPEX serta selektif dalam perolehan proyek baru yang selaras dengan Kementerian BUMN terkait spesialisasi, percepatan pembayaran termin proyek dan tagihan lainnya yang tertunda akibat pandemi Covid-19, serta melakukan transformasi bisnis melalui spesialisasi dan pengembangan *core competency* Waskita untuk menjadi *market leader* pada *champion segment* dan meningkatkan kapabilitas Perseroan.

Selain itu, Perseroan juga melakukan pengembangan sistem dan teknologi yang terintegrasi dengan mengimplementasikan BIM & ERP, serta melakukan divestasi jalan tol dan aset lainnya guna meningkatkan kapasitas pendanaan. Perseroan juga melakukan ekspansi dan berkompetisi di pasar internasional, khususnya pada proyek dengan tipe *progress payment* serta menyelesaikan pembangunan proyek investasi eksisting sesuai target, dengan tetap menjaga standarisasi proses dan kebijakan yang berlaku, dan senantiasa mengembangkan talenta *human capital* melalui pembangunan *Corporate Culture* yang sejalan dengan strategi Perseroan, implementasi program *Exploring and Sharing*, implementasi program *Retention* Pegawai melalui *Reward & Punishment*, optimalisasi program *Talent Management* dan peningkatan kapasitas serta kapabilitas *talent millennial* dan *talent perempuan*.

ANALISIS TENTANG PROSPEK USAHA

Prospek perekonomian nasional tahun 2021 diperkirakan membaik sejalan dengan proyeksi pemulihan perekonomian global dan dampak dukungan fiskal terhadap percepatan pemulihan ekonomi termasuk dukungan pengendalian pandemi. Memasuki tahun 2021, Pemerintah melalui Kementerian Keuangan telah merilis Rancangan Anggaran Pendapatan dan Belanja Negara (RAPBN) Tahun 2021 "Percepatan Pemulihan Ekonomi dan Penguatan Reformasi" pada tanggal 14 Agustus 2020. Dalam RAPBN 2021, pertumbuhan ekonomi nasional ditargetkan akan mengalami pertumbuhan sebesar 4,5% sampai 5,5% dengan tingkat inflasi 3,0%. Sementara untuk menahan dampak negatif pandemi Covid-19 terhadap perekonomian, Pemerintah juga telah dan akan terus melakukan langkah-langkah kebijakan luar biasa untuk menjaga dan memulihkan kondisi kesehatan, sosial ekonomi masyarakat, dan dunia usaha.

Belanja negara pada RAPBN 2021 diproyeksikan mencapai Rp2.747,5 triliun atau 15,6% terhadap Produk Domestik Bruto (PDB), yang diarahkan untuk mendukung pemulihan ekonomi dan prioritas pembangunan di bidang kesehatan, pendidikan, teknologi informasi dan komunikasi, infrastruktur, ketahanan pangan, pariwisata, dan perlindungan sosial. Sementara itu, Pemerintah telah mengalokasikan anggaran untuk pembangunan infrastruktur tahun 2021 sebesar Rp417 triliun.

To achieve the predetermined vision, Waskita adjusted its Corporate strategy to be in line with the priorities of the Ministry of SOEs, among others by making cost efficiency and optimizing CAPEX and being selective in acquiring new projects that are in line with the Ministry of SOEs related to specialization, accelerating payment of project terms and other bills postponed due to the Covid-19 pandemic, as well as carrying out business transformation through specialization and development of Waskita's core competencies to become a market leader in the champion segment and increase the Company's capabilities.

In addition, the Company also developed integrated systems and technology by implementing BIM & ERP, as well as divesting toll roads and other assets to increase funding capacity. The Company also expanded and competed in the international market, particularly in projects with the progress payment type and completed the construction of existing investment projects according to target, while maintaining the standardization of processes and applicable policies, and continuously developing human capital talents through the development of a Corporate Culture in line with the Company's strategy, implementing the Exploring and Sharing program, implementing the Employee Retention program through Reward & Punishment, optimizing the Talent Management program and increasing the capacity and capability of millennial talents and female talent.

ANALYSIS ON BUSINESS PROSPECTS

The 2021 national economy outlook is predicted to improve in line with the projection for global economic recovery and the impact of fiscal support on accelerating economic recovery, including support for pandemic control. Entering 2021, the Government through the Ministry of Finance has released the Draft of 2021 State Revenue and Expenditure Budget (RAPBN) "Accelerating Economic Recovery and Strengthening Reforms" on August 14, 2020. In the 2021 State Budget Draft, national economic growth is targeted to grow at 4.5 % to 5.5% with an inflation rate of 3.0%. Meanwhile, to contain the negative impact of the Covid-19 pandemic on the economy, the Government has also taken and will continue to take extraordinary policy steps to maintain and restore the health and socio-economic conditions of the community and the business world.

State spending in the 2021 State Budget Draft is projected to reach Rp2,747.5 trillion or 15.6% of Gross Domestic Product (GDP), which is directed at supporting economic recovery and development priorities in the fields of health, education, information and communication technology, infrastructure, food security, tourism, and social protection. Meanwhile, the Government has allocated a budget for infrastructure development in 2021 amounting to Rp417 trillion. The



Kebijakan pembangunan infrastruktur tahun 2021 merupakan pembangunan berkelanjutan pasca pandemi Covid-19 dengan penguatan infrastruktur digital dan mendorong efisiensi logistik dan konektivitas.

Kebijakan infrastruktur diarahkan pada infrastruktur padat karya yang mendukung kawasan industri dan pariwisata, pembangunan sarana kesehatan masyarakat dan kebutuhan dasar seperti air, sanitasi, pemukiman untuk mendukung penguatan sistem kesehatan nasional. Anggaran infrastruktur 2021 juga diperuntukan untuk penyelesaian kegiatan prioritas yang tertunda di tahun 2020.

Adapun target *output* strategis 2021 untuk pelayanan dasar adalah pembangunan rumah susun dan rumah khusus sebesar 10.706 unit, bendungan sebanyak 53 unit di mana 43 unit sedang dibangun dan 10 bendungan baru. Kemudian, akses sanitasi dan persampahan untuk melayani 1.643.844 Kepala Keluarga (KK), jaringan irigasi dibangun sepanjang 600 km, yang direhabilitasi sepanjang 3.900 km, dan jaringan irigasi tanah sepanjang 100 km. Sedangkan untuk konektivitas akan dibangun jalan sepanjang 965,4 km, jembatan sepanjang 26,9km, jalur kereta api 446,56 kilometer spoor (km'sp), dan bandara 10 unit/lokasi. Untuk meningkatkan daya saing ekonomi, Pemerintah akan melanjutkan penyelesaian target pembangunan infrastruktur di berbagai daerah yang berupa jalan nasional baru, bendungan, jaringan irigasi serta jalan tol untuk menghubungkan pulau-pulau besar seperti Jawa, Sumatera, Kalimantan, Sulawesi dan Papua.

