

ACHIEVING EXCELLENCE *Through Business Transformation*



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Referensi Isi Laporan Tahunan dengan Peraturan Otoritas Jasa Keuangan (OJK)
Statement of Board of Commissioners and Annual Report Contents Reference To The Financial Services Authority Regulation

Surat Pernyataan Dewan Komisaris dan Direksi Tentang Tanggung Jawab atas Laporan Tahunan 2020 PT Waskita Karya (Persero) Tbk
Statement of Board of Commissioners and Board of Directors on the Responsibility for the 2020 Annual Report of PT Waskita Karya (Persero) Tbk

Laporan Keuangan
Financial Report

SANGGAHAN DAN BATASAN TANGGUNG JAWAB

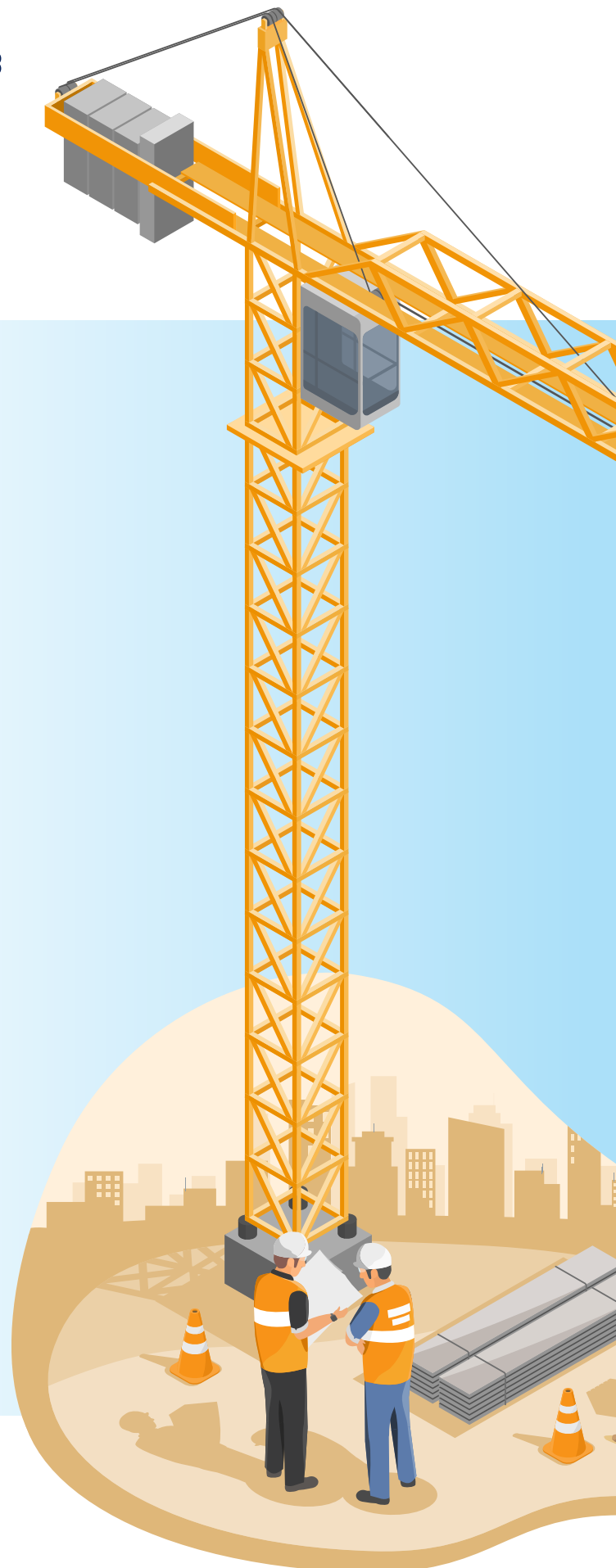
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Laporan tahunan ini memuat sejumlah pernyataan mengenai kondisi keuangan, hasil operasi, proyeksi, rencana strategis, kebijakan, serta tujuan Perseroan yang tergolong sebagai pernyataan ke depan, khususnya sebagai pelaksanaan perundang-undangan yang berlaku. Kecuali hal yang bersifat historis, pernyataan-pernyataan tersebut memiliki nilai risiko serta ketidakpastian yang dapat mengakibatkan perbedaan material dengan perkembangan aktual. Atas hal tersebut, Perseroan tidak dapat menjamin bahwa pernyataan-pernyataan tersebut akan membawa hasil yang seluruhnya sesuai dengan harapan.

Laporan ini memuat kata "Perseroan" dan "Waskita" yang mengacu pada PT Waskita Karya (Persero) Tbk, entitas usaha yang menjalankan bisnis dalam bidang jasa konstruksi, pengembang di bidang jalan tol, beton pracetak, properti/realty, serta energi. Kedua kata tersebut digunakan semata-mata demi kemudahan dalam penyebutan.

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. Thus, the Company does not guarantee that the documents confirming its validity will bring certain results as expected.

This 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.





TENTANG LAPORAN TAHUNAN PT WASKITA KARYA (PERSERO) TBK

About the Annual Report of PT Waskita Karya (Persero) TBK

Laporan ini merupakan laporan tahunan PT Waskita Karya (Persero) untuk periode 1 Januari hingga 31 Desember 2022, yang disusun berdasarkan sejumlah ketentuan dan standar penyusunan yang berlaku, mencakup Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik serta Surat Edaran Otoritas Jasa Keuangan No. 30/SEOJK.04/2016 tentang Bentuk dan Isi Laporan tahunan Emiten atau Perusahaan Publik.

Dengan mengacu pada ketentuan dan standar penyusunan tersebut, laporan ini diharapkan dapat menjadi sumber dokumentasi yang secara komprehensif menyajikan informasi kinerja selama tahun 2022. Lebih lanjut, laporan ini akan mengungkapkan sejumlah informasi terkait profil, kinerja operasional, aspek pemasaran, kinerja keuangan, hingga informasi terkait peran dan fungsi organ struktural Perseroan, yang secara mendasar dijalankan dengan menerapkan prinsip *best practices* dan standar *corporate governance* yang berlaku.

Laporan ini disusun dan dipublikasikan dengan tujuan untuk meningkatkan keterbukaan informasi Perseroan kepada pemegang saham serta otoritas terkait. Di samping itu, penyusunan laporan ini juga bertujuan untuk meningkatkan pemahaman dan kepercayaan publik serta pemangku kepentingan lain terhadap Perseroan melalui penyajian informasi secara akurat dan komprehensif.

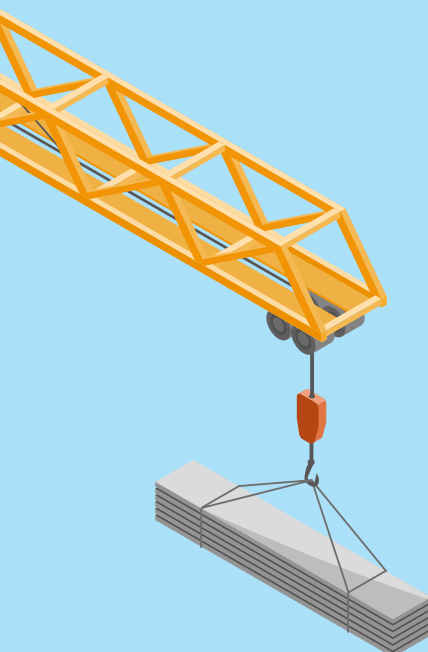
Laporan tahunan ini telah disajikan dalam 2 (dua) bahasa, yaitu bahasa Indonesia dan bahasa Inggris dengan menggunakan jenis dan ukuran huruf yang mudah dibaca, serta dicetak dengan kualitas yang baik. Laporan tahunan ini juga dapat diakses dan diunduh melalui situs web resmi Perseroan, pada alamat <https://www.waskita.co.id/>.

This annual report of PT Waskita Karya (Persero) was prepared for the period of January 1 to December 31, 2022 and based on a number of applicable provisions and preparation standards, including Financial Services Authority Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies and Financial Services Authority Circular Letter No. 30/SEOJK.04/2016 concerning Form and Content of Annual Reports of Issuers or Public Companies.

With reference to these provisions and preparation standards, this report is expected to become a source of documentation that comprehensively presents information for the 2022 performance. Furthermore, this report contains disclosures of a number of information related to profiles, operational performance, marketing aspects, financial performance, to related information. the roles and functions of the Company's structural organs, which are basically carried out by applying the best practices and corporate governance standards.

This report has been prepared and published with the aim of improving the disclosure of the Company's information to shareholders and related authorities. In addition, the preparation of this report also aims to increase the understanding and trust of the public and other stakeholders in the Company by providing accurate and comprehensive information.

This annual report is presented in 2 (two) languages, namely Indonesian and English using an easy-to-read font type and size, as well as good-quality printing. This annual report can also be accessed and downloaded through the Company's official website, at <https://www.waskita.co.id/>.





TEMA LAPORAN TAHUNAN 2022

2022 Annual Report Theme

ACHIEVING EXCELLENCE *Through Business Transformation*

Sampai dengan akhir 2022, Waskita telah melalui berbagai tantangan dengan catatan kinerja yang semakin kuat, sesuai pencapaian target jangka pendek dan jangka panjang, seiring pemenuhan komitmen untuk terus berkontribusi bagi kemajuan pembangunan infrastruktur tanah air. Dengan pengalaman lebih dari 61 tahun berkarya, Waskita menyusun 8 (delapan) *stream* penyehatan keuangan sebagai upaya terus-menerus dalam memenuhi pencapaian kinerja berkelanjutan, yang diimplementasikan antara lain melalui transformasi bisnis perusahaan. Penyehatan keuangan seiring transformasi bisnis yang tengah berlangsung diharapkan mampu mendorong optimalisasi produksi serta meningkatkan efisiensi biaya, yang akhirnya membantu Waskita dalam meningkatkan daya saing dan meraih keunggulan bisnis.

As of the end of 2022, Waskita has gone through various challenges with a stronger performance record according to the achievement of short-term and long-term targets, along with fulfilling commitments to always contributing to the progress of the country's infrastructure development. With more than 61 years of experience, Waskita prepared 8 (eight) streams of financial restructuring as a continuous effort to achieve sustainable performance, which is implemented, among others, through the Company's business transformation. The financial recovery in line with the ongoing business transformation is expected to be able to encourage production optimization and increase cost efficiency, which will ultimately help Waskita increase competitiveness and achieve business excellence.



TEMA LAPORAN TAHUNAN 2022

2022 Annual Report Theme



KESINAMBUNGAN TEMA

Theme Continuity

2021



“Stepping to the Next Level by Improving Performance”

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

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

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

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

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

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



KESINAMBUNGAN TEMA

Theme Continuity

2020



“Inspirasi Membangun Negeri”

Inspirations to Build the Nation

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

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

Komitmen Waskita dalam mendukung program Pemerintah untuk menciptakan kehidupan yang lebih baik bagi masyarakat, juga diiringi dengan perbaikan dan pengembangan agar dapat senantiasa berkontribusi bagi negeri. Melalui moto “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



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

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

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

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

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

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

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

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

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

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

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



KESINAMBUNGAN TEMA

Theme Continuity



“Dedication to Build the Nation”

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

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

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

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

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

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

TERUS MAJU DENGAN KARYA BERMUTU

Keep Moving Forward With High-Quality Works

Waskita secara konsisten terus meningkatkan kontribusi sebagai salah satu penggerak laju pembangunan di Indonesia, melalui karya-karya bermutu dengan manfaat yang luas bagi masyarakat. Sebagai perusahaan yang telah mencatatkan peran penting selama lebih dari 61 tahun, Waskita telah berkontribusi dalam upaya membangun negeri melalui pelaksanaan sejumlah proyek berskala besar di seluruh wilayah Indonesia. Lebih dari itu, sejak 2006, Waskita mengembangkan segmen pasarnya tidak hanya terbatas di wilayah Indonesia tetapi juga hingga sejumlah negara pada lingkup global.

Dengan rekam jejak yang kuat, lini usaha yang saling mendukung, serta keterlibatan langsung dalam pertumbuhan permintaan infrastruktur di Indonesia, Waskita menjalankan komitmen untuk secara kuat membuat kemajuan dan terus berkembang sebagai perusahaan penyedia jasa terkemuka pada industri konstruksi.

Waskita consistently continues to increase its contribution as one of the drivers of development in Indonesia, through quality works with broad benefits for society. As a company that has recorded an important role for more than 61 years, Waskita has contributed to efforts to develop the country through the implementation of a number of large-scale projects throughout Indonesia. Moreover, since 2006, Waskita has developed its market segment not only limited to Indonesia but also to a number of countries on a global scope.

With a strong track record, mutually supportive lines of business, and direct involvement in the growing demand for infrastructure in Indonesia, Waskita is committed to making strong progress and continuing to develop as a leading service provider in the construction industry.

TRANSFORMASI BISNIS WASKITA

Waskita Business Transformation

Waskita telah memulai program transformasi bisnis dan secara resmi mengumumkannya pada 17 Agustus 2021. Program ini merupakan salah satu dari 8 aliran inisiatif dalam rangka restrukturisasi keuangan secara terintegrasi, dengan tujuan agar bisnis Waskita dapat tumbuh secara jangka panjang (*sustainable growth*) dengan didukung diversifikasi pendapatan, peningkatan efisiensi, pengembangan daya saing, peningkatan kesehatan keuangan, pengembangan kemampuan Sumber Daya Manusia, dan pengendalian risiko usaha. Melalui program transformasi, Waskita bertujuan untuk tumbuh sebagai perusahaan EPC #1 di Indonesia, melipatgandakan kapitalisasi pasar sebesar 2 (dua) kali lipat, dan EBITDA tahunan sebesar 3 (tiga) kali lipat.

Waskita has started a business transformation program and officially announced it on August 17, 2021. This program is one of 8 streams of initiatives in the context of integrated financial restructuring with the aim of growing Waskita's business in the long term (*sustainable growth*) supported by income diversification, increasing efficiency, developing competitiveness, improving financial soundness, developing human resource capabilities, and controlling business risks. Through the transformation program, Waskita aims to grow as the #1 EPC company in Indonesia multiply market capitalization by 2 (two) times and annual EBITDA by 3 (three) times.



Waskita melaksanakan program transformasi dengan pilar dan landasan berupa internalisasi nilai-nilai AKHLAK, dengan pencapaian hingga Desember 2022 dapat dilihat melalui ilustrasi berikut:

Waskita carries out a transformation program with pillars and foundations by internalizing AKHLAK values, with achievements up to December 2022 which can be seen through the following illustration:

Pencapaian Transformasi Bisnis Waskita

Achievement of Waskita Business Transformation



Di tahun 2022, Waskita memperoleh Nilai Kontrak Baru (NKB) sebesar Rp20,23 Triliun dengan *winning rate* 25,00%.
In 2022, Waskita obtained a New Contract Value (NKB) of Rp20.23 trillion with a winning rate of 25.00%.

Dari sisi **talent engine**, sebanyak 28,95% pegawai milenial (≤42 tahun) berada dalam top talent dan 18,42% pegawai perempuan berada dalam *nominated talent*.
In terms of **talent engine**, 28.95% of millennial employees (≤42 years) are top talent and 18.42% of female employees are nominated talent.

Dari sisi **finansial**, terdapat peningkatan pada posisi kas sebesar 4,35x dan peningkatan pada rasio lancar perusahaan sebesar 2,61x dibandingkan dengan bulan September 2021 serta telah terealisasi 4 divestasi ruas tol.

From the **financial** aspect, there was an increase in the cash position of 4.35x and an increase in the Company's current ratio of 2.61x compared to September 2021 and 4 toll road divestments have been realized.

Sampai dengan Desember 2022, transformasi Waskita sudah memasuki fase 2. Pada fase ini, Waskita telah memenangkan 2 proyek besar pada segmen *champion*, memperluas penerapan *Winning War Room* (WWR) dan terus melaksanakan *Receivable War Room* (RWR), serta menjadi *National Lighthouse* di bidang konstruksi.

As of December 2022, Waskita's transformation has entered phase 2. In this phase, Waskita has won 2 major projects in the champion segment, expanded the application of the *Winning War Room* (WWR) and continued to implement the *Receivable War Room* (RWR), as well as becoming the *National Lighthouse* in the field of construction.

Dari sisi **lean**, potensi efisiensi atas pelaksanaan program *lean at site* sebesar Rp52,3 Miliar, sentralisasi *procurement* sebesar Rp91 Miliar, dan penurunan nilai persediaan yang berumur >180 hari hingga Rp109 Miliar.

From the **lean** aspect, the potential for efficiency in the implementation of the *lean at site* program was Rp52.3 billion, *procurement* centralization was Rp91 billion, and the reduction in the value of inventory that was >180 days old was up to Rp109 billion.

Dari sisi **digital**, 7 modul telah diintegrasikan dengan *Digital Control Tower* (DCT).
From the **digital** aspect, 7 modules have been integrated with the *Digital Control Tower* (DCT).



SEKILAS PENCAPAIAN WASKITA 2022

2022 Waskita Achievement Highlights



Kontrak Baru
New Contracts

Kontrak Baru sebesar Rp20,23 triliun.

Perseroan mencatatkan nilai kontrak baru sebesar Rp20,23 triliun di tahun 2022.

Rp20,23 triliun
trillion

New Contracts of Rp20.23 trillion

Waskita recorded new contracts in 2022 with a value of Rp20.23 trillion.



Daya Saing
Perseroan
Company
Competitiveness

Daya Saing Perseroan 40,62%.

Daya saing Perseroan yang diukur dalam satuan nilai proyek adalah sebesar 40,6%, meningkat dibanding tahun sebelumnya yang sebesar 22,73%.

40,62 %

Company Competitiveness of 40.62%.

The Company's competitiveness in terms of project value units in 2022 was 40.62%, an increase of 22.73% compared to the previous year.



Skor GCG
GCG Score

Skor GCG Waskita oleh BPKP 86,810.

Waskita mencatatkan skor penilaian GCG di tahun 2022 sebesar **86,810** dengan predikat "**Sangat Baik**".

86,810

GCG Score by BPKP 86,810

Waskita's GCG assessment score in 2022 was recorded at **86.810** with the predicate of "**Excellent**".





SEKILAS PENCAPAIAN WASKITA 2022

2022 Waskita Achievement Highlights



Tingkat Keterikatan Pelanggan
Customer Engagement Level

88,86 %

Tingkat Keterikatan Pelanggan 88,86%.

Tingkat keterikatan pelanggan di tahun 2022 diukur dengan skor rata-rata korporat yaitu sebesar 88,86%, menunjukkan tingkat kepuasan pelanggan yang tinggi atas produk dan layanan yang diberikan oleh Waskita..

Customer Engagement Level of 88.86%.

Customer engagement level in 2022 measured by average corporate score was 88.86%, reflecting that customers feel "Satisfied" for products and services by Waskita.