Sementara untuk bidang energi dan ketenagalistrikan yaitu pembangunan jaringan gas bumi untuk rumah tangga sebanyak 120.776 Sambungan Rumah Tangga (SR), Pembangkit Listrik Tenaga Surya (PLTS) *Rooftop* & PLTS *Cold Storage* sebesar 11,8 MegaWatt-peak (MWp). Untuk Teknologi Informasi (TI) akan dibangun *Base Transceiver Station* (BTS) di 5.053 lokasi di daerah tertinggal, terdepan, dan terluar (3T) serta Palapa Ring di Indonesia bagian barat 40%, tengah 30%, dan timur 30%.

Anggaran untuk pembangunan infrastruktur tahun 2021 yang dialokasikan Pemerintah sebesar Rp417 triliun, merupakan peluang tersendiri bagi Perseroan. Dengan kekuatan yang dimiliki, Perseroan optimis mampu mengoptimalkan peluang tersebut untuk meningkatkan kinerja Perseroan. Keberhasilan Perseroan di tahun 2020, menjadi modal bagi Perseroan untuk meningkatkan kinerja di tahun 2021. Manajemen menilai bahwa prospek usaha Perseroan di tahun 2021 masih cukup cerah, meski masih dibayangi oleh kondisi ekonomi makro yang penuh ketidakpastian, akibat dampak pandemi Covid-19 yang diperkirakan masih berlanjut di tahun 2021.

infrastructure development policy in 2021 is post-Covid-19 pandemic sustainable development by strengthening digital infrastructure and encouraging logistical efficiency and connectivity.

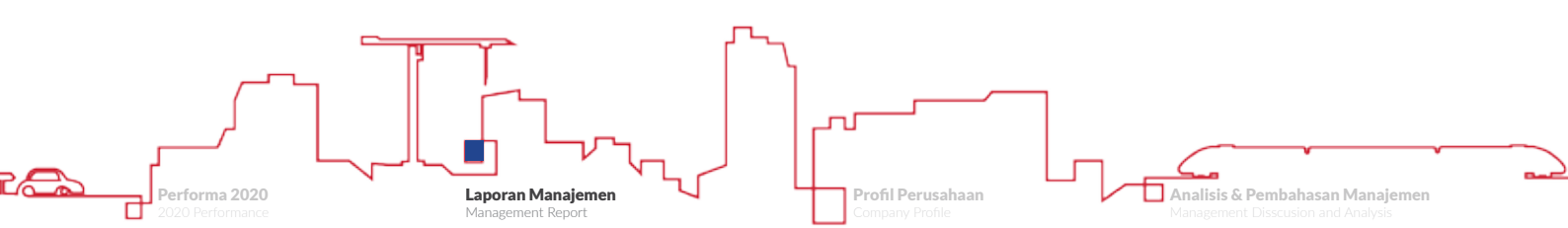
Infrastructure policies are directed at labor-intensive infrastructure that supports industrial and tourism areas, development of public health facilities and basic necessities such as water, sanitation and housing to support the strengthening of national health system. The 2021 infrastructure budget is also earmarked for the completion of pending prioritized activities in 2020.

The 2021 strategic output target for basic services is the construction of 10,706 flats and special houses, 53 units of dams, in which 43 units are being built and 10 units are new. Furthermore, access to sanitation and solid waste to serve 1,643,844 heads of households (KK), irrigation network along 600 km, which is rehabilitated along 3,900 km, and land irrigation network along 100 km. Meanwhile, for connectivity, 965.4 km of roads, 26.9 km of bridges, 446.56 km of railway lines (km'sp) and airport of 10 units/location will be built. To increase economic competitiveness, the Government will continue to complete infrastructure development targets in various regions in the form of new national roads, dams, irrigation networks and toll roads to connect major islands such as Java, Sumatra, Kalimantan, Sulawesi and Papua.

Meanwhile, in the energy and electricity sector, the construction of natural gas networks for households totaling 120,776 household connections (SR), Rooftop Solar Power Plant (PLTS) & PLTS Cold Storage amounting to 11.8 MegaWatt-peak (MWp). For Information Technology (IT), Base Transceiver Stations (BTS) will be built in 5053 locations in disadvantaged, frontier and outermost areas (3T) and Palapa Ring in western Indonesia of 40%, middle Indonesia of 30%, and eastern Indonesia of 30%.

The budget for infrastructure development in 2021 allocated by the Government in the amount of Rp.417 trillion, is an opportunity for the Company. With its strengths, the Company is optimistic to be able to optimize these opportunities and improve the Company's performance. The Company's success in 2020 has become a valuable capital for the Company to improve its performance in 2021. The management considers that the Company's business outlook in 2021 are still bright, even though still overshadowed by uncertain macroeconomic conditions, due to the impact of the Covid-19 pandemic which is estimated to be still continues in 2021.





PROYEKSI 2021

Proyeksi 2021 Perseroan tertuang dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2021 yang disusun oleh *Board of Directors*, kemudian disetujui oleh *Board of Commissioners*, untuk selanjutnya disetujui oleh Pemegang Saham dan dilaporkan kepada Otoritas Jasa Keuangan. RKAP menjadi acuan pokok Perseroan dalam menjalankan aktivitas usahanya.

Proyeksi kinerja operasional dan finansial utama untuk tahun 2021 didasarkan oleh berbagai asumsi kondisi ekonomi yang dapat mempengaruhi aktivitas Perseroan. Salah satu faktor yang cukup mempengaruhi adalah belum stabilnya kondisi ekonomi secara global hingga akhir tahun 2020, akibat pandemik virus Covid-19 yang melanda hampir seluruh negara termasuk Indonesia, yang mengakibatkan menurunnya kegiatan di sektor ekonomi secara global di sepanjang tahun 2020. Namun, seiring dengan program pemulihan ekonomi nasional sebagai salah satu rangkaian kegiatan untuk mengurangi dampak Covid-19 terhadap perekonomian, yang digulirkan Pemerintah di pertengahan tahun 2020, membawa sedikit angin segar bagi para pelaku usaha.

Pada tahun 2021, Perseroan memproyeksikan untuk dapat mengikuti kegiatan lelang sebanyak 224 proyek dengan nilai total sebesar Rp85,30 triliun dan target lelang yang dimenangkan sebanyak 57 proyek dengan nilai total Rp21,05 triliun. Proyeksi jumlah nilai kontrak baru di tahun 2021 termasuk dari anak perusahaan adalah senilai Rp25,90 triliun. Terdapat penurunan nilai kontrak baru antara realisasi pada tahun 2020 dengan proyeksi di tahun 2021, hal ini dikarenakan Perseroan berhitung secara realistis bahwa pandemi Covid-19 masih berlanjut pada tahun 2021 yang menyebabkan pemangkasan anggaran infrastruktur dan penundaan tender proyek-proyek. Selain itu, Perseroan juga memilih untuk lebih selektif dalam mengikuti proyek-proyek Investasi dan *turnkey project*, hal ini dilakukan untuk tetap dapat menjaga performa Perseroan secara keseluruhan.

Proyeksi Pemasaran 2021

Proyeksi pemasaran tahun 2021, didasarkan atas pasar jasa konstruksi di Indonesia yang selain dipengaruhi oleh perkembangan program strategis Pemerintah, juga berkaitan erat dengan perkembangan ekonomi makro Indonesia dan isu-isu global lainnya terutama dampak Covid-19 terhadap laju pembangunan nasional.

Pada tahun 2020, perolehan Nilai Kontrak Baru Perseroan, bertumpu pada segmen pengembangan bisnis. Maka untuk tahun 2021, Perseroan akan berusaha dengan sangat intensif untuk mengandalkan proyek-proyek dari Pemerintah, dengan porsi mencapai 42,66%. Selain fokus untuk segmen Pemerintah, Perseroan juga tetap mengandalkan segmen swasta dalam negeri dengan porsi mencapai 21,81% dan proyek luar negeri

2021 PROJECTIONS

The 2021 Company's projections are contained in the Corporate Work Plan and Budget (RKAP) for 2021 prepared by Board of Directors, then approved by Board of Commissioners, to be subsequently approved by the Shareholders and reported to the Financial Services Authority. The RKAP is the principal reference for the Company in carrying out its business activities.

The main operational and financial performance projections for 2021 are based on various economic assumptions that may affect the Company's activities. One of the influencing factors is the unstable global economic conditions until the end of 2020, due to the Covid-19 virus pandemic that has hit almost all countries including Indonesia, which resulted in a decline in global economic activities throughout 2020. However, the national economic recovery program as one of the series of activities to reduce the impact of Covid-19 on the economy initiated by the Government in mid-2020, has brought a little breath of fresh air for business players.

In 2021, the Company projects to participate in the auction activities of as many as 224 projects with a total value of Rp85.300 trillion and the target of winning 57 projects with a total value of Rp21.05 trillion. The projected total value of new contracts in 2021 including those of subsidiaries is Rp25.90 trillion. There is a decline in the value of new contracts between realization in 2020 and projection in 2021, because the Company realistically calculates that the Covid-19 pandemic will continue in 2021, hence causing cuts in infrastructure budget and delays in project tenders. In addition, the Company also chooses to be more selective in participating in investment projects and turnkey projects, in order done to maintain overall performance of the Company.

Marketing Projection for 2021

The marketing projection for 2021 is based on the construction services market in Indonesia which is not only influenced by the development of the Government's strategic programs, but is also closely related to the development of Indonesia's macro economy and other global issues, especially the impact of Covid-19 on the pace of national development.

In 2020, the Company's acquisition of New Contract Value will be based on the business development segment. Therefore for 2021, the Company will endeavor very intensively to rely on projects from the Government, with a portion reaching 42.66%. In addition to focusing on the Government segment, the Company also continues to rely on the domestic private segment with a portion of 21.81% and overseas projects with a



mencapai porsi 8,30%, segmen pengembangan bisnis dengan porsi 18,73%, dan segmen BUMN/BUMD dengan porsi sebesar 8,48%.

Perseroan berharap agar sektor swasta segera bangkit melanjutkan proyek-proyeknya, salah satunya dengan adanya kemudahan regulasi dan adanya kebijakan relaksasi pajak dari Pemerintah agar pelaku bisnis dapat menciptakan pasar untuk tujuan pemulihan ekonomi dan ketahanan ekonomi & kesehatan (akibat dampak Covid-19) yang melibatkan pihak swasta.

Proyeksi Pengelolaan Sumber Daya Manusia

Di tahun 2021, Perseroan memproyeksikan jumlah pegawai adalah sebanyak 1.990 pegawai, meningkat 1,6% terhadap realisasi tahun 2020. Proyeksi jumlah pegawai pada tahun 2021 tersebut diharapkan akan selaras dengan jumlah nilai kontrak baru yang akan didapatkan oleh Perseroan.

Adapun untuk biaya pelatihan dan pendidikan tahun 2021 diproyeksikan sebesar Rp11 miliar, meningkat 138,8% terhadap realisasi tahun 2020 sebesar Rp4,61 miliar. Meskipun di tahun 2021 masih akan dihadapkan pada kondisi pandemi Covid-19, namun demikian Perseroan telah melakukan pengembangan infrastruktur untuk menunjang kegiatan pelatihan dan pengembangan berbasis digital yang diharapkan akan dapat mempermudah dalam merealisasikan program-program tersebut.

PENILAIAN KINERJA COMMITTEES DI BAWAH BOARD OF DIRECTORS

Hingga akhir 2020, *Board of Directors* tidak memiliki *Committee* di Bawah *Board of Directors*. Dengan demikian tidak terdapat informasi mengenai penilaian kinerja *Committee* di bawah *Board of Directors*.

PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN

Perseroan berupaya keras untuk menyempurnakan dan meningkatkan penerapan prinsip-prinsip GCG, tidak saja selaras dengan tuntutan regulasi, namun juga sesuai dengan *best practices*/standar internasional. Bagi Perseroan, penerapan GCG merupakan sebuah keharusan, guna mencapai kinerja terbaik secara berkelanjutan.

Dapat Kami sampaikan bahwa Perusahaan senantiasa menerapkan standard praktik *Good Corporate Governance* (GCG) yang tinggi yang mengacu pada Keputusan Menteri BUMN SK-16/S.MBU/2012 tanggal 06 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, Pedoman Umum GCG Indonesia yang

portion of 8.30%, business development segment with a portion of 18.73%, and SOE/RPE segment with a portion of 8.48%.

The Company hopes that the private sector will immediately rise up to continue their projects, one of which is with the ease of regulation and the existence of tax relaxation policy from the Government, so that business players can create market for the purpose of economic recovery and economic & health resilience (due to the impact of Covid-19) involving private parties.

Human Capital Management Projections

In 2021, the Company projects the number of employees to be 1,990 employees, an increase of 1.6% from the realization in 2020. The projected number of employees in 2021 is expected to be in line with the total value of new contracts to be obtained by the Company.

As for the cost of training and education in 2021 is projected to be Rp11 billion, an increase of 138.8% compared to the realization in 2020 of Rp4.61 billion. Even though 2021 will still be faced with the Covid-19 pandemic, however, the Company has carried out infrastructure development to support digital-based training and development activities which are expected to make it easier to realize these programs.

ASSESSMENT OF PERFORMANCE OF COMMITTEES UNDER BOARD OF DIRECTORS

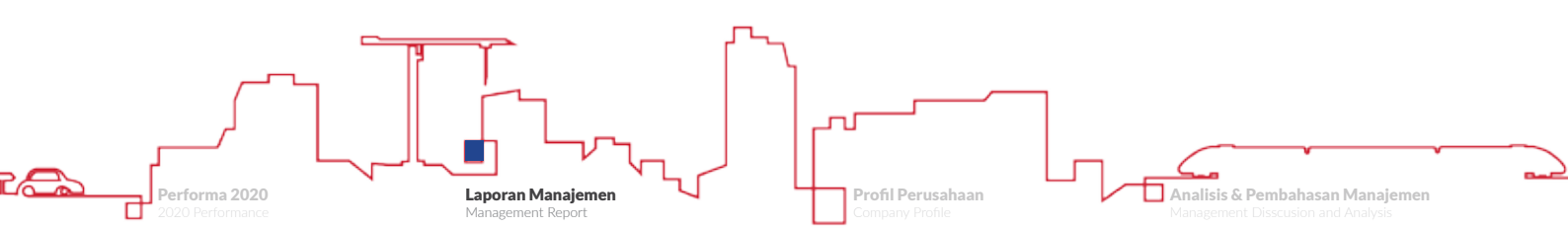
Until the end of 2020, Board of Directors does not have a Committee under the Board. Thus there is no information can be presented regarding the assessment of performance of committees under Board of Directors.