Jumlah Lelang Dimenangkan
Number of Tender Won

38 Lelang
Tenders

Jumlah Lelang Dimenangkan 38 lelang.

Waskita memenangkan sejumlah 38 lelang di tahun 2022, meningkat 2,27% dibanding jumlah yang dimenangkan pada tahun 2021.

Total of 38 Tenders Won.

Waskita won 38 tenders in 2022, an increase of 2.27% compared to that of 2021.



Nilai Lelang Dimenangkan
Value of Tender Won

Rp15,51 triliun
trillion

Nilai Lelang Dimenangkan Rp15,51 triliun.

Waskita membukukan nilai lelang dimenangkan untuk tahun 2022 sejumlah Rp15,51 triliun.

Total Rp15.51 trillion of Tenders Won.

Waskita recorded the total value of the tenders won in 2022 amounting to Rp15.51 trillion.



Nilai Lelang Dimenangkan
Value of Tender Won

31,22 %

Persentase Lelang Dimenangkan 31,22%.

Persentase lelang dimenangkan di tahun 2022 adalah 31,22%, meningkat dibanding tahun 2021 yang sebesar 42,17%.

Tender Winning Percentage of 31.22%.

The percentage of tenders won in 2022 was 31.22%, an increase compared to 2021 at 42.1%.

PARTISIPASI WASKITA DALAM PROYEK IKN NUSANTARA

Waskita's participation in the IKN Nusantara Project

Partisipasi Waskita dalam Proyek IKN Nusantara

- Proyek jalan kerja/logistik IKN (KIPP): paket pembangunan jalan Lingkar Sepaku segmen 4.
- Proyek jalan tol segmen Simpang Tempadung-Jembatan Pulau Balang.
- Proyek bangunan gedung Sekretariat Presiden dan bangunan pendukung pada kawasan istana kepresidenan.
- Proyek jaringan Instalasi Pengolahan Air Limbah (IPAL) 1, 2, 3, Kawasan Inti Pusat Pemerintahan Ibu Kota Negara (KIPP IKN).
- Proyek gedung Kementerian Koordinator 3.
- Proyek gedung Kementerian Koordinator 4.

Investasi Jalan Tol Waskita

- 12 Proyek Jalan Tol.
- Porsi Investasi Jalan Tol senilai Rp84 triliun dari Total Investasi Waskita sebesar Rp182 triliun.
- Total Panjang Jalan Tol 843 KM.
- 195 KM (23%) telah Beroperasi Penuh dan Beroperasi Sebagian.
- Sepanjang 648 KM (77%) dalam Tahap Konstruksi.

Proyek Berjalan

- Total Proyek Berjalan Sejumlah 95 Proyek, dengan Sebaran Wilayah:
 - o Jawa dan Bali : 46 Proyek.
 - o Sumatra : 32 Proyek
 - o Kalimantan : 6 Proyek
 - o Sulawesi dan Maluku: 4 Proyek
 - o Nusa Tenggara : 7 Proyek





PARTISIPASI WASKITA DALAM PROYEK IKN NUSANTARA

Waskita's participation in the IKN Nusantara Project

Waskita's participation in the IKN Nusantara Project

- IKN work road/logistics project (KIPP): development package for the 4th segment of the Sepaku Ring road.
- The toll road project for the Simpang Tempadung-Balang Island Bridge segment.
- The Presidential Secretariat building project and supporting buildings in the presidential palace area.
- The 1, 2, 3 Wastewater Treatment Plant (IPAL) network project, the Central Core Area of the Government of the State Capital City (KIPP IKN).
- Coordinating Ministry 3 building project.
- Coordinating Ministry 4 building project.

Waskita Toll Road Investment

- 12 Toll Road Projects.
- The Toll Road Investment Portion amounting to Rp84 trillion from Waskita's Total Investment of Rp182 trillion.
- Total Toll Road Length of 843 KM.
- 195 KM (23%) being fully operating and partially operating.
- 648 KM (77%) in the Construction Stage.

Ongoing Project

- A total of 95 ongoing projects with the following Regional Distributions:
 - o Java and Bali : 46 Projects.
 - o Sumatra : 32 Projects
 - o Kalimantan : 6 Projects
 - o Sulawesi and Maluku: 4 Projects
 - o Nusa Tenggara : 7 Projects



JEJAK LANGKAH

Milestones





JEJAK LANGKAH Milestones

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.

2009



- Menerbitkan obligasi pada Mei 2012 dengan peringkat A
- *Go public* pada Desember 2012.
- Issued A rating bonds in May 2012
- Listed shares in December 2012

2013



- Meningkatkan peringkat obligasi menjadi A
- Mendirikan Waskita Sangir Energi
- Improved bond rating to A
- Established Waskita Sangir Energi

- 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

2014



2012



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 Pinisi 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 Pinisi-style iconic building in the center of Makassar City;
- Launched Digital Twin through the first GIS-GeoBIM integration in Indonesia.

2022

- *Strategic Partnership* dengan Indonesia Invesment Authority (INA) pada 2 (dua) ruas tol: Kanci-Pejagan (SMR) dan Pejagan-Pemalang (PPTR).
- *Strategic Partnership* dengan PT Sarana Multi Infrastruktur melalui mekanisme shareswap kepemilikan saham sebesar 55% pada ruas tol Cimanggis-Cibitung (CCTW).
- Strategic Partnership with Indonesia Investment Authority (INA) on 2 (two) toll roads: Kanci-Pejagan (SMR) and Pejagan-Pemalang (PPTR).
- Strategic Partnership with PT Sarana Multi Infrastruktur through a shareswap mechanism of 55% share ownership in the Cimanggis-Cibitung (CCTW) toll road section.

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.
- Name change from PT Waskita Karya Energi to PT Waskita Karya Infrastruktur.
- Name change from PT Sriwijaya Markmore Persada to 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.

2021

- Restrukturisasi keuangan Waskita Induk dengan 21 Bank dengan Nilai Rp29,25 Triliun (100% target).
- Restrukturisasi keuangan Anak Perusahaan sebesar Rp24,79 Triliun (86,26% target).
- Penerbitan Obligasi Berkelanjutan III Tahap I 2021 dengan Penjaminan Pemerintah Sebesar Rp1,77 Triliun.
- Penjaminan Pemerintah untuk Fasilitas Modal Kerja Sebesar Rp8,07 Triliun dari Bank Himbara untuk pengerjaan 148 proyek infrastruktur eksisting.
- Divestasi 4 ruas tol Medan - Kualanamu - Tebing Tinggi (JMKT), Semarang - Batang (JSB), Cinere - Serpong (CSJ), dan Cibitung - Cilincing (CTP).
- *Good Fund PMN 2021* telah diterima tahun 2021 untuk memperkuat struktur permodalan Perseroan.
- Pelaksanaan perdagangan *Rights Issue* (HMETD) mulai 30 Desember 2021 - 12 Januari 2022.
- Waskita Holding financial restructuring with 21 banks with a value of Rp29.25 trillion (100% target).
- Financial restructuring of Subsidiaries amounting to Rp24.79 trillion (86.26% target).
- Issuance of Sustainable Bonds III Phase I 2021 with a Government Guarantee of Rp1.77 trillion.
- Government Guarantee for Working Capital Facility of Rp8.07 trillion from Himbara Bank for the construction of 148 existing infrastructure projects.
- Divestment of 4 toll roads Medan - Kualanamu - Tebing Tinggi (JMKT), Semarang - Batang (JSB), Cinere - Serpong (CSJ), and Cibitung - Cilincing (CTP).
- PMN 2021 Good Fund was received in 2021 to strengthen the Company's capital structure.
- Implementation of Rights Issue (HMETD) trading from December 30, 2021 - January 12, 2022.

01

Kilas Kinerja 2022

2022 Performance Highlight





IKHTISAR DATA KEUANGAN PENTING

Key Financial Highlights

LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

Dalam miliar rupiah, kecuali dinyatakan lain

CONSOLIDATED PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

in billion rupiah unless otherwise stated

Uraian / Description	2022	2021	2020*	2019*	2018*	Year on Year (2021-2022)
Pendapatan Usaha / Revenues	15.302,87	12.224,13	16.190,46	31.387,39	48.788,95	25,19%
Jasa Konstruksi / Construction Services	13.561,21	10.160,40	14.234,72	28.648,37	47.396,99	33,47%
Bunga Konstruksi / Interest from Construction Services	44,05	504,22	262,23	-	-	91,26%
Penjualan Precast / Precast Sales	344,71	380,95	764,31	1.938,94	960,98	-9,51%
Pendapatan Jalan Tol / Toll Road Revenue	916,56	775,01	390,60	488,80	71,56	18,27%
Pendapatan Property / Property Revenue	252,61	239,52	450,75	215,55	247,37	5,46%
Penjualan Infrastruktur Lainnya / Other Infrastructure Revenue	101,22	94,27	60,81	51,97	71,33	7,37%
Pendapatan Hotel / Hotel Revenue	81,67	60,91	26,66	42,42	38,64	34,08%
Sewa Gedung dan Peralatan / Buildings and Equipment Rental	0,84	8,85	0,38	1,34	2,08	-90,53%
Beban Pokok Pendapatan / Cost of Revenues	(13.853,53)	(10.325,64)	(15.136,02)	(28.095,02)	(40.711,00)	34,17%
Laba (Rugi) Bruto / Gross Profit (Loss)	1.449,34	1.898,49	1.054,43	3.292,37	8.077,95	-23,66%
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	1.968,37	4.075,57	(3.498,73)	1.628,65	6.526,79	-51,70%
Laba (Rugi) Tahun Berjalan / Profit (Loss) for the Year	(1.672,73)	(1.838,73)	(9.287,79)	(2.768,51)	3.068,46	9,03
Penghasilan (Beban) Komprehensif Lain Tahun Berjalan / Other Comprehensive Income (Expenses) for the Year	(36,09)	120,58	26,05	(66,14)	305,54	-129,93%
Total Laba (Rugi) Komprehensif pada Tahun Berjalan / Total Comprehensive Income (Loss) for the Year	(1.708,82)	(1.718,15)	(9.261,74)	(2.834,63)	3.373,99	-0,54%
Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada: / Profit (Loss) Attributable to:						
Pemilik Entitas Induk / Owners of the Parent Entity	(1.899,82)	(1.096,21)	(7.359,68)	(2.121,48)	2.665,56	73,31%
Kepentingan Non-Pengendali / Non- Controlling Interest	227,08	(742,52)	(1.928,11)	(647,01)	402,90	-130,58%
Jumlah Laba (Rugi) Komprehensif yang Dapat Diatribusikan Kepada: / Total Comprehensive Income (Loss) Attributable to:						
Pemilik Entitas Induk / Owners of the Parent Entity	(1.935,91)	(975,63)	(7.333,63)	(2.187,62)	2.971,10	98,43%
Kepentingan Non-Pengendali / Non- Controlling Interest	227,08	(742,52)	(1.928,11)	(647,01)	402,90	-130,58%
Laba (Rugi) per Saham Dasar (dalam Rupiah penuh) / Earnings (Loss) per Share (in full Rupiah)	(65,95)	(41,66)	(542,19)	69,11	291,95	58,31%

*) Disajikan kembali / Restated



IKHTISAR DATA KEUANGAN PENTING

Key Financial Highlights

POSISI KEUANGAN KONSOLIDASIAN

CONSOLIDATED FINANCIAL POSITION

Dalam miliar rupiah, kecuali dinyatakan lain

in billion rupiah unless otherwise stated

Uraian / Description	2022	2021	2020*	2019*	2018*	Year on Year (2021-2022)
ASET / ASSETS						
Aset Lancar / Current Assets						
Kas dan Setara Kas / Cash and Cash Equivalents	8.945,71	13.165,76	1.213,44	9.258,31	10.845,68	-32,05%
Investasi Jangka Pendek / Short-term Investments	136,81	47,28	239,01	8,45	8,45	189,36%
Piutang Usaha – Bersih / Accounts Receivables – Net	1.867,30	2.907,08	3.559,69	3.555,89	3.768,19	-35,77%
Piutang Retensi – Bersih / Retention Receivables – Net	1.463,75	1.647,92	1.226,54	1.783,13	1.333,87	-11,18%
Piutang Lain-Lain Lancar-Bersih / Other Current Receivables – Net	7.166,65	6.660,03	6.870,64	8.399,16	8.767,95	7,61%
Piutang Ventura Bersama / Joint Ventures Receivables	248,48	225,29	128,30	3.302,63	659,66	10,29%
Persediaan / Inventories	4.283,46	4.355,13	3.823,73	4.470,85	4.697,91	-15,35%
Tagihan Bruto Kepada Pengguna Jasa / Gross Amount Due from Customers	7.877,66	9.305,66	9.137,26	14.171,18	31.506,73	-15,35%
Aset Keuangan atas Proyek Konsesi – Bagian Lancar / Financial Assets from Concession Project – Current Portion	25,00	6,20	4,05	13,13	13,13	303,23%
Pajak Dibayar di Muka / Prepaid Taxes	584,03	1.671,73	1.033,90	2.639,19	2.744,22	-65,06%
Uang Muka dan Biaya Dibayar di Muka / Advances and Prepayments	831,39	1.181,77	1.518,72	1.435,96	1.408,02	-29,65%
Aset Tidak Lancar yang Dimiliki untuk Dijual / Non-Current Assets Held for Sale	-	1.414,77	-	-	-	-100%
Total Aset Lancar / Total Current Assets	33.430,24	42.588,61	28.755,28	49.037,84	65.715,99	-21,50%
Aset Tidak Lancar / Non-Current Assets						
Investasi pada Entitas Asosiasi dan Ventura Bersama / Investment in Associates and Joint Ventures	2.608,51	4.000,74	6.866,92	5.384,49	6.651,47	-34,80%
Piutang Usaha Tidak Lancar – Bersih / Non-Current Account Receivables	-	-	-	-	-	-
Piutang Lain-Lain Tidak Lancar / Others Non-Current Receivables	1.937,59	67,24	69,70	109,15	76,86	-
Tagihan Bruto kepada Pengguna Jasa Tidak Lancar / Non-Current Gross Amount Due from Customers	-	-	-	-	-	-
Properti Investasi / Investment Properties	317,54	317,54	310,15	310,15	126,28	0,00%
Investasi Jangka Panjang / Long-term Investments	869,74	868,52	780,24	446,76	347,82	0,14%
Aset Tetap – Bersih / Fixed Assets – Net	6.137,16	5.413,15	7.819,65	8.663,22	6.893,68	13,38%
Aset Hak Guna / Right to Use Assets	39,63	68,83	127,62	-	-	-42,42%
Goodwill	4.025,90	1.393,32	1.995,91	1.995,91	1.995,91	188,94%
Aset Tak Berwujud – Hak Pengusahaan Jalan Tol / Intangible Assets Toll Road Concession Rights	47.516,60	48.143,91	53.871,28	55.378,83	40.233,23	-1,30%

IKHTISAR DATA KEUANGAN PENTING

Key Financial Highlights

Uraian / Description	2022	2021	2020*	2019*	2018*	Year on Year (2021-2022)
Aset Keuangan atas Proyek Konsesi / Financial Assets from Concession Project	313,40	338,40	344,60	339,02	381,62	-7,39%
Aset Pajak Tangguhan / Deferred Tax Assets	14,69	37,41	520,77	1,54	1,56	-60,73%
Aset Lain-lain / Other Assets	1.021,31	363,96	343,35	922,34	485,45	180,61%
Total Aset Tidak Lancar / Total Non-Current Assets	64.802,07	61.013,00	73.050,20	73.551,42	57.193,90	6,21%
Total Aset / Total Assets	98.232,32	103.601,61	105.588,96	122.589,26	122.909,89	-5,18%
LIABILITAS / LIABILITIES						
Liabilitas Jangka Pendek / Current Liabilities						
Utang Usaha / Accounts Payable	7.449,15	7.503,90	13.101,81	12.381,18	14.993,20	0,73%
Utang Bank Jangka Pendek / Short-term Bank Loans	814,05	4.210,23	24.870,59	22.162,36	27.959,25	-80,66%
Utang Lembaga Keuangan Non-Bank Bagian Jangka Pendek / Loan to Financial Institution Non-Bank	-	-	-	-	392,62	-
Utang Bruto Subkontraktor Jangka Pendek / Short-term Gross Amount Due to Subcontractors	1.416,57	1.441,44	1.407,63	2.688,90	6.476,52	-1,73%
Biaya yang Masih Harus Dibayar / Accrued Expenses	1.037,95	2.919,37	1.563,82	720,63	706,78	-64,45%
Utang Pajak Jangka Pendek / Short-term Taxes Payables	3.390,07	2.537,83	1.106,64	1.381,84	2.007,55	33,58%
Utang Muka Kontrak Jangka Pendek / Advances on Short-term Contract	796,26	594,66	699,90	364,29	287,68	33,90%
Utang Bank Jangka Panjang yang Jatuh Tempo dalam Setahun / Current Maturities of Long-term Bank Loans	278,50	315,28	1.220,25	833,00	416,50	-11,66%
Utang Pembelian Aset Tetap Bagian Lancar / Debt Purchases of Fixed Assets - Current Portion	-	-	-	0,01	0,20	-
Surat Utang Jangka Menengah Jangka Pendek / Short-term Medium Term Notes	250,00	-	300,00	733,00	812,20	-
Utang Obligasi Jangka Pendek - Bersih / Short-term Bonds Payable - Net	5.203,94	7.020,96	2.835,44	3.264,99	1.999,29	-25,88%
Liabilitas Jangka Pendek Lainnya / Other Short-term Liabilities	810,46	653,23	1.228,52	493,30	825,24	24,07%
Liabilitas Sewa Jangka Panjang yang Jatuh Tempo dalam Setahun / Current Maturities Long Term Lease Liabilities	5,95	4,66	30,38	-	-	27,64%
Total Liabilitas Jangka Pendek / Total Current Liabilities	21.452,89	27.201,57	48.564,87	45.023,50	56.877,02	-21,13%
Liabilitas Jangka Panjang / Non-Current Liabilities						
Utang Bank Jangka Panjang / Long-term Bank Loans	46.470,88	49.171,95	23.086,34	29.325,15	20.725,25	-5,49%
Utang Ventura Bersama Jangka Panjang / Long-term Joint Venture Payable	1.001,77	1.043,54	970,23	773,43	671,61	4,00%
Utang Lembaga Keuangan Non-Bank Jangka Panjang / Long-term Loan to Financial Institution Non-Bank	4.538,85	2.360,44	2.901,64	1.846,59	161,79	92,29%
Utang Bruto Jangka Panjang / Long-term Gross Amount	726,13	621,58	771,73	1.361,07	2.225,14	16,82%