DEVELOPMENT OF CORPORATE GOVERNANCE IMPLEMENTATION

The Company strives to enhance and improve the implementation of GCG principles, not only in line with regulatory demands, but also in accordance with international best practices/standards. For the Company, the implementation of GCG is a must, in order to achieve the best performance in a sustainable manner.

We can convey that the Company always implements a high standard of Good Corporate Governance (GCG) practice which refers to the Decree of Minister of SOE SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of Good Corporate Governance Implementation in State-Owned Enterprises, General Guidelines for Indonesian GCG issued by the National Corporate





dikeluarkan oleh Komite Nasional Corporate Governance (KNKG), dan standar internasional sesuai *framework* ASEAN CG Scorecard yang selaras dengan parameter yang telah ditetapkan oleh Organisation for Economic Cooperation and Development (OECD). Beberapa isu kunci terkait dengan penerapan GCG dapat kami sampaikan sebagai berikut:

Struktur dan Mekanisme GCG

Perseroan telah memiliki struktur GCG yang kuat dan efektif yang terdiri dari organ utama, yaitu Rapat Umum Pemegang Saham (RUPS), *Board of Commissioners* dan *Board of Directors*. Ketiga organ Perseroan tersebut telah menjalankan perannya masing-masing dalam memenuhi kewajibannya kepada pemegang saham dan pemangku kepentingan lainnya.

RUPS adalah organ Perseroan yang memegang kekuasaan tertinggi dan memegang segala kewenangan yang tidak dapat didelegasikan atau diserahkan kepada *Board of Commissioners* dan *Board of Directors*. RUPS sebagai organ Perseroan merupakan wadah para pemegang saham untuk mengambil keputusan penting berkaitan dengan modal yang ditanam dalam Perseroan, dengan memperhatikan ketentuan Anggaran Dasar dan Undang-undang Perseroan Terbatas. Selain itu RUPS juga berfungsi sebagai forum pertanggungjawaban kepengurusan *Board of Commissioners* dan *Board of Directors* atas hasil kinerjanya dalam kurun waktu yang telah ditentukan.

Selama tahun 2020, Perseroan telah menyelenggarakan RUPS tahunan sebagaimana yang diamanatkan oleh Pemegang Saham dan Anggaran Dasar Perusahaan. *Board of Commissioners* dan *Board of Directors*, yang memiliki wewenang dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanatkan dalam Anggaran Dasar dan peraturan perundang-undangan.

Secara lebih rinci, pedoman dan tata tertib kerja *Board of Directors* diatur dalam *Board Manual* yang mengatur tentang Panduan Tata Kerja *Board of Commissioners* dan *Board of Directors* antara lain berisi tentang petunjuk tata laksana kerja *Board of Directors* secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, dapat menjadi acuan bagi *Board of Directors* dalam melaksanakan tugas masing-masing untuk mencapai visi dan misi perusahaan. Dengan adanya Panduan Tata Kerja *Board of Commissioners* dan *Board of Directors* diharapkan akan tercapai standar kerja yang tinggi, selaras dengan prinsip-prinsip GCG.

Manajemen Risiko

Pedoman Manajemen Risiko Perseroan telah yang mengacu pada standar ISO 31000:2018 juga menggambarkan hubungan antara prinsip-prinsip manajemen risiko, kerangka kerja manajemen risiko dan proses pengelolaan manajemen risiko dalam upaya pengendalian risiko agar tercapai visi, misi dan objektif/sasaran perusahaan.

Governance Committee (KNKG), and international standards according to the ASEAN CG Scorecard framework which is in line with the parameters set by the Organization for Economic Cooperation and Development (OECD). Several key issues related to GCG implementation are as follows:

GCG Structure and Mechanism

The Company has a strong and effective GCG structure consisting of the main organs, namely the General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Directors. The three organs of the Company have carried out their respective roles in fulfilling their obligations to shareholders and other stakeholders.

GMS is the Corporate organ that holds the highest power as well as holds all authority that cannot be delegated or assigned to Board of Commissioners and Board of Directors. The GMS as an organ of the Company is a forum for shareholders to make important decisions related to the capital invested in the Company, by taking into account the Articles of Association and the Limited Liability Company Law. In addition, GMS also functions as a forum for accountability of Board of Commissioners and Board of Directors for their performance results in a predetermined period of time.

During 2020, the Company held an annual GMS as mandated by the Shareholders and the Articles of Associations. Board of Commissioners and Board of Directors, have clear powers and responsibilities according to their respective functions as mandated in the Articles of Association and laws and regulations.

In more detail, the guidelines and work rules of Board of Directors are arranged in the Board Manual which regulates the Working Guidelines for Board of Commissioners and Board of Directors, among others, contains work instructions for Board of Directors in a structured, systematic, easy to understand and can be executed consistently, and can be a reference for Board of Directors in carrying out their respective duties to achieve the Company's vision and mission. With the Board Manual, it is hoped that high working standard will be achieved, in line with the principles of GCG.

Risk management

The Company's Risk Management Guidelines which refer to ISO 31000: 2018 standard also describe the relationship between risk management principles, risk management frameworks and risk management processes in an effort to control risk in order to achieve the Company's vision, mission and objectives/goals.



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 porsinya 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.

Sistem Pengendalian Intern

Salah satu implementasi Tata Kelola Perusahaan yang Baik adalah memastikan bahwa Sistem Pengendalian Internal (SPI) berjalan secara efektif. Sebab, Sistem Pengendalian Internal yang efektif mampu memberikan keyakinan kepada *Stakeholder* bahwa seluruh sumber daya yang dimiliki Perusahaan dikelola dengan baik dalam rangka mencapai tujuan Perusahaan.

Penerapan Sistem Pengendalian Internal diarahkan untuk memastikan bahwa Perseroan telah memiliki kehandalan laporan dan informasi keuangan, kepatuhan terhadap peraturan yang berlaku serta efisiensi dan efektivitas kegiatan operasional.

Untuk itulah, Perseroan terus berupaya menerapkan sistem pengendalian internal yang efektif dengan melibatkan *Board of Commissioners*, *Board of Directors*, dan seluruh Insan Waskita dengan mengacu pada prinsip-prinsip *Internal Control-Integrated Framework* yang diterbitkan oleh The Committee of Sponsoring Organization (COSO) of the Treadway Commission.