IKHTISAR DATA KEUANGAN PENTING

Key Financial Highlights

Uraian / Description	2022	2021	2020*	2019*	2018*	Year on Year (2021-2022)
Uang Muka Kontrak Jangka Panjang / Advances on Long-term Contract	688,64	406,60	407,60	165,91	262,90	69,36%
Liabilitas Pajak Tangguhan / Deferred Tax Liabilities	6,10	5,67	7,29	28,64	54,36	7,58%
Utang Pajak Jangka Panjang / Long-term Taxes Payable	395,99	851,40	725,30	193,16	805,41	-53,49%
Utang Lain-Lain Jangka Panjang / Other Long-Term Payables	1.557,88	1.624,54	2.025,48	1.876,41	1.549,14	4,10%
Liabilitas Sewa Jangka Panjang / Long-term Lease Liabilities	32,46	60,86	60,76	-	-	-46,66%
Surat Utang Jangka Menengah Jangka Panjang / Long-term Medium Term Notes	475,00	250,00	-	300,00	300,00	90,00%
Utang Obligasi Jangka Panjang - Bersih / Long-term Bond Payable - Net	5.455,45	4.476,59	9.728,16	12.422,42	11.849,36	21,87%
Utang Pembelian Aset Tetap Bagian Jangka Panjang / Debt Purchases of Fixed Assets - Long-term Portion	-	-	-	-	0,01	-
Liabilitas Imbalan Kerja / Employee Benefit Liabilities	40,68	65,44	89,05	154,51	72,77	-37,84%
Sukuk Mudharabah / Sukuk Mudharabah	1.144,91	-	-	-	-	-
Total Liabilitas Jangka Panjang / Total Non- Current Liabilities	62.534,75	60.938,62	40.773,57	48.447,30	38.704,74	2,62%
Total Liabilitas / Total Liabilities	83.987,63	88.140,18	89.011,41	93.470,79	95.581,76	-4,71%
EKUITAS / EQUITY						
Modal Saham / Share Capital	2.880,68	2.631,59	1.357,40	1.357,39	1.357,39	9,47%
Tambahan Modal Disetor / Additional Paid-in Capital	13.565,91	12.495,84	5.849,53	5.552,03	5.552,03	8,56%
Saldo Laba / Retained Earnings						
Telah Ditetapkan Penggunaannya / Appropriated	1.725,60	1.732,19	1.732,10	1.672,39	1.583,50	-0,38%
Belum Ditetapkan Penggunaannya / Unappropriated	(9.940,24)	(7.693,33)	(6.525,52)	8.561,02	7.451,36	29,21%
Komponen Ekuitas Lainnya / Other Component of Equity	867,40	903,49	782,90	739,58	761,76	-3,99%
Jumlah Ekuitas yang Dapat Diatribusikan kepada: / Total Equity Attributable to:						
Pemilik Entitas Induk / Owners of Parent	9.099,35	10.069,77	3.196,41	17.882,41	16.706,03	-9,64%
Kepentingan Non-Pengendali / Non- Controlling Interest	5.145,34	5.391,66	8.232,70	11.236,06	10.622,10	-4,57%
Jumlah Ekuitas / Total Equity	14.244,68	15.461,43	11.429,11	29.118,47	27.328,13	-7,87%
Jumlah Liabilitas dan Ekuitas / Total Liabilities and Equity	98.232,32	103.601,61	100.767,65	122.589,26	122.909,89	-5,18%

*) Disajikan kembali / Restated

IKHTISAR DATA KEUANGAN PENTING

Key Financial Highlights

LAPORAN ARUS KAS KONSOLIDASIAN

Dalam miliar rupiah, kecuali dinyatakan lain

CONSOLIDATED STATEMENTS OF CASH FLOWS

in billion rupiah unless otherwise stated

Uraian / Description	2022	2021	2020	2019	2018	Year on Year (2021-2022)
Kas Bersih (Digunakan untuk) Diperoleh dari Aktivitas Operasi / Cash flows (used in) from Operating Activities	(106,58)	192,78	411,06	9.014,25	4.011,54	-155,29%
Kas Bersih Digunakan untuk Aktivitas Investasi / Cash Flows from Investing Activities	(2.204,28)	(1.542,25)	(1.056,08)	(14.924,74)	(18.768,15)	42,93%
Kas Bersih Diperoleh dari Aktivitas Pendanaan / Cash Flows from Financing Activities	(2.486,90)	13.334,21	(7.407,07)	4.334,94	19.691,08	-118,65%
Kenaikan (Penurunan) Bersih Kas dan Setara Kas / Net Increase (Decrease) in Cash and Cash Equivalents	(4.797,76)	11.984,75	(8.052,09)	(1.575,55)	4.934,47	-140,03%
Keuntungan (Kerugian) Selisih Kurs yang Belum Direalisasikan / Profit (Loss) in Cash and Foreign Exchange Rate	3,06	(8,64)	17,24	(11,82)	11,11	-135,43%
Efek Divestasi / Effect of Divestment	574,65	(23,79)	(10,03)	-	(188,87)	-2515,88%
Kas dan Setara Kas pada Awal Tahun / Cash and Cash Equivalents at the Beginning of the Year	13.165,76	1.213,44	9.258,31	10.845,68	6.088,96	985,00%
Kas dan Setara Kas pada Akhir Tahun / Cash and Cash Equivalents at the End of Year	8.945,71	13.165,76	1.213,44	9.258,31	10.845,68	-32,05%

RASIO-RASIO KEUANGAN PERUSAHAAN

Dalam persen

FINANCIAL RATIOS

In percent

Uraian / Description	2022	2021	2020*	2019*	2018*	Year on Year (2021-2022)
Rasio Pengembalian Aset (ROA) / Return on Assets	(0,15)	(0,70)	(9,22)	0,84	3,71	-78,57%
Rasio Imbal Kepada Pemegang Saham (ROE) / Return on Equity	(15,11)	(14,21)	(81,26)	9,21	15,99	6,33%
Rasio Laba terhadap Pendapatan (NPM) / Net Profit Margin	(10,93)	(15,03)	(57,37)	3,28	9,47	-27,28%
Rasio Lancar / Current Ratio	1,56	1,56	0,32	1,09	1,18	-
Rasio Liabilitas terhadap Total Aset / Debt to Assets Ratio	0,86	0,85	0,88	0,76	0,77	1,18%
Rasio Liabilitas terhadap Ekuitas / Debt to Equity Ratio	5,90	5,70	7,82	3,21	3,31	3,51%

*) Disajikan kembali / Restated



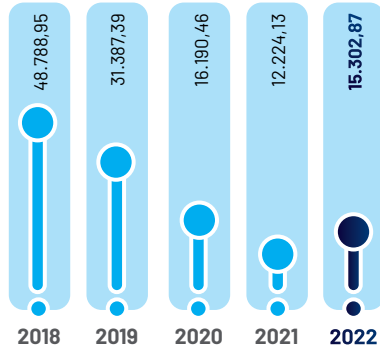
GRAFIK KINERJA KEUANGAN

Financial Performance Chart

PENDAPATAN USAHA

Revenues

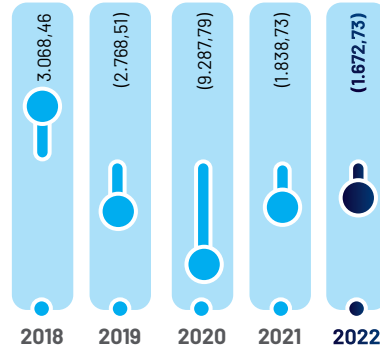
(Dalam miliar Rupiah / in billion Rupiah)



LABA (RUGI) TAHUN BERJALAN

Profit (Loss) for the Year

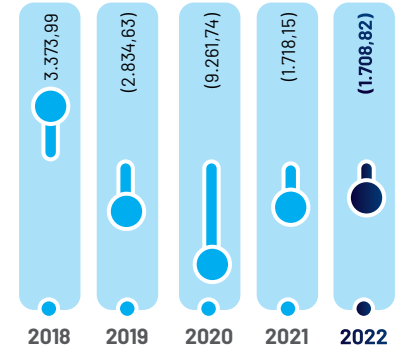
(Dalam miliar Rupiah / in billion Rupiah)



LABA (RUGI) KOMPREHENSIF TAHUN BERJALAN

Comprehensive Income (Loss) for the Year

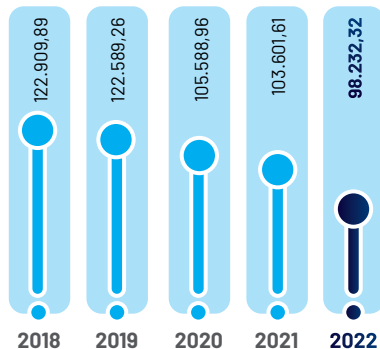
(Dalam miliar Rupiah / in billion Rupiah)



JUMLAH ASET

Total Assets

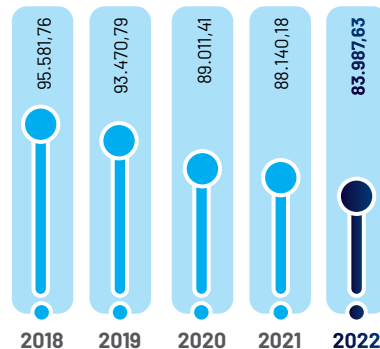
(Dalam miliar Rupiah / in billion Rupiah)



JUMLAH LIABILITAS

Total Liabilities

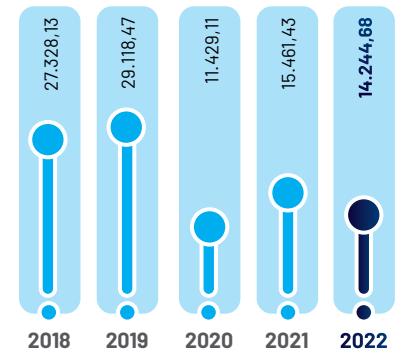
(Dalam miliar Rupiah / in billion Rupiah)



JUMLAH EKUITAS

Total Equity

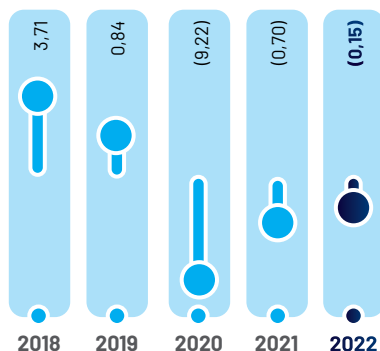
(Dalam miliar Rupiah / in billion Rupiah)



RETURN OF ASSET

Return of Asset

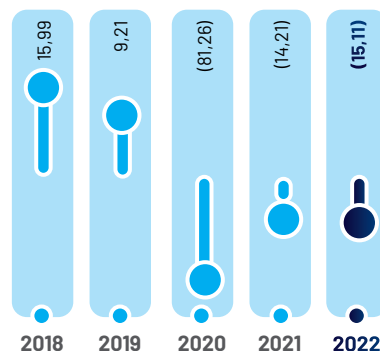
(Dalam persen / In percent)



RETURN OF EQUITY

Return of Equity

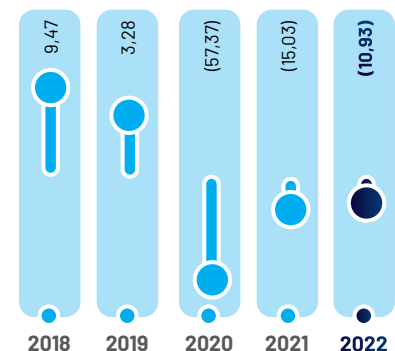
(Dalam persen / In percent)



RASIO LABA TERHADAP PENDAPATAN

Net Profit Margin

(Dalam persen / In percent)



IKHTISAR OPERASIONAL

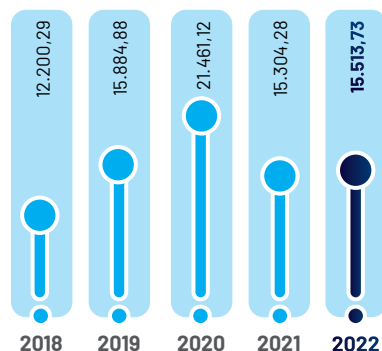
Operational Highlights

Uraian / Description	2022	2021	2020	2019	2018	Year on Year (2021-2022)
Jumlah Lelang Dimenangkan (dalam miliar rupiah) / Total Tenders Won (in billion rupiah)	15.513,73	15.304,28	21.461,12	15.884,88	12.200,29	1,37%
Persentase Lelang Dimenangkan (dalam %) / Percentage of Tenders Won (in %)	31,22	42,17	54,59	52,53	28,08	-10,95%
Jumlah Perolehan Kontrak Baru (dalam miliar rupiah) / Total New Contracts (in billion rupiah)	20.233,43	20.493,56	27.003	26.081	27.216	-1,27%

JUMLAH LELANG YANG DIMENANGKAN

Total Tenders Won

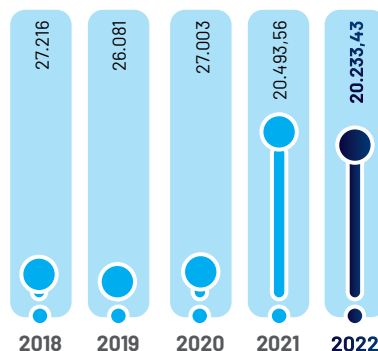
(Dalam miliar Rupiah / in billion Rupiah)



JUMLAH PEROLEHAN KONTRAK BARU

Total New Contracts

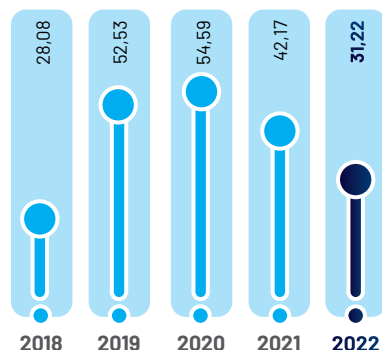
(Dalam miliar Rupiah / in billion Rupiah)



PERSENTASE LELANG DIMENANGKAN

Percentage of Tenders Won

(Dalam persen / In percent)





IKHTISAR OPERASIONAL

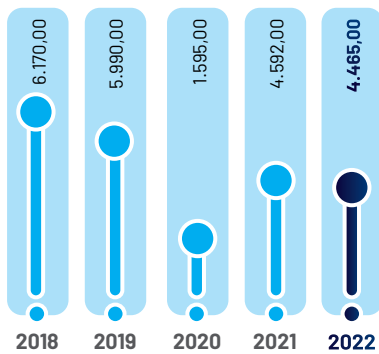
Operational Highlights

Uraian / Description	2022	2021	2020	2019	2018	Year on Year (2021-2022)
Pembiayaan dan anggaran PUMK (dalam juta rupiah) / PUMK budget and funding (in million rupiah)	4.465,00	4.592,00	1.595,00	5.990,00	6.170,00	-2,77%
Program TJSL Non PUMK (dalam juta Rupiah) / Non-PUMK TJSL Program (in million rupiah)	7.233,16	7.914,36	8.773,09	33.327,96	15.979,98	-8,61%
Konsumsi Energi (dalam kWh) / Energy Consumption (in kWh)	1.262.944	1.299.840	1.417.374	1.413.376	1.908.072	-2,84%
Konsumsi Air (dalam M3) / Water Consumption (in M3)	11.042	5.489	5.773	10.400	11.464	101,17%

PEMBIAYAAN DAN ANGGARAN PUMK

PUMK budget and funding

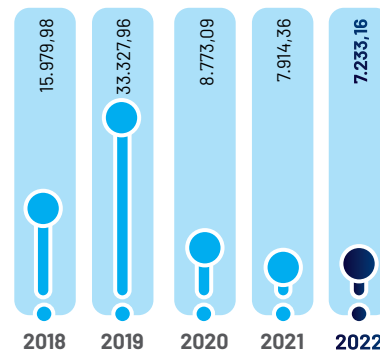
(Dalam juta Rupiah / In million Rupiah)



PROGRAM TJSL NON PUMK

Non-PUMK TJSL Program

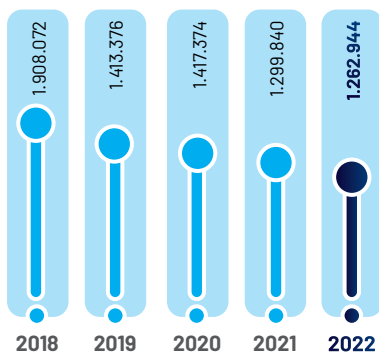
(Dalam juta Rupiah / In million Rupiah)



KONSUMSI ENERGI

Energy Consumption

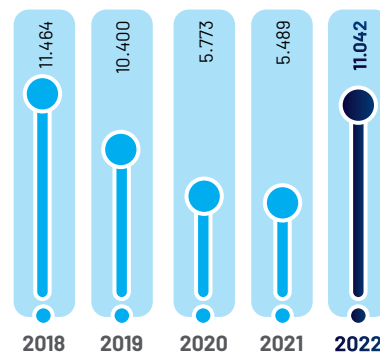
(Dalam kWh / In kWh)



KONSUMSI AIR

Water Consumption

(Dalam M3 / In M3)



INFORMASI KINERJA SAHAM

Information on Stock Performance

Kode saham: WSKT

Ticker Code: WSKT

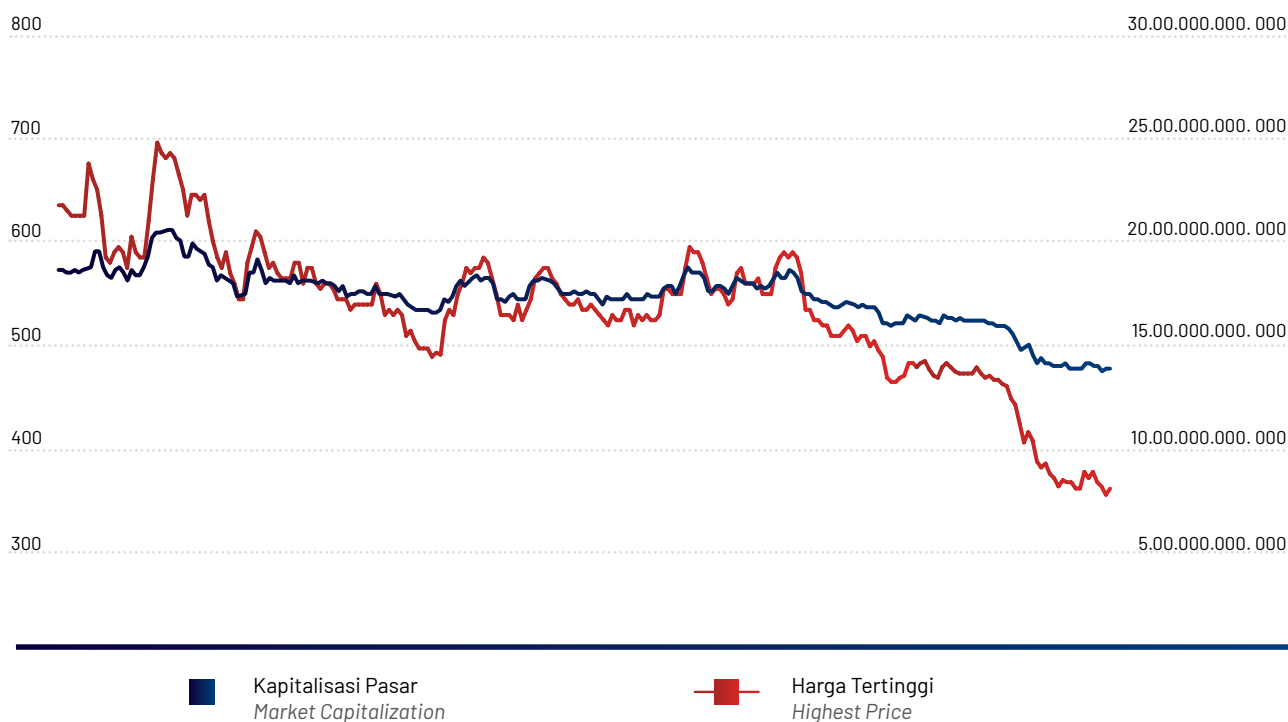
Bursa perdagangan saham: Bursa Efek Indonesia (BEI)