Kode Etik

Waskita berupaya menjalankan usaha sesuai dengan prinsip-prinsip GCG. Untuk mewujudkan hal tersebut, Waskita telah memiliki Kode Etik. Kode Etik merupakan seperangkat panduan yang berisi prinsip-prinsip yang mengatur bagaimana Insan Waskita menjalankan nilai-nilai Perseroan sehari-hari. Kode Etik Waskita dibangun di atas fondasi yang kuat dari visi dan *corporate values* yang dijunjung di seluruh fungsi serta seluruh wilayah jaringan usaha Waskita.

Optimizing the effectiveness and efficiency of risk management requires strong commitments from all elements of the Company, including from 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 evaluation of 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 Principles of Good Corporate Governance, namely Transparency, Accountability, Responsibility, Independency, and Fairness as a step in implementing 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 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 the current conditions and maintaining a risk awareness culture in order to maintain Corporate value and Stakeholder trust.

Internal Control System

One of the implementations of Good Corporate Governance is to ensure that the Internal Control System (SPI) runs effectively. Given that an effective Internal Control System is able to give stakeholders confidence that all resources owned by the Company are well managed in the pursuit of achieving its goals.

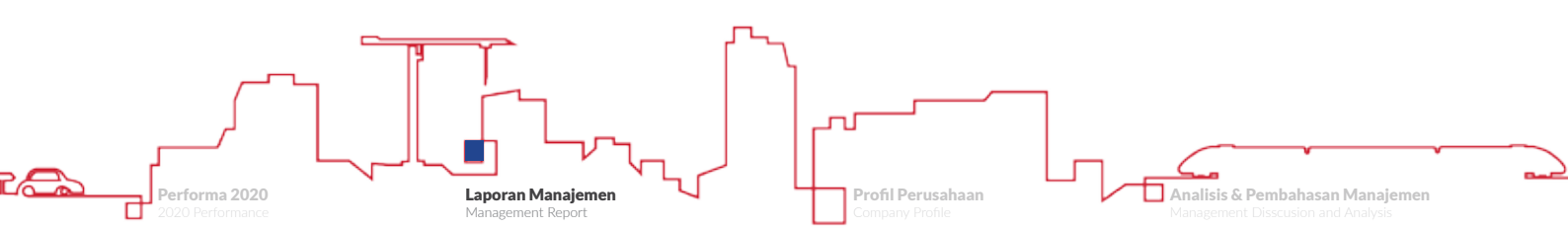
The implementation of Internal Control System is directed at ensuring that the Company has reliable financial reports and information, comply with applicable regulations, as well as efficiency and effectiveness of operational activities.

For this reason, the Company continues to apply an effective internal control system by involving Board of Commissioners, Board of Directors, and all Waskita people by referring to the principles of Internal Control-Integrated Framework issued by The Committee of Sponsoring Organization (COSO) of the Treadway Commission.

Code of Conduct

Waskita strives to carry out a business in accordance with GCG principles. To realize it, Waskita already has the Code of Conduct. The Code of Conduct represents a set of guidelines containing the principles governing how Waskita People carry out daily values of the Company. Waskita's Code of Conduct is built on a strong foundation of corporate vision and values that are upheld in all functions and in all areas of Waskita's business network.





Kode Etik Waskita wajib dipatuhi dan dilaksanakan oleh segenap Insan Waskita yang ditandai dengan pembubuhan tanda tangan oleh segenap Insan Waskita pada surat Pakta Integritas sebagai wujud nyata komitmen dalam melaksanakan Kode Etik Perseroan.

Dalam rangka meningkatkan efektivitas penerapan GCG, manajemen Perusahaan berkomitmen menjalankan perusahaan secara profesional dengan berlandaskan pada perilaku perusahaan yang sesuai dengan Kode Etik Bisnis dan Tata Nilai Perusahaan, guna mewujudkan tata kelola perusahaan yang baik. Oleh karena itu, Perusahaan juga telah membangun *Whistleblowing System* (WBS).

Whistleblowing System

Whistleblowing System (WBS) atau Sistem Pelaporan Pelanggaran diperkenalkan untuk memperkuat pelaksanaan *Good Corporate Governance* (GCG) dan dalam rangka memberikan kesempatan kepada seluruh insan Perusahaan dan Pemangku Kepentingan lainnya untuk dapat menyampaikan laporan mengenai indikasi pelanggaran terhadap nilai-nilai etika yang berlaku, berdasarkan bukti-bukti yang dapat dipertanggungjawabkan serta dengan niat baik.

Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility (CSR) merupakan salah satu dari penerapan GCG yang utama di Perseroan. Perseroan sangat menyadari bahwa pemenuhan hak-hak para pemangku kepentingan yang meliputi pelanggan, pegawai, masyarakat dan lingkungan, dan negara merupakan faktor kunci dalam pencapaian kinerja berkelanjutan.

Perseroan menempatkan CSR sebagai bagian program jangka panjang perusahaan. Perseroan dalam upaya mencapai *sustainable business* senantiasa berusaha memberikan kinerja yang optimal untuk para pemegang saham namun juga memikirkan bagaimana memberikan kontribusi secara maksimal dalam aspek sosial dan lingkungan.

Prinsip dasar pelaksanaan program tanggung jawab sosial di lingkup Perseroan berlandaskan pada beberapa pendekatan, salah satunya melalui Program Kemitraan dan Bina Lingkungan (PKBL) atau *Small Medium Enterprise Partnership Program & Social Responsibility* (SMEPP & SR) yang berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-02/MBU/7/2017 tentang Perubahan Kedua atas Peraturan Menteri Negara BUMN No. PER-09/MBU/07/2015 mengenai Program Kemitraan dan Bina Lingkungan Badan Usaha Milik Negara. Kebijakan ini merupakan pengejawantahan dari Undang-Undang Perseroan Terbatas No. 24 Tahun 2007 yang mewajibkan Perseroan terbatas untuk melaksanakan program CSR.

Waskita Code of Conduct must be obeyed and implemented by all Waskita People, which is marked by the signing of Integrity Pact by all Waskita People as a concrete manifestation of their commitment to implementing the Company's Code of Conduct.

In order to increase the effectiveness of GCG implementation, the Company's management is committed to running the Company in a professional manner based on corporate behavior in accordance with the Code of Business Conduct and Corporate Values, in order to realize good corporate governance. Therefore, the Company has also built a *Whistleblowing System* (WBS).

Whistleblowing System

The *Whistleblowing System* (WBS) was introduced to strengthen the implementation of *Good Corporate Governance* (GCG) and in order to provide opportunities for all Company personnel and other Stakeholders to be able to submit reports regarding indications of violations of applicable ethical values, based on accountable evidence and with good intentions.

Corporate Social Responsibility

Corporate Social Responsibility (CSR) is one of the main GCG implementations in the Company. The Company is fully aware that the fulfillment of the rights of stakeholders including customers, employees, society and the environment, and the state is a key factor in achieving sustainable performance.

The Company places CSR as part of its long-term program. In an effort to achieve a sustainable business, the Company strives to provide optimal performance for shareholders but also thinks about how to contribute optimally in social and environmental aspects.