Stock exchange: Indonesia Stock Exchange (IDX)

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)	Jumlah Saham Beredar (lembar saham) / Total Outstanding Shares (share)	Volume Perdagangan (lembar saham) / Trading Volume (share)	Kapitalisasi Pasar (Rp) / Market Capitalization (Rp)
2022							
Kuartal I / Q1	635	695	515	550	28.806.807.016	5.203.206.500	15.843.743.861.000
Kuartal II / Q2	550	585	482	550	28.806.807.016	2.205.112.100	15.843.743.858.800
Kuartal III / Q3	550	595	492	505	28.806.807.016	1.963.498.600	14.547.437.543.100
Kuartal IV / Q4	505	520	352	360	28.806.807.016	1.094.123.000	10.370.450.525.800
2021							
Kuartal I / Q1	1.306	1.849	991	1.280	13.573.951.000	14.822.685.466	17.374.657.280.000
Kuartal II / Q2	1.031	1.049	711	1.026	13.573.951.000	2.766.429.137	13.926.873.726.000
Kuartal III / Q3	782	911	635	782	13.573.951.000	2.369.748.923	10.614.829.682.000
Kuartal IV / Q4	742	946	625	742	26.315.886.475	3.668.057.757	19.526.387.764.450

Grafik Kinerja Saham 2021 - 2022

Charts of Stock Performance 2021 - 2022



■ Kapitalisasi Pasar
Market Capitalization

—■— Harga Tertinggi
Highest Price



INFORMASI PENGHENTIAN SEMENTARA PERDAGANGAN SAHAM (*SUSPENSION*) DAN/ATAU PENGHAPUSAN PENCATATAN SAHAM (*DELISTING*)

Information on Suspension and/or Delisting of Shares

Hingga 31 Desember 2022, Perseroan tidak pernah menerima sanksi atas aktivitas perdagangan saham di bursa efek tempat Perseroan mencatatkan dan memperdagangkan saham, baik berupa penghentian perdagangan sementara (*suspension*) maupun penghapusan pencatatan saham (*delisting*).

As of December 31, 2022, the Company has never received any sanctions affecting share trading activities on the Stock Exchange where shares are listed and traded, either in the form of suspension and/or delisting.

INFORMASI TENTANG AKSI KORPORASI

Information on Corporate Actions

Pada 2022, Waskita berencana untuk melaksanakan aksi korporasi berupa Penambahan Modal Melalui Penawaran Umum Terbatas (PUT III) Dengan Hak Memesan Efek Terlebih Dahulu (HMETD). Diawali dengan meminta persetujuan melalui Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) pada 26 September 2022. Persetujuan tersebut tertera pada Akta Risalah Rapat Umum Pemegang Saham Luar Biasa Perseroan Nomor 74 tanggal 26 September 2022 yang dibuat di hadapan Ashoya Ratam SH, M.Kn Notaris di Jakarta.

In 2022, Waskita planned to carry out corporate actions in the form of additional capital through a limited public offering (PUT III) with pre-emptive rights (HMETD). Starting with seeking approval through the Extraordinary General Meeting of Shareholders (EGMS) dated September 26, 2022, the approval was stated in the Deed of Minutes of Extraordinary General Meeting of Shareholders No. 74 dated September 26, 2022 made before Ashoya Ratam S.H., M.Kn Notary in Jakarta.

Selanjutnya, Waskita juga telah mendapatkan persetujuan dari Pemerintah Republik Indonesia dalam rangka penambahan modal melalui Peraturan Pemerintah Republik Indonesia Nomor 34 Tahun 2022 tentang Penambahan Penyertaan Modal Negara Republik Indonesia Ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Waskita Karya Tbk.

Furthermore, Waskita has also obtained approval from the Government of the Republic of Indonesia to increase capital through Government Regulation of the Republic of Indonesia No. 34 of 2022 on Addition of the Republic of Indonesia's State Equity Into the Share Capital of the Limited Liability Company (Persero) PT Waskita Karya Tbk.

Meski demikian, dikarenakan kondisi pasar global yang menantang dan kurang kondusif sehingga mempengaruhi kinerja harga saham Perseroan, berdasarkan rapat komite privatisasi yang dilaksanakan pada 27 Desember 2022 melalui surat Nomor T/EK/322/M.EKON/12/2022 tanggal 28 Desember 2022 perihal Keputusan Komite Privatisasi atas Perkembangan Rights Issue PT Waskita Karya (Persero) Tbk, maka aksi korporasi Penambahan Modal Melalui Penawaran Umum Terbatas (PUT III) Dengan Hak Memesan Efek Terlebih Dahulu (HMETD) ditunda pelaksanaannya. Penundaan ini dilakukan hingga kondisi harga saham dan kinerja Perseroan membaik.

However, due to challenging and unfavorable global market conditions that affected the performance of the Company's share price, based on the privatization committee meeting held on December 27, 2022 through letter No. T/EK/322/M.EKON/12/2022 dated December 28, 2022 on The decision of the Privatization Committee on PT Waskita Karya (Persero) Tbk's Rights Issue Development, the corporate action of increasing capital through a limited public offering (PUT III) with pre-emptive rights (HMETD) was postponed. This postponement was carried out until the condition of the Company's share price and performance improves.

Selain itu, Perseroan juga telah melakukan Keterbukaan Informasi atas penundaan aksi Korporasi tersebut melalui surat Perseroan Nomor 1916/WK/DIR/2022 tanggal 30 Desember 2022 perihal Keterbukaan Informasi atau Fakta Material terkait Penundaan Rencana Penambahan Modal Dengan Memberikan Hak Memesan Efek Terlebih Dahulu (HMETD) Melalui Mekanisme Penambahan Umum Terbatas III (PUT III).

In addition, the Company has also made Information Disclosure regarding the postponement of the corporate action through Company letter No. 1916/WK/DIR/2022 dated December 30, 2022 on Disclosure of Information or Material Facts related to Postponement of Plans to Increase Capital by Providing Preemptive Rights (HMETD) Through Limited General Addition Mechanism III (PUT III).

INFORMASI OBLIGASI, SUKUK DAN/ATAU OBLIGASI KONVERSI

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

INFORMASI OBLIGASI 2022

INFORMATION ON BONDS IN 2022

No.	Nama Obligasi / Name of Bonds	Seri / Series	Jumlah Nominal / Nominal Value	Tingkat Bunga / Interest Rate	Jangka Waktu / Tenor	Peringkat / Rating	Pemeringkatan Efek / Rating Agency	Tanggal Efektif OJK / OJK Effective Date	Jatuh Tempo / Due Date	Total Terhutang (Rp Juta) / Total Payable (Rp Million)	Status
1	PUB II Obligasi Waskita Karya Tahap III Tahun 2017 / Sustainable Bonds II Waskita Karya Phase II of 2017	A	747.000	8,50%	3 (tiga) tahun / 3 (three) years	idBBB	Pefindo	Jumat, 3 Februari 2017 / Friday, February 3, 2017	Senin, 3 Februari 2020 / Monday, February 3, 2020	747.000	Lunas / Paid
		B	910.000	9,00%	5 (lima) tahun / 5 (five) years	idBBB	Pefindo	Selasa, 21 Februari 2017 / Tuesday, February 21, 2017	Senin, 21 Februari 2022 / Monday, February 21, 2022	910.000	Lunas / Paid
2	PUB III Obligasi Waskita Karya Tahap I Tahun 2017 / Sustainable Bonds III Waskita Karya Phase II of 2017	A	1.369.000	8,00%	3 (tiga) tahun / 3 (three) years	idBBB	Pefindo	Kamis, 28 September 2017 / Thursday, September 28, 2017	Senin, 28 Februari 2020 / Monday, September 28, 2020	1.369.000	Lunas / Paid
		B	1.631.000	8,50%	5 (lima) tahun / 5 (five) years	idBBB	Pefindo	Jumat, 6 Oktober 2017 / Friday, October 6, 2017	Kamis, 6 Oktober 2022 / Thursday, October 6, 2022	1.631.000	Lunas / Paid
3	PUB III Obligasi Waskita Karya Tahap II Tahun 2018 / Sustainable Bonds III Waskita Karya Phase III of 2018	A	1.175.000	7,75%	3 (tiga) tahun / 3 (three) years	idBBB	Pefindo	Jumat, 23 Februari 2018 / Friday, February 23, 2018	Selasa, 23 Februari 2021 / Tuesday, February 23, 2021	-	Lunas / Paid
		B	2.276.500	8,25%	5 (lima) tahun / 5 (five) years	idBBB	Pefindo	Jumat, 23 Februari 2018 / Friday, February 23, 2018	Kamis, 23 Februari 2023 / Thursday, February 23, 2023	2.276.500	Belum Jatuh Tempo / Outstanding
4	PUB III Obligasi Waskita Karya Tahap III Tahun 2018 / Sustainable Bonds III Waskita Karya Phase IV of 2019	A	761.000	9,00%	3 (tiga) tahun / 3 (three) years	idBBB	Pefindo	Jumat, 28 September 2018 / Friday, September 28, 2018	Selasa, 28 September 2021 / Tuesday, September 28, 2021	-	Lunas / Paid
		B	941.750	9,75%	5 (lima) tahun / 5 (five) years	idBBB	Pefindo	Jumat, 28 September 2018 / Friday, September 28, 2018	Kamis, 28 September 2023 / Thursday, September 28, 2023	941.750	Belum Jatuh Tempo / Outstanding
5	PUB III Obligasi Waskita Karya Tahap IV Tahun 2019 / Sustainable Bonds III Waskita Karya Phase IV of 2019	A	484.000	9,00%	3 (tiga) tahun / 3 (three) years	idBBB	Pefindo	Kamis, 16 Mei 2019 / Thursday, May 16, 2019	Senin, 16 Mei 2022 / Monday, May 16, 2022	1.845.750	Belum Jatuh Tempo / Outstanding
		B	1.361.750	9,75%	5 (lima) tahun / 5 (five) years	idBBB	Pefindo	Kamis, 16 Mei 2019 / Thursday, May 16, 2019	Kamis, 16 Mei 2024 / Thursday, May 16, 2024	1.845.750	Belum Jatuh Tempo / Outstanding
6	Obbligasi Berkelanjutan IV Waskita Karya Tahap I Tahun 2020 / Sustainable Bonds IV Waskita Karya Phase I of 2020	A	135.500	10,75%	3 (tiga) tahun / 3 (three) years	idBBB	Pefindo	Kamis, 6 Agustus 2020 / Thursday, August 6, 2020	Minggu, 6 Agustus 2023 / Sunday, August 6, 2023	135.500	Belum Jatuh Tempo / Outstanding



INFORMASI OBLIGASI, SUKUK DAN/ATAU OBLIGASI KONVERSI

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

No.	Nama Obligasi / Name of Bonds	Seri / Series	Jumlah Nominal / Nominal Value	Tingkat Bunga / Interest Rate	Jangka Waktu / Tenor	Peringkat / Rating	Pemeringkatan Efek / Rating Agency	Tanggal Efektif OJK / OJK Effective Date	Jatuh Tempo / Due Date	Total Terhutang (Rp Juta) / Total Payable (Rp Million)	Status
7	Obligasi III Waskita Karya Tahun 2021 / Bonds III Waskita Karya Phase I of 2021	A	722.000	6,1%	5 (lima) tahun / 5 (five) years	idAAA(gg)	Pefindo	Selasa, 21 September 2021 / Tuesday, September 21, 2021	Kamis, 24 September 2026 / Thursday, September 24, 2026	1.773.000	Belum Jatuh Tempo / Outstanding
		B	1.051.000	6,8%	7 (tujuh) tahun / 7 (seven) years	idBBB	Pefindo	Jumat, 24 September 2021 / Friday, September 24, 2021	Minggu, 24 September 2028 / Sunday, September 24, 2028	1.773.000	Belum Jatuh Tempo / Outstanding
8	Obligasi IV Tahun 2022 / Bond IV of 2022	A	658.000	6,65%	5 (lima) tahun / 5 (five) years	idAAA(gg)	Pefindo	Kamis, 12 Mei 2022 / Thursday, May 12, 2022	12 Mei 2027 / May 12, 2027	2.127.300	Belum Jatuh Tempo / Outstanding
		B	1.469.000	7,55%	7 (tujuh) tahun / 7 (seven) years	idAAA(gg)	Pefindo	Kamis, 12 Mei 2022 / Thursday, May 12, 2022	12 Mei 2029 / May 12, 2029	2.127.300	Belum Jatuh Tempo / Outstanding

INFORMASI SUKUK

Information on Sharia Bonds

Pada tahun 2022, Perseroan menerbitkan sukuk dengan rincian sebagai berikut: The Company issued sukuk in 2022 with the following details:

No.	Nama Sukuk / Nama Sukuk	Seri / Series	Jumlah Nominal / Nominal Value	Tingkat Imbal Hasil / Return	Jangka Waktu / Tenor	Peringkat / Rating	Pemeringkatan Efek / Rating Agency	Tanggal Efektif OJK / OJK Effective Date	Jatuh Tempo / Due Date	Total Terhutang (Rp Juta) / Total Payable (Rp Million)	Status
1	Sukuk Mudharabah I Thn 2022 / Sukuk Mudharabah I of 2022	A	383	6,65%	5 (lima) tahun / 5 (five) years	idAAA(gg)	Pefindo	Kamis, 12 Mei 2022 / Thursday, May 12, 2022	12 Mei 2027 / May 12, 2027	2.127.300	Belum Jatuh Tempo / Outstanding
		B	765	7,55%	7 (tujuh) tahun / 7 (seven) years	idAAA(sy) (gg)	Pefindo	Kamis, 12 Mei 2022 / Thursday, May 12, 2022	12 Mei 2029 / May 12, 2029	2.127.300	Belum Jatuh Tempo / Outstanding

INFORMASI OBLIGASI KONVERSI

Information on Convertible Bonds

Sampai dengan 31 Desember 2022, Perseroan tidak menerbitkan obligasi konversi. Dengan demikian, tidak terdapat informasi mengenai obligasi konversi untuk ditampilkan pada bagian ini.

As of December 31, 2022, the Company did not issue convertible bonds, thus, there is no information on convertible bonds to be disclosed.

PERISTIWA PENTING 2022

2022 Event Highlights



4 Januari 2022 • January 4, 2022

Waskita menyelenggarakan acara *CEO Talk* sekaligus penandatanganan RKAP 2022.

Waskita held a CEO Talk and signing of the 2022 RKAP.



5 Januari 2022 • January 5, 2022

Waskita menyelenggarakan acara puncak hari ulang tahunnya yang ke-61 di Gedung Waskita Rajawali Tower.

Waskita held the main event of its 61st Anniversary at the Waskita Rajawali Tower.



10 Januari 2022 • January 10, 2022

MWT di Proyek Jalan Tol Bogor-Ciawi-Sukabumi Seksi 2.

MWT at Section 2 of the Bogor-Ciawi-Sukabumi Toll Road Project.



12 Januari 2022 • January 12, 2022

Management Walkthrough ke proyek Kawasan Pelindungan Suci Pura Besakih di Klungkung, Bali.

Management Walkthrough at Pura Besakih Sacred Protected Area project in Klungkung, Bali.



12 Januari 2022 • January 12, 2022

Perjanjian kerjasama antara Kejati Bali dengan Waskita Karya.

Cooperation agreement between the High Court of Bali and Waskita Karya.



19 Januari 2022 • January 19, 2022

Kunjungan kerja ke Proyek Peningkatan Jalan Siligita - Kempinski, Showcase Mangrove di Denpasar, Bali.

Site visit to the Improvement Project of Siligita - Kempinski Road, Mangrove Showcase in Denpasar, Bali.



20 Januari 2022 • January 20, 2022

Menteri Koordinator Bidang Kemaritiman dan Investasi, Luhut Binsar Pandjaitan melakukan kunjungan kerja ke Proyek Kampus UIII Depok.

The Coordinating Minister of Maritime and Investment Affairs, Luhut Binsar Pandjaitan visited the UIII Depok Campus Project.



20 Januari 2022 • January 20, 2022

Penandatanganan MoU antara Waskita Karya dengan Universitas Brawijaya Fakultas Teknik.

Signing of the MoU between Waskita Karya and the Faculty of Engineering, Universitas Brawijaya.



21 Januari 2022 • January 21, 2022

MoU dengan Fakultas Teknik Universitas Tribhuwana Tunggaladewi.

MoU with the Faculty of Engineering, Universitas Tribhuwana Tunggaladewi.



PERISTIWA PENTING 2022

2022 Event Highlights



21 Januari 2022 • January 21, 2022

Peninjauan langsung ke Jalan Tol Trans Sumatera (JTTS).

Direct observation to the Trans Sumatra Toll Road (JTTS).



24 Januari 2022 • January 24, 2022

Kunjungan kerja ke proyek pembangunan Masjid Raya Sheikh Zayed Solo oleh Pemerintah Persatuan Emirat Arab (PEA) melalui Crown Prince Court (CPC).

Site visit to the construction project of the Sheikh Zayed Solo Grand Mosque by the Government of the United Arab Emirates (UAE) through the Crown Prince Court (CPC).



31 Januari 2022 • January 31, 2022

Penandatanganan PPJT dan perjanjian terkait penjaminan.

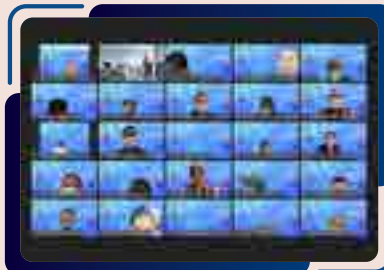
Signing of PPJT and agreement related to guarantee.



4 Februari 2022 • February 4, 2022

Penandatanganan *Letter of Commitment* (LoC) Penerima PMN 2021.

Signing of the 2021 PMN Recipient Letter of Commitment (LoC).



7 Februari 2022 • February 7, 2022

Rapat koordinasi triwulan IV 2022.

Coordination Meeting of Q4/2022.



10 Februari 2022 • February 10, 2022

Penandatanganan Nota Kesepahaman Rencana Penggunaan Dana Penyertaan Modal Negara (PMN) 2021.

Signing of Memorandum of Understanding on the Plan to Use the 2021 State Equity Participation (PMN) Funds.



10 Maret 2022 • March 10, 2022

Penandatanganan *Memorandum of Agreement* dengan Mohammed Bin Faisal ("MBF") Persada tentang kerjasama pengembangan infrastruktur jalan dan infrastruktur lainnya.

Signing of Memorandum of Agreement with Mohammed Bin Faisal ("MBF") Persada regarding cooperation for the development of road infrastructure and other infrastructure.



10 Maret 2022 • March 10, 2022

Waskita Eagle Award 2022.

Waskita Eagle Award 2022.



16 Maret 2022 • March 16, 2022

Kegiatan CSR di SD Negeri Jatimekar VIII, Jati Asih.

CSR activities at Jatimekar VIII Public Elementary School, Jati Asih.

PERISTIWA PENTING 2022

2022 Event Highlights



17 Maret 2022 • March 17, 2022

Kunjungan kerja ke Proyek Rentang *Irrigation Modernization Project (RIMP)*, Proyek Pemeliharaan Jalan Tol Kanci – Pejagan dan Proyek Pengendalian Banjir & Rob Sungai Loji-Banger Paket I.

Site visits to the Rentang Irrigation Modernization Project (RIMP), Kanci – Pejagan Toll Road Maintenance Project, and Loji-Banger River Flood & Coastal Flood Control Package I Project.



24 Maret 2022 • March 24, 2022

Waskita turut serta dalam The 9th REAAA (Road Engineering Association of Asia and Australasia) Business Forum yang diadakan di Korea Selatan.

Waskita participated in the 9th REAAA (Road Engineering Association of Asia and Australasia) Business Forum which was held in South Korea.



24 Maret 2022 • March 24, 2022

Waskita meraih Anugerah BUMN 2022 dengan kategori Pengembangan Talenta Unggul.

Waskita won the 2022 BUMN Award in the category of Excellent Talent Development.



28 April 2022 • April 28, 2022

Mudik Bareng Waskita 2022.
Homecoming with Waskita 2022.



12 Mei 2022 • May 12, 2022

Rapat Koordinasi TW I Tahun 2022.
Coordination Meeting of Q1/2022.



13 Mei 2022 • May 13, 2022

Peresmian Gedung Kantor OJK Maluku.
Inauguration of Maluku OJK Office Building.



14 Mei 2022 • May 14, 2022

Kunjungan kerja ke Proyek *Upgrading Smelter INALUM*.

Site Visit to the INALUM Smelter Upgrading Project



18 Mei 2022 • May 18, 2022

Millennials Gathering Waskita.
Millennials Gathering Waskita.



19 Mei 2022 • May 19, 2022

Analyst meeting.
Analyst meeting.



PERISTIWA PENTING 2022

2022 Event Highlights



20 Mei 2022 • May 20, 2022

Kunjungan kerja ke Proyek Bendungan Jragung Paket 1 di Desa Candirejo, Pringapus, Kabupaten Semarang.

Site visit to Jragung Dam Package 1 Project in Candirejo Village, Pringapus, Semarang Regency.



22 Mei 2022 • May 22, 2022

Gubernur Bali Wayan Koster meresmikan Gedung Majelis Desa Adat (MDA) Kabupaten Klungkung, Bali yang merupakan bantuan penuh dari Waskita Karya.

The Governor of Bali, Wayan Koster inaugurated the Traditional Village Council (MDA) Building of Klungkung Regency, Bali which was constructed with full assistance from Waskita Karya.



23 Mei 2022 • May 23, 2022

Waskita Peduli Bencana Kebakaran Pasar Gembrong Jakarta Timur.

Waskita Peduli for the East Jakarta Gembrong Market Fire Disaster.



25 Mei 2022 • May 25, 2022

Waskita adakan Business Meeting dengan Tim Business Finland.

Waskita held a Business Meeting with the Finnish Business Team.



9 Juni 2022 • June 9, 2022

Kunjungan kerja ke Proyek Jembatan Kramasan.

Site visit to the Kramasan Bridge Project.



17 Juni 2022 • June 17, 2022

RUPST Tahun Buku 2021.

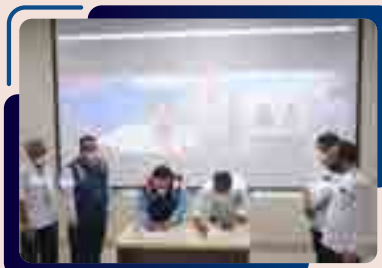
2021 Fiscal Year AGMS.



21 Juni 2022 • June 21, 2022

Signing Proyek Pembangunan Gedung Inovasi dan Kreatifitas (GIK) UGM.

Signing of the UGM Innovation and Creativity Building (GIK) Project.



22 Juni 2022 • June 22, 2022

Signing Proyek rehabilitasi dan rekonstruksi bangunan pengendalian banjir di Kota Bima serta Kabupaten Bima, Nusa Tenggara Barat.

Signing of Project for the rehabilitation and reconstruction of flood control buildings in Bima City and Bima Regency, West Nusa Tenggara.



23 Juni 2022 • June 23, 2022

Kunjungan kerja ke Proyek Masjid Syeikh Zayed Solo.

Site visit to the Sheikh Zayed Solo Mosque Project.

PERISTIWA PENTING 2022

2022 Event Highlights



24 Juni 2022 • June 24, 2022

Signing Proyek Reconstruction of Palu 4 Bridges di Sulawesi Tengah.

Signing of the Reconstruction Project of Palu 4 Bridges in Central Sulawesi.



24 Juni 2022 • June 24, 2022

Pasar Rakyat dan Bazaar UMKM BUMN.
People's Market and SOE MSME Bazaar.



7 Juli 2022 • July 7, 2022

Penyerahan Sertifikat Sistem Manajemen Pengamanan (SMP).

Issuance of Security Management System Certificate (SMP).



15 Juli 2022 • July 15, 2022

Management Walkthrough ke Proyek Jakarta-Cikampek Selatan (Japeksel) II Paket 3.

Management Walkthrough to the Jakarta-Cikampek Selatan (Japeksel) II Package 3 Project.



19 Juli 2022 • July 19, 2022

Kunjungan kerja ke Proyek Sewerage B2 dan C2 di Makassar, Sulawesi Selatan.

Site visit to the Sewerage B2 and C2 Projects in Makassar, South Sulawesi.



20 Juli 2022 • July 20, 2022

Focus Group Discussion bersama Kajima Corporation.

Focus Group Discussion with Kajima Corporation.



26 Juli 2022 • July 26, 2022

CEO Talk.
CEO Talk.



27 Juli 2022 • July 27, 2022

Penandatanganan kontrak kerja untuk pembangunan apartemen Asthana Kemang, Jakarta Selatan.

Signing of the work contract for the construction of the Asthana Kemang apartment, South Jakarta.



29 Juli 2022 • July 29, 2022

Penandatanganan Memorandum of Understanding (MoU) Proyek Pembangunan Apartemen D'Orange Park, Depok.

Signing of Memorandum of Understanding (MoU) for the D'Orange Park Apartment Development Project, Depok.



PERISTIWA PENTING 2022

2022 Event Highlights



1 Agustus 2022 • August 1, 2022

Kunjungan kerja ke Proyek Jalan Tol Cibitung-Cilincing.

Site visit to the Cibitung-Cilincing Toll Road Project.



8 Agustus 2022 • August 8, 2022

Kunjungan ke Proyek Pengaman Pantai KEK Tanjung Lesung.

Visit to the Tanjung Lesung SEZ Coast Guard Project.



10 Agustus 2022 • August 10, 2022

Rapat Koordinasi Triwulan II Tahun 2022 .

Coordination Meeting of Q2/2022.



17 Agustus 2022 • August 17, 2022

Upacara HUT Kemerdekaan Indonesia.

Ceremony in Commemorating the Indonesian Independence Day.



19 Agustus 2022 • August 19, 2022

Signing Proyek Proposed Development, Improvement/Rehabilitation and Maintenance of Oe-Cusse Roads & Bridges Using Design and Build, and Performance-Based Maintenance Scheme: Package A: Road from Tono - Noefefan Bridge to Oenueno yang berlokasi di Oecusse, Timor Leste.

Signing of the Project of Proposed Development, Improvement/ Rehabilitation and Maintenance of Oe-Cusse Roads & Bridges Using Design and Build, and Performance-Based Maintenance Scheme: Package A: Road from Tono - Noefefan Bridge to Oenueno in Oecusse, Timor Leste.



23 Agustus 2022 • August 23, 2022

Kunjungan Presiden Jokowi ke proyek Revitalisasi Taman Mini Indonesia Indah.

President Jokowi's visit to the Taman Mini Indonesia Indah Revitalization project.



23 Agustus 2022 • August 23, 2022

Waskita Karya meraih sertifikat Indonesia Industri 4.0 Readiness Index (INDI 4.0) dari Kementerian Perindustrian Republik Indonesia (Kemenperin).

Waskita Karya obtained the Indonesia Industry 4.0 Readiness Index (INDI 4.0) certificate from the Ministry of Industry of the Republic of Indonesia (Kemenperin).



7 September 2022 • September 7, 2022

Waskita Karya berhasil meraih 2 penghargaan di ajang Top GRC Awards 2022.

Waskita Karya won 2 awards at the 2022 Top GRC Awards.



8 September 2022 • September 8, 2022

Signing Ceremony Penyelesaian Transaksi Ruas Tol Kanci-Pejagan dan Pejagan-Pemalang dengan Indonesia Investment Authority (INA).

Signing Ceremony for the Completion of Transaction for the Kanci-Pejagan and Pejagan-Pemalang Toll Roads with the Indonesia Investment Authority (INA).

PERISTIWA PENTING 2022

2022 Event Highlights



12 September 2022 • September 12, 2022

Penandatanganan kontrak proyek Gedung Central Medical Unit 3 (CMU3) di RSUP Nasional dr. Cipto Mangunkusumo (RSCM).

Signing of contract for the Central Medical Unit 3 (CMU3) Building project at the dr. Cipto Mangunkusumo National Hospital (RSCM).



20 September 2022 • September 20, 2022

Peresmian Jalan Tol Cibitung-Cilincing (JTCC).

Inauguration of the Cibitung-Cilincing Toll Road (JTCC).



23 September 2022 • September 23, 2022

Peresmian Penataan Bangunan Kawasan Pusaka Masjid Raya Baiturrahman.

Inauguration of the Arrangement of the Heritage Area of the Baiturrahman Great Mosque.



26 September 2022 • September 26, 2022

Rapat Umum Pemegang Saham Luar Biasa (RUPSLB).

Extraordinary General Meeting of Shareholders (EGMS).



7 Oktober 2022 • October 7, 2022

Management Walkthrough di Proyek KAPB Tahap II.

Management Walkthrough to the KAPB Phase II Project.



18 Oktober 2022 • October 18, 2022

Penandatanganan Memorandum of Understanding (MoU) untuk bekerja sama dengan strategis partner Repostren Holdings PTE LTD Singapura atas Proyek 2.000 MW Floating Photovoltaic Plant Cilamaya Indonesia.

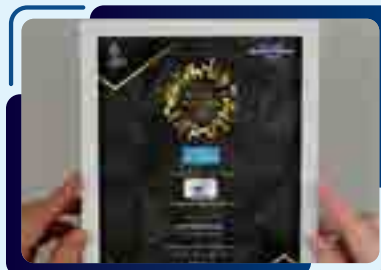
Signing of Memorandum of Understanding (MoU) in collaborating with a strategic partner, Repostren Holdings Pte. Ltd. Singapore for the 2,000 MW Floating Photovoltaic Plant Cilamaya Indonesia Project.



26 Oktober 2022 • October 26, 2022

Management Walkthrough ke Proyek Jalan Tol Pasuruan Probolinggo.

Management Walkthrough to the Pasuruan Probolinggo Toll Road Project.



27 Oktober 2022 • October 27, 2022

Best Brand Image in Construction Category.

Best Brand Image in Construction Category.



31 Oktober 2022 • October 31, 2022

Rapat Koordinasi Triwulan III Tahun 2022.

Coordination Meeting of Q3/2022.



PERISTIWA PENTING 2022

2022 Event Highlights



2 November 2022 • November 2, 2022

Anugerah Humas Indonesia (AHI) 2022.
Indonesian Public Relations Award (AHI) 2022.



13 November 2022 • November 13, 2022

Peresmian Masjid Sheikh Zayed Solo.
Inauguration of the Sheikh Zayed Solo Mosque.



17 November 2022 • November 17, 2022

The Special Ministerial - CEOs Meeting.
The Special Ministerial - CEOs Meeting.



25 November 2022 • November 25, 2022

Aksi cepat tanggap bantu korban bencana Cianjur.
Quick response action to help victims of the Cianjur disaster.



6 Desember 2022 • December 6, 2022

Pameran Hari Bakti PUPR ke-77.
The 77th PUPR Service Day Exhibition.



9 Desember 2022 • December 9, 2022

Kunjungan dari Komisi VI DPR RI ke Proyek Jalan Tol Bekasi-Cawang-Kampung Melayu.
Visit from Commission VI of the DPR of the Republic of Indonesia to the Bekasi-Cawang-Kampung Melayu Toll Road Project.

02

Laporan Manajemen

Management Report







LAPORAN DEWAN KOMISARIS

Board of Commissioners Report

Pemegang Saham dan para Pemangku Kepentingan yang Terhormat,

Dear Shareholders and Stakeholders,

Board of Commissioners mengamati, tahun 2022 merupakan tahun dengan momentum pemulihan dari dampak pandemi Covid-19, khususnya di Indonesia. Atas situasi tersebut, puji dan syukur kami panjatkan ke hadirat Tuhan Yang Maha Kuasa karena atas rahmat dan karunia-Nya PT Waskita Karya (Persero) Tbk mampu melalui tantangan dan peluang yang ada dengan kinerja yang baik.

Selama tahun 2022, kami melaporkan, *Board of Commissioners* melaksanakan fungsi pengawasan dan pemberian nasihat atas pengelolaan Waskita oleh *Board of Directors* beserta jajaran terkait. Lebih dari itu, *Board of Commissioners* dengan dukungan *Committees* telah melaksanakan praktik pengawasan terhadap proses audit, pengelolaan risiko, penerapan tata kelola, hingga pemenuhan kepatuhan Waskita terhadap peraturan perundang-undangan.

Atas seluruh pelaksanaan fungsi tersebut, kami mewakili *Board of Commissioners* akan menyampaikan laporan pengawasan dan pemberian nasihat atas pengelolaan Waskita untuk tahun 2022. Laporan ini akan mencakup pembahasan terkait penilaian kinerja *Board of Directors*, pengawasan terhadap implementasi kebijakan dan strategi, hingga pengawasan terhadap penerapan tata kelola perusahaan yang baik (*Good Corporate Governance/GCG*) Waskita, sebagai berikut.

The Board of Commissioners regards 2022 as a year of recovery momentum from the impact of the Covid-19 pandemic, especially in Indonesia. Therefore, we would like to extend our praise and gratitude to the Almighty God for His mercy and blessings, PT Waskita Karya (Persero) Tbk managed to overcome challenges and seize opportunities in 2022 with good performance.

We report that the Board of Commissioners has carried out the function of supervising and providing advice on the management of Waskita by the Board of Directors and related staff throughout 2022. In addition, the Board of Commissioners with the support of the Committees has carried out supervisory on audit, risk management, governance implementation, and fulfillment of Waskita's compliance with laws and regulations.

For all the implementation of such functions, we, on behalf of the Board of Commissioners would like to present a report on supervision and advice provision on the management of Waskita in 2022. This report covers discussions on the Board of Directors performance assessment, supervision of the implementation of policies and strategies, and supervision of the implementation of Good Corporate Governance (GCG) at Waskita, as follows.



HERU WINARKO

*President Commissioner/
Independent Commissioner*

TINJAUAN PEREKONOMIAN DAN INDUSTRI

Economic and Industry Overview

Secara umum, situasi ekonomi dunia untuk tahun 2022 ditandai oleh tingkat pertumbuhan berdasarkan Produk Domestik Bruto (PDB) yang lebih rendah dibanding realisasi untuk tahun 2021. Mengacu pada *Global Economic Prospects* yang dirilis Bank Dunia pada Januari 2023, ekonomi dunia untuk tahun 2022 diestimasikan tumbuh sebesar 2,9%. Estimasi tersebut memperlihatkan tingkat pertumbuhan yang lebih rendah dibanding realisasi pertumbuhan di tahun 2022 yang sebesar 5,9%. Kelompok negara ekonomi maju diestimasikan tumbuh 2,9%, lebih rendah dibanding realisasi di tahun 2022 yang sebesar 5,3%, sedangkan kelompok negara ekonomi berkembang diestimasikan tumbuh 3,4%, atau lebih rendah dibanding realisasi di tahun 2022 yang sebesar 6,7%.

General conditions of the 2022 world economy growth rate can be seen based on the Gross Domestic Product (GDP) which is lower than the realization in 2021. Referring to the *Global Economic Prospects* released by the World Bank in January 2023, the world economy for 2022 is estimated to grow by 2.9%, a lower growth rate compared to actual growth in 2022 of 5.9%. Advanced economies are estimated to grow at 2.9%, lower than the realization in 2022 of 5.3%, while developing economies are estimated to grow 3.4%, or lower than the realization in 2022 of 6.7 %.



Selama tahun 2022, Board of Commissioners melaporkan, Board of Directors beserta jajaran terkait telah melaksanakan implementasi sejumlah strategi sesuai pencapaian target yang telah ditetapkan, baik di dalam RKAP maupun RJPP, seiring penerapan transformasi bisnis dalam keseluruhan program 8 stream penyehatan keuangan.

Terdapat sejumlah hal yang berpengaruh terhadap situasi pertumbuhan ekonomi tersebut, antara lain penurunan tingkat perdagangan dunia serta peningkatan harga sejumlah komoditas dibanding tahun 2021. Merujuk pada laporan yang sama, tingkat perdagangan dunia diestimasikan tumbuh sebesar 4,0%, atau lebih rendah dibanding realisasi di tahun 2021 yang sebesar 10,6%. Indeks harga energi diestimasikan berada pada level 151,7%, lebih tinggi dibanding level di tahun 2021 yang sebesar 95,4%. Sementara itu, indeks harga komoditas non-energi dunia untuk tahun 2022 berada pada level 123,7%, atau lebih tinggi dibanding level di tahun 2021 yang sebesar 112,0%.