The basic principle of social responsibility programs implementation in the Company is based on several approaches, one of which is through the Partnership and Community Development Program (PKBL) or the *Small Medium Enterprise Partnership Program & Social Responsibility* (SMEPP & SR) which is guided by the Regulation of Minister of State-Owned Enterprises of the Republic Indonesia No. PER-02/MBU/7/2017 concerning the Second Amendment to the Regulation of the Minister of SOEs No. PER-09/MBU/07/2015 on the Partnership and Community Development Program for State-Owned Enterprises. This policy is an embodiment of the Limited Liability Company Law No. 24 of 2007 which requires limited liability companies to implement CSR programs.



Selain itu, dalam penerapannya, Perseroan juga melaksanakan program CSR berdasarkan amanat yang telah tertuang dalam aspek hukum, di antaranya:

1. Surat Edaran Kementerian Negara Badan Usaha Milik Negara No. SE-07/MBU/2008 tanggal 5 Mei 2008 tentang Pelaksanaan PKBL dan Penerapan Pasal 74 Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas dan perubahan terakhir No. PER-07/MBU/7/2017 tanggal 5 Juli 2017 tentang Program Kemitraan dan Bina Lingkungan BUMN.
2. Surat Edaran Kementerian Negara Badan Usaha Milik Negara No. SE-14/MBU/2008 tanggal 30 Juni 2008 tentang Optimalisasi Dana Program Kemitraan melalui Kerja Sama Penyaluran.
3. Pasal 74 Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
4. Surat dari Kementerian BUMN No. S-92/D5/MBU/2013 tentang Pengelolaan Program Kemitraan dan Bina Lingkungan.

Sementara itu, pembiayaan dan anggaran tanggung jawab sosial melekat di setiap kegiatan-kegiatan operasional Perseroan yang relevan, seperti biaya ketenagakerjaan, kesehatan dan keselamatan kerja, biaya umum, biaya pelayanan konsumen dan lainnya. Di samping itu, Perseroan juga menyalurkan dana untuk kegiatan tanggung jawab sosial dalam bentuk Program Kemitraan dan Bina Lingkungan (PKBL) atau SME & SRPP. Kebijakan sumber dana pelaksanaan kegiatan PKBL atau SME & SRPP, berasal dari alokasi laba dan beban Perseroan dengan ketentuan alokasi maksimal sebesar 4% dari laba setelah pajak tahun buku sebelumnya.

Realisasi penggunaan dana Program Kemitraan tahun 2020 adalah sebesar Rp1,60 miliar menurun dibandingkan tahun 2019 yang sebesar Rp5,99 miliar. Adapun realisasi Program Bina Lingkungan tahun 2020 adalah sebesar Rp8,77 miliar menurun dibandingkan tahun 2019 yang sebesar Rp33,33 miliar. Hal ini diakibatkan oleh beberapa hal, yaitu pandemi Virus Corona-19 yang mengakibatkan Mitra Binaan mengalami kesulitan dalam melakukan angsuran dikarenakan usahanya terdampak secara langsung oleh wabah ini, dan keadaan likuiditas Perseroan yang kurang baik untuk memberikan bantuan Program Bina Lingkungan yang sesuai dengan target rencana kerja SMEPP & SR.

PERUBAHAN KOMPOSISI BOARD OF DIRECTORS

Sepanjang tahun 2020, *Board of Directors* Perseroan mengalami perubahan susunan dan komposisi sebanyak 1 (satu) kali, yaitu dari periode 1 Januari sampai dengan 8 Juni 2020 dan 8 Juni sampai 31 Desember 2020.

Ada pun komposisi dan susunan *Board of Directors* per 8 Juni 2020, sebagai berikut:

In addition, in its application, the Company also carries out CSR programs based on the mandate that has been stated in the legal aspect, including:

1. Circular Letter of the Ministry of State-Owned Enterprises No. SE-07/MBU/2008 dated May 5, 2008 concerning the Implementation of PKBL and Application of Article 74 of Law No. 40 of 2007 concerning Limited Liability Companies and the latest amendment No. PER-07/MBU/7/2017 dated July 5, 2017 concerning the SOE's Partnership and Community Development Program.
2. Circular Letter of the Ministry of State-Owned Enterprises No. SE-14/MBU/2008 dated June 30, 2008 concerning the Optimization of Partnership Program Funds through Distribution Cooperation.
3. Article 74 of Law no. 40 of 2007 concerning Limited Liability Companies.
4. Letter from the Ministry of SOE No. S-92/D5/MBU/2013 concerning the Management of Partnership and Community Development Programs.

Meanwhile, the financing and budget of social responsibility are inherent in every relevant operational activity of the Company, such as employee expenses, occupational health and safety, general expenses, customer service expenses and others. In addition, the Company also distributes funds for social responsibility activities in the form of Partnership and Community Development Program (PKBL) or SME & SRPP. The source of funds for PKBL or SME & SRPP activities is regulated by a policy, i.e. coming from the allocation of Company's profit and expenses with a maximum allocation provision of 4% of the income after tax of previous fiscal year.

The realization of the Partnership Program funds in 2020 amounted to Rp1.60 billion, decreased compared to 2019 of Rp5.99 billion. The realization of the Community Development Program in 2020 was Rp8.77 billion, a decrease compared to 2019 of Rp33.33 billion. This was caused by several matter, i.e. the Corona-19 Virus pandemic which resulted in Fostered Partners having difficulty in making installments because their business was directly affected by this outbreak, and the Company's liquidity condition was not good enough to provide Environmental Development Program assistance in accordance with the work plan target of SMEPP & SR.

CHANGES IN BOARD OF DIRECTORS COMPOSITION

Throughout 2020, the Company's Board of Directors has changed its structure and composition 1 (one) time, namely from January 1 to June 8, 2020 and June 8 to December 31, 2020.

The composition and structure of Board of Directors as of June 8, 2020 is as follows:



Nama Name	Jabatan Position	Dasar Pengangkatan Pertama Basis of First Appointment	Dasar Pengangkatan Kembali Basis of Reappointment	Periode Jabatan Tenure
I Gusti Ngurah Putra	<i>President Director</i>	Akta No. 42 tanggal 12 April 2018 Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment
Haris Gunawan	<i>Director of Finance</i>	Akta No. 42 tanggal 12 April 2018 Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment
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 ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment
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 ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment
Didit Oemar Prihadi	<i>Director of Operation I</i>	Akta No. 42 tanggal 12 April 2018 Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment
Bambang Rianto	<i>Director of Operation II</i>	Akta No. 127 tanggal 31 Maret 2017 Deed No. 127 dated March 31, 2017	-	Sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment
Gunadi	<i>Director of Operation III</i>	Akta No. 44 tanggal 15 Mei 2019 Deed No. 44 dated May 15, 2019	-	Sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment

Berdasarkan Keputusan RUPS Tahunan Tahun Buku 2019 yang dilaksanakan pada 5 Juni 2020, komposisi *Board of Directors* mengalami perubahan, sehingga komposisi *Board of Directors* hingga 31 Desember 2020 adalah sebagai berikut:

Based on the Resolution of the Annual GMS of the 2019 Fiscal Year held on June 5, 2020, the composition of Board of Directors experienced changes, so that the composition of Board of Directors until December 31, 2020 is as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Pertama Basis of First Appointment	Dasar Pengangkatan Kembali Basis of Reappointment	Periode Jabatan Tenure
Destiawan Soewardjono	<i>President Director</i>	Akta No. 08 tanggal 8 Juni 2020 (Pengangkatan melalui RUPS pada tanggal 5 Juni 2020) Deed No. 08 dated June 8, 2020 (Appointment through the GMS on June 5, 2020)	-	Sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment



Nama Name	Jabatan Position	Dasar Pengangkatan Pertama Basis of First Appointment	Dasar Pengangkatan Kembali Basis of Reappointment	Periode Jabatan Tenure
Taufik Hendra Kusuma	<i>Director of Finance</i>	Akta No. 08 tanggal 8 Juni 2020 (Pengangkatan melalui RUPS pada tanggal 5 Juni 2020) Deed No. 08 dated June 8, 2020 (Appointment through the GMS on June 5, 2020)	-	Sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment
Hadjar Seti Adji	<i>Director of Human Capital Management & System Development</i>	Akta No. 42 tanggal 12 April 2018 (Pengangkatan melalui RUPS pada tanggal 6 April 2018) Deed No. 42 dated April 12, 2018 (Appointment through the GMS on April 6, 2018)	-	Sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment
Fery Hendriyanto	<i>Director of Business Development & Quality, Safety, Health & Environment</i>	Akta No.42 tanggal 12 April 2018 (Pengangkatan melalui RUPS pada tanggal 6 April 2018) Deed No. 42 dated April 12, 2018 (Appointment through the GMS on April 6, 2018)	-	Sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment
Didit Oemar Prihadi	<i>Director of Operation I</i>	Akta No. 42 tanggal 12 April 2018 (Pengangkatan melalui RUPS pada tanggal 6 April 2018) Deed No. 42 dated April 12, 2018 (Appointment through the GMS on April 6, 2018)	-	Sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment
Bambang Rianto	<i>Director of Operation II</i>	Akta No. 127 tanggal 31 maret 2017 (Pengangkatan melalui RUPS pada tanggal 17 Maret 2017) Deed No. 127 dated March 31, 2017 (Appointment through the GMS on March 17, 2017)	-	Sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment
Gunadi	<i>Director of Operation III</i>	Akta No. 44 tanggal 15 mei 2019 (Pengangkatan melalui RUPS pada tanggal 9 Mei 2019) Deed No. 44 dated May 15, 2019 (Appointment through the GMS on May 9, 2019)	-	Sampai RUPS Tahunan ke-5 setelah pengangkatan Pertama Until the 5th Annual General Meeting of Shareholders after the first appointment

Perubahan komposisi dan susunan *Board of Directors* merupakan hak dan wewenang Pemegang Saham yang kemudian diangkat melalui Keputusan Rapat Umum Pemegang Saham.

Changes in the composition and structure of Board of Directors are fully rights and authorities of the Shareholders, which are subsequently appointed by the Resolution of General Meeting of Shareholders.



APRESIASI

Akhir kata, izinkan kami, selaku *Board of Directors* untuk mengucapkan terima kasih dan apresiasi yang tinggi kepada *Board of Commissioners* atas segala arahan dan nasihat yang diberikan kepada *Board of Directors*. Penghargaan yang sama juga kami sampaikan kepada seluruh pemegang saham dan mitra usaha, atas dukungan, kepercayaan, dan kerja samanya yang telah terjalin dengan baik selama ini. Kepada seluruh Insan Waskita, *Board of Directors* menyampaikan terima kasih dan penghargaan setinggi-tingginya atas karya, komitmen, dedikasi dan kecintaan dalam melaksanakan tugas dan tanggung jawab masing-masing serta mendukung upaya untuk mewujudkan Visi, Misi dan target Perseroan di tahun 2020.

Kepada seluruh pemangku kepentingan lainnya yang tidak dapat kami sebutkan satu persatu, kami menyampaikan terima kasih karena senantiasa telah menjalin kerja sama terbaik sehingga kami dapat menjalankan kegiatan bisnis di tengah tantangan yang berat. Memandang ke depan, kami optimistis dapat terus menyongsong hari esok dengan lebih baik. Semoga Allah, Tuhan Yang Mahakuasa, senantiasa melimpahkan keberkahan dan kemudahan bagi setiap langkah kita dalam berkarya dan berupaya untuk memajukan harapan kita bersama.

APPRECIATION

Finally, please allow us as Board of Directors to express our deepest gratitude and appreciation to Board of Commissioners for all the directives and advice given to Board of Directors. We also convey the same appreciation to all shareholders and business partners for their support, trust and good cooperation so far. To all Waskita People, Board of Directors would like to express their gratitude and highest appreciation for the work, commitment, dedication and love in carrying out respective duties and responsibilities as well as supporting the efforts to realize the Corporate Vision, Mission and targets in 2020.

To all other stakeholders that we cannot mention one by one, we would like to express our gratitude for establishing the best cooperation, hence we can still carry out business activities amidst such tough challenges. Looking to the future, we are optimistic that we can continue to face coming days with better performance. May Allah, Almighty God, always bestows His blessings and conveniences for every step of our work and we should continue to make every efforts to achieve our joint wishes.

Jakarta, 25 Maret 2021

Jakarta, March 25, 2021

Destiawan Soewardjono
President Director
PT Waskita Karya (Persero) Tbk



PLTU Tanjung Enim, Sumatera Selatan
Tanjung Enim Power Plant, South Sumatera



BOARD OF DIRECTORS



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

Bambang Rianto
Director of Operation II

Didit Oemar Prihadi
Director of Operation I



Destiawan Soewardjono
President Director

Hadjar Seti Adji
*Director of Human Capital
Management & System Development*

Gunadi
Director of Operation III

Taufik Hendra Kusuma
Director of Finance

Surat Pernyataan Anggota *Board of Commissioners* dan *Board of Directors* Tentang Tanggung Jawab atas Laporan Tahunan 2020 PT Waskita Karya (Persero) Tbk

The Board of Commissioners' and The Board of Directors' Statement of Responsibility for the 2020 Annual Report of PT Waskita Karya (Persero) Tbk

Board of Commissioners



Badrodin Haiti

President Commissioner/Independent Commissioner



Danis Hidayat Sumadilaga
Commissioner



Mochamad Fadjoel Rachman
Commissioner



Robert Leonard Marbun
Commissioner



Bambang Setyo Wahyudi
Independent Commissioner



Muradi
Independent Commissioner

Viktor S Sirait*
Independent Commissioner

* Viktor S Sirait Meninggal dunia pada 18 Februari 2021, oleh karena hal tersebut, beliau tidak menandatangani Laporan Pertanggungjawaban dalam Laporan Tahunan Tahun Buku 2020.

* Viktor S Sirait passed away on 18 February 2021, which therefore, there is no signature of him in the Accountability Report of the Annual Report for the 2020 Fiscal Year.