Such economic growth is influenced by a number of matters, such as the declining world trade and increasing prices of a number of commodities compared to 2021. Referring to the same report, the level of world trade is estimated to grow by 4.0%, or lower than the realization in 2021 of 10.6%. The energy price index is estimated at 151.7%, higher than the 2021 level of 95.4%. Meanwhile, the world non-energy commodity price index for 2022 was at the level of 123.7%, or higher than the level in 2021 of 112.0%.



Di tengah situasi tersebut, ekonomi Indonesia tercatat mampu merealisasikan pertumbuhan yang kuat, seiring kebijakan fiskal dan moneter yang kuat serta tingkat daya beli masyarakat yang terjaga. Sesuai laporan Badan Pusat Statistik (BPS) yang dirilis Februari 2023, ekonomi Indonesia tahun 2022 tercatat tumbuh mencapai 5,31% atau lebih tinggi dibanding pertumbuhan di tahun 2021 yang sebesar 3,70%. Sebagai faktor yang berpengaruh terhadap situasi tersebut, sejumlah kebijakan fiskal dan moneter yang telah dikeluarkan untuk mendukung kondisi ekonomi di tahun 2022 mencakup penyaluran perlindungan sosial, peningkatan realisasi subsidi energi, hingga peningkatan BI 7-Day Repo Rate.

Amidst this situation, the Indonesian economy was capable of realizing strong growth in line with strong fiscal and monetary policies and maintaining levels of people purchasing power. According to the Statistics Indonesia (BPS) report in February 2023, Indonesia's economy in 2022 grew by 5.31% or higher than growth in 2021 of 3.70%. This figure was influenced by a number of fiscal and monetary policies issued to support economic conditions in 2022, including the provision of social security, increase in the realization of energy subsidies, and increase in the BI 7-Day Repo Rate.

During 2022, the Board of Commissioners reports that the Board of Directors and the related staff have implemented a number of strategies in accordance with the achievement of targets set, in the RKAP and RJPP, in line with the implementation of business transformation of all 8 streams of financial restructuring programs.



Mengacu pada data yang dirilis BPS, industri konstruksi Indonesia untuk tahun 2022 diketahui mengalami pertumbuhan yang lebih rendah dibanding pada tahun 2021. Hal tersebut antara lain terlihat melalui pertumbuhan kontribusi terhadap PDB, dengan persentase 2,01% atau lebih rendah dibanding pada tahun 2021 yang sebesar 2,81%. Di samping itu, situasi industri yang ketat juga terlihat dari jumlah perusahaan konstruksi yang menurun 3,13%, dari sejumlah 203.403 menjadi 197.030 pada tahun 2022. Faktor-faktor yang memberi pengaruh terhadap situasi tersebut mencakup belum beroperasinya sejumlah proyek secara optimal hingga dampak situasi ekonomi dunia setelah konflik Rusia dan Ukraina.

Referring to BPS data, Indonesia's construction industry for 2022 experienced lower growth than 2021. This can be seen, among others, through the growth in contribution to GDP, with a percentage of 2.01% or lower than in 2021 of 2.81%. In addition, the tight industrial situation can also be seen through the number of construction companies which decreased by 3.13%, from 203,403 to 197,030 in 2022. Factors influencing this situation include the non-optimum operation of a number of projects and the impact of the world economic after the Russo-Ukrainian conflict.

Meski demikian, ditengah situasi industri tersebut, Pemerintah Indonesia secara konsisten menyalurkan dukungan bagi kelanjutan sejumlah proyek infrastruktur di Indonesia. Hal tersebut antara lain tercermin melalui alokasi anggaran infrastruktur yang tetap besar, yaitu mencapai Rp373,1 triliun, dengan realisasi Penyertaan Modal Negara (PMN) mencapai Rp38.479 miliar. Selain itu, selama tahun 2022, Pemerintah Indonesia juga telah merealisasikan pembiayaan proyek infrastruktur melalui Surat Berharga Syariah Negara (SBSB) pada 12 (dua belas) K/L dengan nilai pembiayaan Rp2954 triliun pada sejumlah 880 proyek infrastruktur, mencakup jalan dan jembatan, infrastruktur SDM, hingga transportasi.

However, amidst the industrial situation, the Government of Indonesia has consistently provided support for the continuation of a number of infrastructure projects in Indonesia. This is reflected, among others, through the allocation of the infrastructure budget which remains large, at Rp373.1 trillion, with the realization of State Equity Participation (PMN) of Rp38,479 billion. In addition, during 2022, the Government of Indonesia has also realized infrastructure project financing through Sharia Government Securities (SBSB) for 12 (twelve) Ministries/Institutions with a financing value of Rp2954 trillion in a total of 880 infrastructure projects, including roads and bridges, HC infrastructure, and transportation.

PENILAIAN ATAS KINERJA BOARD OF DIRECTORS

Board of Directors Performance Assessment

Selama tahun 2022, *Board of Commissioners* melaporkan, *Board of Directors* beserta jajaran terkait telah melaksanakan implementasi sejumlah strategi sesuai pencapaian target yang telah ditetapkan, baik di dalam RKAP maupun RJPP, seiring penerapan transformasi bisnis dalam keseluruhan program 8 *stream* penyehatan keuangan. *Board of Commissioners* menilai, *Board of Directors* telah melaksanakan upaya-upaya strategis yang diperlukan untuk memperkuat kinerja Waskita, sebagai upaya jangka panjang dalam menjaga pertumbuhan usaha serta kontribusi berkelanjutan bagi segenap pemangku kepentingan.

During 2022, the Board of Commissioners reports that the Board of Directors and the related staff have implemented a number of strategies in accordance with the achievement of targets set, in the RKAP and RJPP, in line with the implementation of business transformation of all 8 streams of financial restructuring programs. The Board of Commissioners regards that the Board of Directors has carried out the necessary strategic efforts to strengthen Waskita's performance, as a long-term effort to maintain business growth and provide sustainable contributions for all stakeholders.

Board of Commissioners menilai, *Board of Directors* telah melaksanakan pengelolaan Waskita secara optimal untuk tahun 2022. Secara mendasar, *Board of Directors* telah melaksanakan seluruh tugas dan tanggung jawab sesuai Anggaran Dasar Perseroan, *Board Manual*, serta peraturan perundang-undangan yang berlaku. Kinerja *Board of Directors* yang optimal untuk tahun 2022 antara lain dapat disimpulkan melalui pemenuhan sejumlah target yang termuat di dalam RKAP tahun 2022, yang memperlihatkan hasil yang positif. Lebih dari itu, *Board of Commissioners* menilai, *Board of Directors* telah berhasil memenuhi sejumlah sasaran yang ada di dalam *Key Performance Indicators* (KPI), sesuai Peraturan Menteri BUMN No. PER-11/MBU/11/2020.

The Board of Commissioners considers that the Board of Directors has carried out optimal management of Waskita in 2022. Fundamentally, the Board of Directors has carried out all duties and responsibilities in accordance with the Company's Articles of Association, Board Manual, and applicable laws and regulations. The optimal performance of the Board of Directors for 2022, among others, is reflected through the fulfillment of a number of targets contained in the 2022 RKAP, which showed positive results. Furthermore, the Board of Commissioners considers that the Board of Directors has managed to meet the targets in the Key Performance Indicators (KPI), according to the Minister of SOEs Regulation No. PER-11/MBU/11/2020.



Secara umum, penilaian *Board of Commissioners* terhadap kinerja *Board of Directors* didasarkan pada capaian kinerja Waskita, baik berupa kinerja operasional maupun keuangan. Pada kinerja operasional, *Board of Commissioners* menilai, Waskita telah mencatatkan kinerja positif yang terlihat dari pemerolehan lelang sejumlah 38 dari keseluruhan 204 lelang yang diikuti, dengan nilai keseluruhan proyek yang diperoleh mencapai Rp15,51 triliun. Atas capaian tersebut, *Board of Commissioners* menilai, *Board of Directors* mampu mempertahankan posisi Waskita di tengah industri dengan persentase tingkat daya saing sebesar 31,22%. Kemudian, pada kinerja keuangan, Waskita mampu memperoleh pendapatan usaha sejumlah Rp15,30 triliun atau meningkat 25,19% dibanding tahun 2021 yang sejumlah Rp12,22 triliun, seiring realisasi beban pokok pendapatan sebesar Rp13,85 triliun atau mampu dikendalikan dengan persentase 93,52% dibanding target RKAP 2022.

Atas realisasi pendapatan usaha dan beban pokok pendapatan untuk tahun 2022, *Board of Commissioners* menilai, *Board of Directors* mampu menjaga profitabilitas Waskita melalui pemerolehan laba kotor sejumlah Rp1,86 triliun, atau menurun 23,66% dibanding tahun 2021 serta membukukan laba (rugi) tahun berjalan sejumlah Rp(1,67) triliun, menurun 9,03% dibanding perolehan di tahun 2021.

Board of Commissioners menyampaikan apresiasi kepada *Board of Directors* beserta jajaran terkait atas capaian operasional Waskita hingga tahun 2022, yang dibuktikan melalui pemerolehan penghargaan dan sertifikasi. Penghargaan dan sertifikasi yang diperoleh Waskita di tahun 2022 antara lain Anugerah BUMN 2022 dengan kategori Pengembangan Talenta Unggul, Bintang Empat TJSL & CSR Award 2022, Kategori Pilar Ekonomi & Pilar Lingkungan, sertifikasi ISO 45001:2018 Sistem Manajemen Kesehatan dan Keselamatan (K3), hingga *Letter of Conformance* ISO 31000:2018.

In general, the Board of Commissioners' assessment on the performance of the Board of Directors is based on Waskita's performance achievements, both in the form of operational and financial performance. In terms of operational performance, the Board of Commissioners considers that Waskita has recorded positive performance as seen from the acquisition of 38 tenders out of a total of 204 tenders that were attended, with a total project value of Rp15.51 trillion. For this achievement, the Board of Commissioners considers that the Board of Directors has been able to maintain Waskita's position in the industry with a percentage level of competitiveness of 31.22%. Then, in terms of financial performance, Waskita posted revenues of Rp15.30 trillion, an increase of 25.19% compared to 2021 at Rp12.22 trillion, along with the realization of cost of revenue at Rp13.85 trillion or controlled with a percentage of 93.52% compared to the 2022 RKAP target.

Regarding the realization of revenues and cost of revenues in 2022, the Board of Commissioners considers that the Board of Directors was able to maintain Waskita's profitability by generating a gross profit of Rp1.86 trillion, or a decrease of 23.66% compared to 2021 and posted a profit (loss) for the year at Rp(1.67) trillion, a decrease of 9.03% compared to the acquisition in 2021.

The Board of Commissioners expresses its appreciation to the Board of Directors and related staff for Waskita's operational achievements as of 2022, as evidenced by awards and certifications received in the year. Awards and certifications obtained by Waskita in 2022 include the 2022 SOE Award in the category of Superior Talent Development, the 2022 TJSL & CSR Four Star Award, the Economic Pillar & Environmental Pillar Category, ISO 45001:2018 Certification for Health and Safety Management System (OHS), to Letter of Conformance ISO 31000:2018.

Untuk tahun-tahun mendatang, *Board of Commissioners* memahami, bahwa situasi ekonomi dan industri masih menghadirkan tantangan dengan sejumlah risiko yang dapat memberikan dampak tertentu bagi kinerja Waskita. Atas hal tersebut, *Board of Commissioners* berkomitmen untuk melaksanakan sejumlah langkah yang diperlukan dalam rangka memperkuat fungsi pengawasan dan pemberian nasihat, seiring upaya peningkatan efektivitas hubungan kerja bersama *Board of Directors*. *Board of Commissioners* akan terus mendorong penguatan manajemen risiko Waskita untuk menghadapi dinamika usaha, di samping guna mendukung pencapaian sasaran kinerja melalui implementasi transformasi bisnis perusahaan.

Pengawasan terhadap Perumusan dan Implementasi Strategi

Pada tahun 2022, *Board of Commissioners* dengan didukung keberadaan *Committees*, telah melaksanakan pengawasan terhadap perumusan hingga implementasi strategi oleh *Board of Directors* beserta jajaran terkait. Pengawasan tersebut telah mencakup strategi-strategi jangka pendek dan jangka panjang, yang termuat di dalam RKAP dan RJPP Waskita. Hal tersebut merupakan bagian dari pelaksanaan fungsi pengawasan terhadap pengelolaan Waskita oleh *Board of Directors*, yang di tahun 2022 telah terlaksana secara efektif sesuai ketentuan yang berlaku.

Secara mendasar, pengawasan terhadap perumusan dan implementasi strategi Waskita telah terlaksana melalui hubungan kerja antara *Board of Commissioners* dan *Board of Directors*, antara lain dilaksanakan melalui penyelenggaraan rapat gabungan dan rapat *Board of Commissioners* yang mengundang anggota *Board of Directors*.

PENGAWASAN TERHADAP IMPLEMENTASI STRATEGI

Supervision of Strategy Implementation

Board of Commissioners merupakan organ yang bertugas dan bertanggung jawab dalam melaksanakan fungsi pengawasan serta pemberian nasihat terhadap pengelolaan Waskita. Dalam pelaksanaan tugas dan tanggung jawab, fungsi pengawasan *Board of Commissioners* mencakup proses penelaahan dan pemberian persetujuan terhadap rencana strategi dan kebijakan strategis yang termuat, baik di dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) maupun Rencana Jangka Panjang Perusahaan (RJPP). Secara periodik, *Board of Commissioners* menyampaikan hasil pengawasan dan pemberian nasihat kepada RUPS, mencakup apabila terjadi penurunan kinerja yang signifikan dari Waskita.

For the coming years, the Board of Commissioners is aware of the challenges and risks in the economic and industrial situation that may impact Waskita's performance. On this matter, the Board of Commissioners is committed to implementing the necessary measure in strengthening the supervisory and advisory function, in line with efforts to increase the effectiveness of the work relationship with the Board of Directors. The Board of Commissioners will continue to encourage the strengthening of Waskita's risk management to face the business dynamics, in addition to supporting the achievement of performance targets through the implementation of the Company's business transformation.

Supervision of Strategy Preparation and Implementation

In 2022, the Board of Commissioners, supported by the Committees, supervised the preparation and implementation of strategies by the Board of Directors and the related staff. This supervision includes short-term and long-term strategies contained in Waskita's RKAP and RJPP. This is part of the implementation of the supervisory function of the management of Waskita by the Board of Directors, which in 2022 has been carried out effectively in accordance with applicable regulations.

Fundamentally, supervision of the preparation and implementation of Waskita's strategy has been carried out through a working relationship between the Board of Commissioners and the Board of Directors, which among others is carried out through holding joint meetings and Board of Commissioners meetings by inviting members of the Board of Directors.

The Board of Commissioners is the organ in charge and responsible for carrying out the functions of supervising and providing advice on the management of Waskita. In carrying out its duties and responsibilities, the supervisory function of the Board of Commissioners includes the process of reviewing and granting approval of the strategic plans and strategic policies contained in the Company's Work Plan and Budget (RKAP) and the Company's Long-Term Plan (RJPP). Periodically, the Board of Commissioners conveys the results of supervision and advice provision to the GMS, including when there is a significant decline in Waskita's performance.



Atas seluruh tugas dan tanggung jawab yang diemban, *Board of Commissioners* melaporkan, *Board of Commissioners* dengan didukung jajaran terkait telah melaksanakan fungsi pengawasan dan pemberian nasihat terhadap pengelolaan Waskita untuk tahun 2022. *Board of Commissioners* telah secara proaktif melaksanakan proses pengawasan terhadap penyusunan strategi dan kebijakan strategis oleh *Board of Directors*, baik yang termuat di dalam RKAP maupun RJPP Waskita. Di samping itu, *Board of Commissioners* bersama *Commitees* juga telah melaksanakan pengawasan terhadap implementasi strategi dan kebijakan strategis yang dilaksanakan selama tahun 2022.

Board of Commissioners menilai, *Board of Directors* beserta seluruh jajaran terkait telah menyusun dan mengimplementasikan strategi dan kebijakan strategis Waskita secara menyeluruh, sesuai rencana kerja dan anggaran yang telah ditetapkan. Lebih dari itu, *Board of Commissioners* menilai, strategi dan kebijakan strategis yang disusun dan diimplementasikan telah mampu merespons tantangan dan peluang yang ada, serta bersifat adaptif terhadap perkembangan situasi eksternal Waskita. *Board of Commissioners* menilai, implementasi strategi dan kebijakan strategis telah dijalankan dengan mempertimbangkan rekomendasi dan nasihat yang diberikan, berdasarkan pelaksanaan hubungan kerja antara *Board of Commissioners* dan *Board of Directors*.

Untuk tahun 2022, *Board of Commissioners* secara khusus memberikan fokus pengawasan pada sejumlah aspek kinerja Waskita. Sejumlah aspek yang menjadi fokus pengawasan *Board of Commissioners* di tahun 2022 adalah sebagai berikut:

1. Percepatan proses restrukturisasi keuangan dengan memperhatikan arahan dari Kementerian BUMN.
2. Kinerja PT Waskita Karya (Persero) Tbk yang secara umum telah menunjukkan perbaikan yang signifikan.
3. Perkembangan 8 *streams* penyehatan keuangan PT Waskita Karya (Persero) Tbk.
4. Penggunaan dana PMN dan *right issue*.
5. Pencapaian kinerja Perseroan di tahun 2022.

For all the duties and responsibilities carried out, the Board of Commissioners reports that the Board of Commissioners with the support of related staff, has carried out the supervisory and advisory functions for the management of Waskita in 2022. The Board of Commissioners has proactively supervised the preparation of strategies and strategic policies by the Board of Directors contained in Waskita's RKAP and RJPP. In addition, the Board of Commissioners and the Committees have also supervised the strategies and strategic policies implemented in 2022.

The Board of Commissioners considers that the Board of Directors and all related staff have developed and implemented Waskita's strategy and strategic policies comprehensively, according to the work plan and budget that have been determined. In addition, the Board of Commissioners regards that the strategies and strategic policies prepared and implemented were able to respond to the existing challenges and opportunities and are adaptive to the development of Waskita's external conditions. The Board of Commissioners considers that the implementation of strategic strategies and policies has been carried out by taking into account the recommendations and advice given, based on the implementation of the working relationship between the Board of Commissioners and the Board of Directors.

In 2022, the Board of Commissioners specifically focused on supervision on a number of aspects of Waskita's performance, as follows:

1. Accelerating the financial restructuring process by taking into account the directives from the Ministry of SOEs.
2. The performance of PT Waskita Karya (Persero) Tbk, which in general has shown significant improvement.
3. Development of 8 streams of financial recovery of PT Waskita Karya (Persero) Tbk.
4. Use of PMN funds and rights issue.
5. Achievement of the Company's performance in 2022.

MEKANISME DAN FREKUENSI PEMBERIAN NASIHAT KEPADA DIREKSI

Mechanism and Frequency of Advice-Giving to the Board of Directors

Selama tahun 2022, *Board of Commissioners* melaporkan, fungsi pemberian nasihat terhadap pengelolaan Waskita telah dilaksanakan melalui hubungan kerja yang efektif bersama *Board of Directors* beserta jajaran terkait. Hubungan kerja tersebut telah dilaksanakan melalui komunikasi sehari-hari serta melalui penyelenggaraan rapat gabungan *Board of Commissioners* dan *Board of Directors* secara periodik. Lebih dari itu, *Board of Commissioners* juga telah menyelenggarakan rapat kerja yang mengundang anggota *Board of Directors* tertentu, untuk secara bersama melakukan pembahasan terkait persoalan spesifik yang dihadapi Waskita.

Board of Commissioners melaporkan, fungsi pemberian nasihat yang telah dilakukan selama tahun 2022 secara mendasar didasarkan pada hasil kerja pengawasan terhadap implementasi strategi Waskita, hingga perkembangan dinamika internal dan eksternal Waskita. Sampai dengan 31 Desember 2022, *Board of Commissioners* memastikan, fungsi pemberian nasihat kepada *Board of Directors* telah mencakup 2 (dua) tingkatan yaitu pelaksanaan pemberian nasihat (*Performance Level*) serta *monitoring* terhadap tindak lanjut atas nasihat yang telah disampaikan (*Conformance Level*).

Sebagai mekanisme penyampaian nasihat, *Board of Commissioners* menyelenggarakan rapat gabungan bersama *Board of Directors* yang telah terselenggara 15 (lima belas) kali, atau memenuhi sasaran kinerja untuk tahun 2022. Selain itu, *Board of Commissioners* telah menyelenggarakan rapat kerja yang mengundang anggota *Board of Directors* yang untuk tahun 2022 terselenggara 31 (tiga puluh satu) kali.

Lebih dari itu, pada tahun 2022, *Board of Commissioners* juga melaksanakan kunjungan kerja ke lokasi proyek sejumlah 11 (sebelas) kali. Perincian mengenai hal tersebut disajikan di dalam bab Tata Kelola Perusahaan, subbagian *Board of Commissioners*.

During 2022, the Board of Commissioners reports that the function of providing advice on the management of Waskita has been carried out through an effective working relationship with the Board of Directors and related staff. This working relationship has been carried out through daily communication and through holding joint meetings of the Board of Commissioners and the Board of Directors regularly. Furthermore, the Board of Commissioners has also held working meetings that invite certain members of the Board of Directors to jointly hold discussions regarding specific issues faced by Waskita.

The Board of Commissioners reports that the function of providing advice carried out during 2022 was based on the results of monitoring the implementation of Waskita's strategy and the development of Waskita's internal and external dynamics. As of December 31, 2022, the Board of Commissioners ensures that the function of providing advice to the Board of Directors includes 2 (two) levels, namely the implementation of advice-giving (*Performance Level*) and monitoring the follow-up on advice given (*Conformance Level*).

For the advice-giving mechanism, the Board of Commissioners held joint meetings with the Board of Directors which have been held 15 (fifteen) times in accordance with the performance targets for 2022. In addition, the Board of Commissioners has held working meetings inviting members of the Board of Directors which in 2022 was held 31 (thirty one) times.

Moreover, in 2022, the Board of Commissioners also carried out 11 (eleven) work visits to project locations. Details on this matter are presented in the Good Corporate Governance chapter, Board of Commissioners subsection.



PANDANGAN ATAS PROSPEK USAHA YANG DISUSUN BOARD OF DIRECTORS

Views on Business Outlook Prepared by the Board of Directors

Selama tahun 2022, pelaksanaan fungsi pengawasan dan pemberian nasihat yang dilaksanakan *Board of Commissioners* juga telah mencakup penelaahan terhadap prospek usaha yang disusun oleh *Board of Directors*, yang tercermin melalui penetapan sejumlah target di dalam RKAP 2023. Penelaahan terhadap prospek usaha tersebut merupakan dasar bagi *Board of Commissioners* dalam melakukan penilaian terhadap kecukupan sumber daya perusahaan dan kesiapan internal dalam menghadapi proyeksi situasi ekonomi di tahun 2023.

Atas penelaahan yang dilakukan, *Board of Commissioners* memandang, prospek usaha yang disusun *Board of Directors* telah mempertimbangkan indikator ekonomi serta asumsi atas sejumlah faktor yang memiliki kemungkinan untuk berpengaruh terhadap sektor industri Waskita. Pembahasan mengenai sejumlah indikator dan asumsi yang digunakan dalam penyusunan prospek usaha oleh *Board of Directors* adalah sebagai berikut.

Secara umum, perekonomian dunia untuk tahun 2023 diperkirakan akan berada pada situasi yang cukup ketat. Mengacu pada data yang dirilis Bank Dunia pada Januari 2023, ekonomi dunia diproyeksi tumbuh sebesar 1,7%, lebih rendah dibanding estimasi pertumbuhan di tahun 2022 yang sebesar 2,9%. Kelompok negara ekonomi maju diproyeksi akan tumbuh 0,5%, lebih rendah dibanding estimasi pertumbuhan tahun 2022 yang 2,5%, sedangkan kelompok negara ekonomi berkembang diproyeksi tumbuh 3,4% atau sama dengan estimasi pertumbuhan di tahun 2022 yang sebesar 3,4%. Situasi serupa juga terlihat pada proyeksi pertumbuhan volume perdagangan dunia, yang lebih rendah 2,4%, serta indeks harga komoditas energi yang lebih rendah 21,2 poin dari estimasi untuk tahun 2022.

Di tengah proyeksi pelemahan pertumbuhan ekonomi dunia, ekonomi Indonesia diperkirakan tetap akan mampu tumbuh secara kuat di tahun 2023. Hal tersebut antara lain terlihat melalui laporan Bank Dunia dengan pertumbuhan ekonomi Indonesia diproyeksikan mampu terealisasi sebesar 4,8%, atau di atas proyeksi pertumbuhan kumulatif negara-negara ekonomi berkembang yang sebesar 3,4%. Bank Indonesia melalui informasi yang dirilis pada Februari 2023 juga memperkirakan ekonomi Indonesia mampu tumbuh secara kuat, pada kisaran 4,5-5,3%.

During 2022, the implementation of the supervisory and advisory functions by the Board of Commissioners also covered a review of the business outlook prepared by the Board of Directors, which is reflected in the setting of a number of targets in the 2023 RKAP. The review of the business outlook serves as the basis for the Board of Commissioners in evaluating the adequacy of Company resources and internal readiness in facing the projected economic situation for 2023.

Based on the review, the Board of Commissioners views that the business outlook prepared by the Board of Directors have taken into account economic indicators and assumptions for a number of factors that may impact Waskita's industry. Discussion of a number of indicators and assumptions used in preparing business outlook by the Board of Directors is as follows.

In general, the world economy for 2023 is estimated to be in a fairly tight situation. Referring to data released by the World Bank in January 2023, the world economy is projected to grow by 1.7%, lower than the estimated 2022 growth of 2.9%. The developed economies are projected to grow 0.5%, lower than the estimated growth in 2022 of 2.5%, while emerging economies are projected to grow 3.4% or similar to the estimated growth in 2022 of 3.4%. A similar situation can also be seen in the projected growth in world trade volume which is 2.4% lower, as well as the energy commodity price index which is 21.2 points lower than the estimate for 2022.

In the midst of projected slowdown in world economic growth, Indonesia's economy is expected to continue to grow strongly in 2023. This can be seen, among others, in the World Bank report stating Indonesia's economic growth is projected at 4.8%, or above the country's projected cumulative growth of emerging economies which amounted to 3.4%. Bank Indonesia in February 2023 also estimated that the Indonesian economy will be able to grow strongly, in the range of 4.5-5.3%.

Sejumlah hal yang diperkirakan memberi pengaruh terhadap tingkat pertumbuhan ekonomi Indonesia antara lain peningkatan permintaan domestik, meliputi konsumsi rumah tangga, berlanjutnya penyelesaian Proyek Strategis Nasional (PSN), serta meningkatnya Penanaman Modal Asing (PMA) seiring peningkatan mobilitas masyarakat setelah penghapusan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM).

Industri konstruksi di Indonesia untuk tahun 2023 diperkirakan mampu tetap berada pada situasi yang kondusif, seiring kelanjutan dukungan Pemerintah Indonesia terhadap pembangunan infrastruktur. Mengacu pada Informasi APBN 2023 yang dirilis Kementerian Keuangan, pembangunan infrastruktur masih menjadi salah satu fokus strategi Pemerintah Indonesia dalam meningkatkan produktivitas dan menguatkan reformasi struktural di tahun 2023. Atas hal tersebut, ABPN 2023 di antaranya diarahkan untuk menghadirkan dukungan fiskal, yang terlihat melalui kebijakan belanja Pemerintah Pusat serta Kementerian/Lembaga di tahun 2023.

Dengan mempertimbangkan uraian di atas, *Board of Commissioners* menilai, Waskita memiliki prospek usaha yang baik untuk tahun 2023. Terdapat peluang bagi Waskita untuk dapat berkontribusi secara optimal seiring dukungan yang kuat dari Pemerintah dan proyeksi situasi ekonomi Indonesia di tahun 2023 yang kondusif. *Board of Commissioners* memastikan bahwa *Board of Directors* beserta jajaran terkait telah mempersiapkan sumber daya dan kesiapan Waskita untuk mendukung pembangunan infrastruktur dalam keseluruhan upaya jangka panjang Pemerintah dalam mengurangi tingkat disparitas ekonomi di sejumlah wilayah Indonesia.

Terkait hal tersebut, *Board of Commissioners* telah menyampaikan saran dan rekomendasi terkait strategi dan kebijakan strategis yang akan dilaksanakan *Board of Directors* untuk tahun 2023, antara lain:

1. Peningkatan efisiensi biaya dan efektivitas pengelolaan kas agar arus kas operasi terus mengalami perbaikan.
2. Percepatan penagihan piutang proyek, melakukan inovasi-inovasi marketing untuk meningkatkan NKM, serta memprioritaskan proyek jangka pendek.
3. *Board of Commissioners* meminta *Board of Directors* untuk berfokus pada proyek yang mengalami cost dan/atau time overrun dan melakukan langkah mitigasi yang diperlukan.

Indonesia's economic growth rate was based on a number assumptions, namely the increase in domestic demand, such as household consumption, continued completion of the National Strategic Project (PSN), and increase in Foreign Investment (PMA) in line with the increase in people's mobility after the abolition of Public Mobility Restriction (PPKM).

The construction industry in Indonesia for 2023 is expected to remain conducive in line with the continued support from the Government of Indonesia for infrastructure development. Referring to the 2023 State Budget by the Ministry of Finance, infrastructure development is still one of the focuses of the Government of Indonesia's strategy in increasing productivity and strengthening structural reforms in 2023. Therefore, the 2023 State Budget is directed, among others, to provide fiscal support, which can be seen through spending policies Central Government and Ministries/Agencies in 2023.

For such projections, the Board of Commissioners considers that Waskita has good business prospects for 2023. Waskita has the opportunity to be able to contribute optimally along with strong support from the Government and the projection of a conducive Indonesian economy in 2023. The Board of Commissioners ensures that the Board of Directors and related staff have prepared Waskita's resources and readiness to support infrastructure development in the overall long-term efforts of the Government in reducing the level of economic disparity in a number of regions of Indonesia.

In this regard, the Board of Commissioners has submitted suggestions and recommendations regarding the strategies and strategic policies to be implemented by the Board of Directors for 2023, including:

1. Increasing cost efficiency and effectiveness of cash management so that operating cash flow continues to improve.
2. Accelerating the collection of project receivables, implementing marketing innovations to increase NKM, and prioritizing short-term projects.
3. The Board of Commissioners requests the Board of Directors to focus on projects that experience cost and/or time overruns and take the necessary mitigation steps.



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| <p>4. Mendukung <i>Board of Directors</i> untuk meningkatkan fokus pada kompetensi <i>human capital</i> dan penguatan budaya kerja serta mengembangkan digitalisasi proses bisnis terpadu.</p> <p>5. Penguatan mitigasi risiko terhadap langkah-langkah penyehatan keuangan perusahaan.</p> <p>6. Penekanan kepada <i>Board of Directors</i> untuk memonitor dan memastikan kesesuaian penggunaan dana PMN dan Penjaminan Pemerintah, sesuai ketentuan yang berlaku.</p> | <p>4. Supporting the Board of Directors to increase their focus on human capital competencies and strengthen work culture and develop digitization of integrated business processes.</p> <p>5. Strengthening risk mitigation measures for the Company's financial soundness.</p> <p>6. Emphasis on the Board of Directors to monitor and ensure the suitability of the use of PMN and Government Guarantee funds, in accordance with applicable regulations.</p> |
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PANDANGAN ATAS PENERAPAN GOOD CORPORATE GOVERNANCE

Views on the Implementation of Good Corporate Governance

Sampai dengan 31 Desember 2022, *Board of Commissioners* telah melaksanakan fungsi pengawasan dan pemberian nasihat terhadap pengelolaan Waskita, mencakup pengawasan terhadap penerapan GCG oleh *Board of Directors* beserta jajaran terkait. Sebagai bagian yang tidak terpisahkan dari penerapan GCG, *Board of Commissioners* telah melaksanakan pengawasan terhadap pemenuhan kepatuhan Waskita terhadap peraturan perundang-undangan yang berlaku. Pengawasan dan pemberian nasihat tersebut terlaksana dengan didukung oleh *Committees* serta melalui hubungan kerja bersama *Board of Directors*, yang selama tahun 2022 telah dilaksanakan secara efektif.

Atas pelaksanaan fungsi pengawasan yang telah dilakukan, *Board of Commissioners* memandang, *Board of Directors* beserta seluruh jajaran terkait telah melaksanakan pengelolaan Waskita melalui penerapan prinsip-prinsip GCG yang efektif dan menyeluruh, sesuai peraturan perundang-undangan dan standar penerapan yang berlaku. Seiring hal tersebut, *Board of Commissioners* memandang, *Board of Directors* telah secara sungguh-sungguh melaksanakan pengembangan organisasi Waskita, sesuai sasaran kinerja di dalam transformasi bisnis yang tengah berlangsung.

Lebih lanjut, *Board of Commissioners* memandang, *Board of Directors* beserta seluruh jajaran terkait telah menerapkan pengelolaan Waskita dengan struktur tata kelola serta kelengkapan *soft-structure* GCG yang memadai, sesuai perkembangan kebutuhan organisasi dan dinamika usaha. Melalui hubungan kerja di antara kedua organ, *Board of Commissioners* memastikan bahwa *Board of Directors* telah menerapkan evaluasi terhadap kecukupan perangkat hingga pelaksanaan tata kelola Waskita untuk tahun 2022, yang hasilnya menjadi dasar pertimbangan bagi upaya pengembangan GCG di tahun selanjutnya.

As of December 31, 2022, the Board of Commissioners has carried out the supervisory and advisory functions for the management of Waskita, including supervision of the implementation of GCG by the Board of Directors and the related staff. As an integral part of the implementation of GCG, the Board of Commissioners has carried out supervision of the fulfillment of Waskita's compliance with the applicable laws and regulations. The supervision and advice-giving are carried out with the support of the Committees and through a working relationship with the Board of Directors, which has been carried out effectively in 2022.

For the implementation of the supervisory function that has been carried out, the Board of Commissioners views that the Board of Directors and all related staff have carried out the management of Waskita through effective and comprehensive implementation of GCG principles, in accordance with applicable laws and regulations and implementing standards. In line with this, the Board of Commissioners views that the Board of Directors to be committed to carrying out the development of Waskita's organization, according to performance targets in the ongoing business transformation.

Furthermore, the Board of Commissioners views that the Board of Directors and all related staff have implemented Waskita's management with an adequate governance structure and complete GCG soft-structure, according to developments in organizational needs and business dynamics. Through the working relationship between the two organs, the Board of Commissioners ensures that the Board of Directors has implemented an evaluation of the adequacy of the instruments up to the implementation of Waskita's governance for 2022, the results of which serve as basis for consideration for efforts of GCG development in the following year.

Secara mendasar, *Board of Commissioners* memandang, *Board of Directors* telah mampu menjaga kualitas penerapan GCG. Hal tersebut terlihat melalui hasil *assessment* GCG untuk tahun 2022 oleh BPKP, dengan perolehan skor sebesar 86,810 dengan predikat “Sangat Baik”.

PANDANGAN TERHADAP PENERAPAN MANAJEMEN RISIKO
Pandangan dan Peran Dewan Komisaris dalam Pengelolaan Whistleblowing System (WBS)

Board of Commissioners dengan didukung *Audit Committee* telah melaksanakan pengawasan terhadap penerapan *Whistleblowing System*, mencakup pengawasan terhadap laporan-laporan yang masuk serta proses tindak lanjut yang dilaksanakan. Atas proses pengawasan tersebut, *Board of Commissioners* memandang, penerapan *Whistleblowing System* Waskita untuk tahun 2022 telah dilaksanakan secara efektif, mencakup keseluruhan proses. Lebih dari itu, *Board of Commissioners* memandang, pihak-pihak pengelola *Whistleblowing System* telah melakukan sosialisasi secara memadai, sehingga informasi mengenai saluran dan mekanisme pelaporan dapat menjangkau seluruh insan Waskita.

Board of Commissioners memandang, *Whistleblowing Sytem* yang dimiliki dan diterapkan di dalam lingkup Waskita selama tahun 2022 telah dilengkapi oleh kecukupan perangkat organ dan perangkat aturan yang memadai, sesuai perkembangan dinamika internal dan eksternal. Di samping itu, *Board of Commissioners* memandang, pihak pengelola *Whistleblowing System* Waskita telah menyediakan saluran yang dapat diakses secara mudah melalui sejumlah platform, baik pada media daring maupun luring, oleh pelapor. Secara khusus, *Board of Commissioners* mengapresiasi keberadaan situs web <https://wbs.waskita.co.id/> yang hingga tahun 2022 telah dikembangkan dan dikelola secara baik.

Secara mendasar, kualitas pengelolaan *Whistleblowing System* dapat dinilai melalui jumlah laporan yang masuk dan ditindaklanjuti. Untuk tahun 2022, *Whistleblowing System* Waskita telah menerima sejumlah 10 (sepuluh) laporan. Keseluruhan laporan tersebut telah mendapat penanganan dan ditindaklanjuti, sesuai prosedur yang berlaku.

Fundamentally, the Board of Commissioners views that the Board of Directors was able to maintain the quality of GCG implementation. This can be seen through the results of the GCG assessment for 2022 by BPKP, with a score of 86,810 with the title “Excellent”.

VIEWS ON THE IMPLEMENTATION OF RISK MANAGEMENT
Views and Role of the Board of Commissioners in the Whistleblowing System (WBS) Management

The Board of Commissioners, supported by the Audit Committee has supervised the implementation of the Whistleblowing System, including monitoring the incoming reports and the follow-up processes carried out. In this regard, the Board of Commissioners views that the implementation of the Waskita Whistleblowing System for 2022 has been carried out effectively, covering the entire process. In addition, the Board of Commissioners views that the party in charge of the Whistleblowing System have carried out adequate dissemination of information regarding reporting channels and mechanisms to reach all Waskita personnel.