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Waskita Karya (Persero) Tbk Tahun 2020 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perseroan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 25 Maret 2021

We, the undersigned, hereby certify that all the information presented in this Annual Report of PT Waskita Karya (Persero) Tbk Year 2020 has been written comprehensively and that we shall assume full responsibility for the accuracy of this Company's Annual Report.

This statement is made correctly.

Jakarta, March 25, 2021

Board of Directors



Destiawan Soewardjono
President Director



Taufik Hendra Kusuma
Director of Finance



Hadjar Seti Adji
Director of Human Capital Management
& System Development



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



Didit Oemar Prihadi
Director of Operation I



Bambang Rianto
Director of Operation II



Gunadi
Director of Operation III





PT. WASKITA KARYA (Persero) Tbk

INDUSTRI KONSTRUKSI

KANTOR PUSAT

Gedung Waskita, Jl. M.T. Haryono Kav. No. 10, Cawang - Jakarta 13340 • Telp. (021) 850 8510, 850 8520 • Faks. (021) 850 8506 • waskita@waskita.co.id • www.waskita.co.id

PERNYATAAN DIREKSI TERHADAP PENANDATANGANAN LAPORAN TAHUNAN TAHUN BUKU 2020 Nomor : 10/SPN/WK/2021

Memperhatikan hal-hal tersebut di bawah ini :

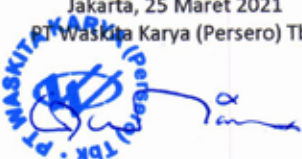
1. Pasal 67 ayat 2 Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas yang intinya dalam hal Anggota Direksi atau Anggota Dewan Komisaris tidak menandatangani Laporan Tahunan pada tahun buku yang bersangkutan harus menyebutkan alasannya secara tertulis atau alasan tersebut dinyatakan oleh Direksi Perseroan;
2. Anggaran Dasar Perseroan No. 09 tanggal 8 Juni 2020 Pasal 14 ayat 26 huruf b di atur bahwa jabatan Anggota Dewan Komisaris berakhir apabila meninggal dunia.

Berdasarkan hal-hal tersebut di atas, *Board of Directors* PT Waskita Karya (Persero) Tbk, dengan ini menyatakan:

"Bahwa Sdr. Viktor Sirait selaku *Independent Commissioner* PT Waskita Karya (Persero) Tbk, dalam hal ini tidak menandatangani Laporan Tahunan Tahun Buku 2020 dikarenakan beliau telah meninggal dunia pada 18 Februari 2021. Kami selaku jajaran *Board of Directors* PT Waskita Karya (Persero) Tbk mengucapkan turut berbela sungkawa atas kepergian beliau dan mengucapkan terimakasih yang sebesar-besarnya atas dedikasi yang telah diberikan beliau dalam menjalankan tugas dan fungsinya selama menjabat sebagai *Independent Commissioner* PT Waskita Karya (Persero) Tbk"

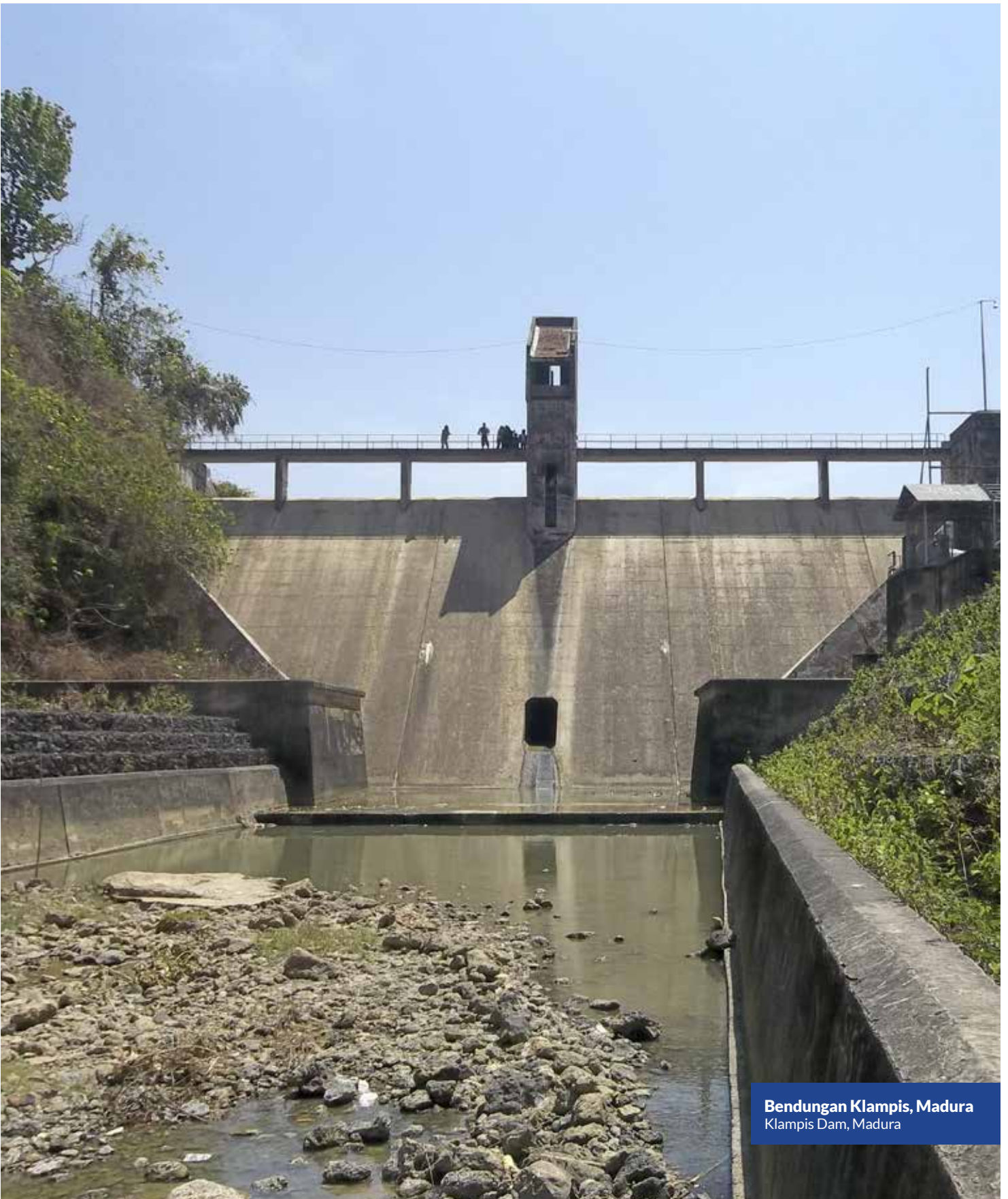
Demikian Pernyataan ini dan untuk dapat dipergunakan seperlunya.

Jakarta, 25 Maret 2021
PT Waskita Karya (Persero) Tbk



Ir. Destiawan Soewardjono, MBA
(President Director)





Bendungan Klampis, Madura
Klampis Dam, Madura