Board of Commissioners regards that the Whistleblowing System owned and implemented within at Waskita during 2022 has been equipped with adequate organs and regulations, according to developments in internal and external dynamics. In addition, the Board of Commissioners views that the party in charge of Waskita’s Whistleblowing System has provided channels that can be accessed easily through a number of platforms, both online and offline media, by whistleblowers. In particular, the Board of Commissioners appreciates the existence of the website <https://wbs.waskita.co.id/> which until 2022 has been well developed and managed.

Fundamentally, the quality of the Whistleblowing System management can be assessed through the number of reports received and followed up. In 2022, Waskita’s Whistleblowing System has received 10 (ten) reports. All reports have been handled and followed up according to the applicable procedures.



PENILAIAN KINERJA KOMITE-KOMITE DI BAWAH BOARD OF COMMISSIONERS

Performance Assessment of Committees under the Board of Commissioners

Untuk tahun 2022, *Board of Commissioners* menilai, seluruh *Committee* telah melaksanakan tugas dan tanggung jawab masing-masing secara baik. Dengan pelaksanaan tugas dan tanggung jawab tersebut, *Board of Commissioners* menilai, masing-masing *Committee* telah memberikan dukungan yang diperlukan terhadap penerapan fungsi pengawasan dan pemberian nasihat oleh *Board of Commissioners*. Penjabaran penilaian kinerja masing-masing *Committee* untuk tahun 2022 adalah sebagai berikut.

Board of Commissioners menilai, *Audit Committee* telah melaksanakan tugas dan tanggung jawabnya secara efektif dan menyeluruh, mencakup dukungan pengawasan terhadap proses pelaporan keuangan, sistem pengendalian internal, implementasi tata kelola, hingga pengawasan terhadap kepatuhan Waskita terhadap peraturan perundang-undangan yang berlaku. Hal tersebut antara lain dapat diukur melalui penyelenggaraan rapat serta penyampaian laporan *Audit Committee*, yang telah terlaksana secara baik. Lebih dari itu, *Board of Commissioners* menilai, *Audit Committee* telah melaksanakan hubungan kerja yang efektif bersama *Internal Audit* hingga auditor eksternal selama tahun 2022.

Board of Commissioners menilai, *Risk Management Committee* telah melaksanakan tugas dan tanggung jawabnya secara menyeluruh untuk tahun 2022. Hal tersebut antara lain terlihat melalui penyusunan dan penyampaian rencana kegiatan tahunan yang masing-masing telah disetujui oleh *Board of Commissioners*. *Risk Management Committee* juga telah melaksanakan pemantauan terhadap manajemen risiko Waskita, melaporkan hasilnya, serta menyampaikan rekomendasi perbaikan kepada *Board of Commissioners*. Lebih dari itu, *Board of Commissioners* menilai, *Risk Management Committee* telah melaksanakan hubungan kerja yang efektif bersama *Risk Manajemen & PMO Division*, serta melaksanakan keseluruhan wewenang secara independen dan objektif.

For 2022, the Board of Commissioners considers that all Committees have properly carried out their respective duties and responsibilities. By carrying out these duties and responsibilities, the Board of Commissioners considers that each Committee has provided the necessary support for the implementation of the supervisory and advisory functions by the Board of Commissioners. The description of the performance assessment of each Committee for 2022 is as follows.

The Board of Commissioners assesses that the Audit Committee has carried out its duties and responsibilities effectively and thoroughly, covering supervision of the financial reporting, internal control system, implementation of governance, and supervision of Waskita's compliance with the applicable laws and regulations. This can be measured, among others, through the holding of meetings and the submission of the Audit Committee reports, which have been carried out properly. Furthermore, the Board of Commissioners considers that the Audit Committee has carried out an effective working relationship with Internal Audit and external auditors throughout 2022.

The Board of Commissioners considers that the Risk Management Committee has carried out its duties and responsibilities comprehensively in 2022. This can be seen, among others, through the preparation and submission of annual activity plans, each of which has been approved by the Board of Commissioners. The Risk Management Committee has also carried out monitoring of Waskita's risk management, reporting the results, and submitting recommendations for improvement to the Board of Commissioners. In addition, the Board of Commissioners is of the opinion that the Risk Management Committee has carried out an effective working relationship with the Risk Management & PMO Division, as well as carried out all the authorities independently and objectively.

Board of Commissioners menilai, *Nomination and Remuneration Committee* telah melaksanakan tugas dan tanggung jawab secara efektif untuk tahun 2022, sebagai dukungan bagi penerapan fungsi nominasi dan remunerasi bagi Waskita. *Nomination and Remuneration Committee* telah melakukan evaluasi serta menyampaikan rekomendasi terkait fungsi nominasi dan remunerasi Waskita, serta melaksanakan tugas-tugas pokok terkait GCG, mencakup telaah atas perubahan struktur organisasi. Lebih dari itu, *Board of Commissioners* menilai, *Nomination and Remuneration Committee* juga telah melaksanakan rapat kerja berkala secara efektif, sesuai ketentuan dan target pelaksanaan.

The Board of Commissioners considers that the *Nomination and Remuneration Committee* has carried out its duties and responsibilities effectively during 2022 in supporting the implementation of nomination and remuneration function at Waskita. The *Nomination and Remuneration Committee* has conducted evaluations and submitted recommendations regarding Waskita's nomination and remuneration function, as well as carrying out main duties related to GCG, including reviewing changes to the organizational structure. In addition, the Board of Commissioners considers that the *Nomination and Remuneration Committee* has also carried out periodic work meetings effectively, in accordance with the provisions and implementation targets.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Changes in the Board of Commissioners Composition

Pada tahun 2022, *Board of Commissioners* Waskita mengalami 1 (satu) kali perubahan komposisi. Melalui RUPS Tahunan pada 16 Juni 2022, pemegang saham menyetujui pemberhentian dengan hormat Bapak Badrodin Haiti, Bapak Bambang Setyo Wahyudi, dan Bapak Mochamad Fadjoel Rachman dari jabatan masing-masing sebagai anggota *Board of Commissioners*. Selain itu, melalui penyelenggaraan RUPS yang sama, pemegang saham menyetujui pengangkatan Bapak Heru Winarko, Bapak Muhamad Salim, serta Bapak I Gde Made Kartikajaya sebagai anggota *Board of Commissioners*.

In 2022, Waskita's Board of Commissioners underwent 1 (one) change in composition. Through the Annual General Meeting of Shareholders on June 16 2022, the shareholders approved the honorable dismissal of Mr. Badrodin Haiti, Mr. Bambang Setyo Wahyudi, and Mr. Mochamad Fadjoel Rachman from their respective positions as members of the Board of Commissioners. In addition, through the holding of the same GMS, the shareholders approved the appointment of Mr. Heru Winarko, Mr. Muhamad Salim, and Mr. I Gde Made Kartikajaya as members of the Board of Commissioners.

Atas perubahan tersebut, komposisi *Board of Commissioners* pada 31 Desember 2022 terdiri dari 7 (tujuh) anggota, yaitu 1 (satu) *President Commissioner/Independent Commissioner*, 2 (dua) *Independent Commissioner*, dan 4 (empat) *Commissioner*, dengan penjelasan sebagai berikut:

For such changes, the composition of the Board of Commissioners as of December 31, 2022 consisted of 7 (seven) members, namely 1 (one) *President Commissioner/Independent Commissioner*, 2 (two) *Independent Commissioners*, and 4 (four) *Commissioners*, with the following explanation:

Komposisi Board of Commissioners pada 31 Desember 2022

Board of Commissioners Composition as of December 31, 2022

Nama / Name	Jabatan / Position	Dasar Pengangkatan Pertama / Basis of First Appointment	Dasar Pengangkatan Kembali / Basis of Reappointment	Periode Jabatan / Tenure
Heru Winarko	<i>President Commissioner/Independent Commissioner</i>	Akta No. 50 tanggal 24 Juni 2022 / Deed No. 50 dated June 24, 2022	-	Sampai RUPS Tahunan tahun 2027 / Until the 2027 Annual GMS
I Gde Made Kartikajaya	<i>Commissioner</i>	Akta No. 50 tanggal 24 Juni 2022 / Deed No. 50 dated June 24, 2022	-	Sampai RUPS Tahunan tahun 2027 / Until the 2027 Annual GMS
Dedi Syarif Usman	<i>Commissioner</i>	Akta No. 12 tanggal 7 Oktober 2021 / Deed No. 12 dated October 7, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS



Nama / Name	Jabatan / Position	Dasar Pengangkatan Pertama / Basis of First Appointment	Dasar Pengangkatan Kembali / Basis of Reappointment	Periode Jabatan / Tenure
T. Iskandar	Commissioner	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS
Muhamad Salim	Independent Commissioner	Akta No. 50 tanggal 24 Juni 2022 / Deed No. 50 dated June 24, 2022	-	Sampai RUPS Tahunan tahun 2027 / Until the 2027 Annual GMS
Ahmad Erani Yustika	Commissioner	Akta No. 48 tanggal 27 April 2021 / Deed No. 48 dated April 27, 2021	-	Sampai RUPS Tahunan tahun 2026 / Until the 2026 Annual GMS
Muradi	Independent Commissioner	Akta No. 42 tanggal 12 April 2018 / Deed No. 42 dated April 12, 2018	-	Sampai RUPS Tahunan tahun 2023 / Until the 2023 Annual GMS

PENUTUP

Closing Remarks

Sebagai penutup laporan ini, *Board of Commissioners* menyampaikan apresiasi kepada *Board of Directors* atas sinergi dan kerja keras yang telah terjaga selama tahun 2022. Kami sebagai *Board of Commissioners* menyampaikan apresiasi kepada seluruh insan Waskita atas kerja keras dan dedikasi yang telah diberikan, sebagai dukungan bagi pemenuhan sasaran kinerja yang ditetapkan, guna mencapai pertumbuhan usaha jangka panjang dan berkelanjutan. Akhirnya, *Board of Commissioners* menyampaikan terima kasih kepada segenap pemangku kepentingan atas dukungan dan kepercayaan yang telah diberikan.

Kami berkeyakinan, atas kerja keras dan dukungan yang diberikan, Waskita mampu mempertahankan pencapaian kinerja operasional dan keuangan secara berkelanjutan untuk tahun-tahun mendatang.

To close this report, the Board of Commissioners would like to appreciate the Board of Directors for the synergy and hard work that has been maintained throughout 2022. We, as the Board of Commissioners would also like to express our gratitude to all Waskita personnel for the hard work and dedication in supporting the fulfillment performance targets set to achieve long-term and sustainable business growth. Finally, the Board of Commissioners would like to thank all stakeholders for the support and trust that has been given.

We believe that with the hard work and support given, Waskita will be able to maintain operational and financial performance achievements in a sustainable manner for the coming years.

Jakarta, April 2023

Atas nama *Board of Commissioners*, /
On behalf of the Board of Commissioners,

HERU WINARKO

President Commissioner/Independent Commissioner



LAPORAN DIREKSI

Board of Directors Report

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Dear Shareholders and Stakeholders,

Puji dan syukur kami panjatkan ke hadirat Tuhan yang Maha Kuasa, karena atas rahmat dan karunia-Nya, PT Waskita Karya (Persero) Tbk mampu melalui sejumlah tantangan di tahun 2022 dengan kinerja yang baik. Kami menyadari, pemulihan situasi pandemi Covid-19 telah menghadirkan perbaikan ekonomi, yang menjadi peluang bagi Waskita untuk dapat secara optimal merealisasikan sejumlah target dan sasaran untuk tahun 2022. Seiring hal itu, tahun 2022 merupakan momentum bagi Waskita untuk melanjutkan proses transformasi bisnis, melalui kerja keras dan dedikasi seluruh insan Waskita.

Melalui kesempatan ini, kami mewakili *Board of Directors*, akan melaporkan kinerja pengelolaan Waskita untuk tahun 2022, sebagai wujud pertanggungjawaban kepada pemegang saham dan seluruh pemangku kepentingan. Laporan ini akan memuat uraian analisis kinerja Perseroan, kendala dan tantangan di tahun 2022, analisis terhadap prospek usaha Perseroan, hingga penerapan tata kelola perusahaan untuk tahun 2022, dengan masing-masing pembahasan sebagai berikut.

We would like to extend our praise and gratitude to the Almighty God for His mercy and blessings, PT Waskita Karya (Persero) Tbk managed to tackle numerous challenges in 2022 with good performance. We realize that the recovery of the Covid-19 pandemic situation has brought economic improvement, which is an opportunity for Waskita to be able to optimally realize a number of targets and goals for 2022. Along with that, 2022 was a momentum for Waskita to continue the business transformation process, through hard work and dedication of all Waskita people.

Through this opportunity, the Board of Directors would like to report Waskita's management performance for 2022 as a form of accountability to shareholders and all stakeholders. This report contains an analysis of the Company's performance, obstacles, and challenges in 2022, analysis of the Company's business prospects, to the implementation of corporate governance in 2022, with each discussion as follows.



DESTIAWAN SOEWARDJONO

President Director

TINJAUAN EKONOMI MAKRO

Macroeconomic Overview

Situasi ekonomi makro dunia pada tahun 2022 ditandai dengan pertumbuhan pada level moderat, seiring sejumlah faktor yang secara signifikan memberi pengaruh, mencakup situasi geopolitik di kawasan Eropa Timur serta perlambatan ekonomi Tiongkok seiring diterapkannya kebijakan karantina wilayah. Mengacu pada dokumen *World Economic Outlook* yang dirilis International Monetary Fund (IMF) pada Januari 2023, pertumbuhan ekonomi dunia diestimasi berada pada angka 3,4%, atau lebih rendah dibanding realisasi di tahun 2021 yang sebesar 6,2%. Kelompok negara ekonomi maju diestimasi tumbuh sebesar 2,7%, lebih rendah dari realisasi di

The world macroeconomic situation in 2022 was marked by growth at a moderate level, as a number of factors had significant influence, including the geopolitical situation in the Eastern European region and China's economic slowdown following the implementation of the regional quarantine policy. Referring to the *World Economic Outlook* document released by the International Monetary Fund (IMF) in January 2023, world economic growth was estimated at 3.4%, or lower than the realization in 2021 at 6.2%. The group of advanced economic countries was estimated to grow by 2.7%, lower than the realization in 2021 at 5.4%, while the group of



Selama tahun 2022, Board of Commissioners melaporkan, Board of Directors beserta jajaran terkait telah melaksanakan implementasi sejumlah strategi sesuai pencapaian target yang telah ditetapkan, baik di dalam RKAP maupun RJPP, seiring penerapan transformasi bisnis dalam keseluruhan program 8 stream penyehatan keuangan.

tahun 2021 yang sebesar 5,4%, sedangkan kelompok negara ekonomi berkembang diestimasi tumbuh sebesar 3,9% atau lebih rendah dibanding realisasi di tahun 2021 yang sebesar 6,7%.

Sebagai faktor yang secara signifikan berpengaruh, konflik antara Rusia dan Ukraina di kawasan Eropa Timur telah menghadirkan situasi ekonomi yang rentan bagi negara-negara berpenghasilan rendah. Atas konflik yang terjadi, negara-negara Eropa menghadapi penurunan harga gas bumi seiring tekanan pada sejumlah negara yang mengalami kerentanan pangan akibat terganggunya rantai pasokan. Lebih dari itu, konflik yang terjadi telah menghadirkan ketegangan geopolitik di antara sejumlah negara, yang berpotensi menghadirkan gangguan bagi stabilitas ekonomi ke depan.

developing economic countries was estimated to grow by 3.9% or lower than the realization in 2021 at 6.7%.

As a significantly influential factor, the conflict between Russia and Ukraine in the Eastern European region has presented a vulnerable economic situation for low-income countries. Due to the conflict, European countries faced a decline in natural gas prices along with pressure on a number of countries that experienced food vulnerability due to supply chain disruptions. Moreover, the conflict has created geopolitical tensions among a number of countries, which has the potential to disrupt economic stability in the future.



Di tengah situasi tersebut, ekonomi Indonesia pada tahun 2022 tercatat tetap mampu tumbuh secara kuat, sebagai dampak pemulihan situasi dari dampak pandemi Covid-19. Mengacu pada laporan yang dirilis Badan Pusat Statistik (BPS) pada Februari 2023, ekonomi Indonesia di tahun 2022 tumbuh sebesar 5,13%, lebih tinggi dibanding realisasi di tahun 2021 yang sebesar 3,70%. Pada realisasi tersebut, lapangan usaha konstruksi tumbuh sebesar 2,01%, atau lebih rendah dibanding pertumbuhan di tahun 2021 yang sebesar 2,81%. Seiring pertumbuhan ekonomi di tahun 2022, Indonesia mampu menjaga stabilitas daya beli masyarakat, yang terefleksikan dari tingkat inflasi yang terkendali, seiring aktivitas produksi yang ekspansif, tercermin dari *Prompt Manufacturing Index* Bank Indonesia yang sebesar 50,06%.

Despite this situation, Indonesia's economy in 2022 was still able to grow strongly, as a result of the recovery from the impact of the Covid-19 pandemic. Referring to the report released by the Statistics Indonesia (BPS) in February 2023, Indonesia's economy in 2022 grew by 5.13%, higher than the realization in 2021 at 3.70%. In this realization, the construction business field grew by 2.01%, or lower than growth in 2021 at 2.81%. Along with economic growth in 2022, Indonesia managed to maintain the stability of people's purchasing power, which is reflected in the controlled inflation rate, along with expansive production activities, as shown in Bank Indonesia's Prompt Manufacturing Index of 50.06%.

During 2022, the Board of Commissioners reports that the Board of Directors and the related staff have implemented a number of strategies in accordance with the achievement of targets set, in the RKAP and RJPP, in line with the implementation of business transformation of all 8 streams of financial restructuring programs.



Tinjauan Industri

Dengan berlangsungnya pemulihan ekonomi, industri konstruksi di Indonesia tercatat mengalami situasi usaha yang kondusif di tahun 2022. Mengacu pada dokumen *Indonesia Construction Market Outlook 2023* yang dirilis BCI Central, Indonesia mampu mencatatkan nilai proyek konstruksi mencapai Rp159,35 triliun untuk konstruksi bangunan serta Rp155,42 triliun untuk konstruksi sipil. Angka tersebut memperlihatkan peningkatan dari tahun 2021 sebesar 30,90-47,12%. Pada realisasi tersebut, Jawa Barat tercatat sebagai provinsi dengan nilai proyek konstruksi paling besar, yaitu sejumlah Rp46,29 triliun pada konstruksi sipil dan Rp17,21 triliun pada konstruksi bangunan. Adapun, area Jakarta dan sekitarnya mencatatkan nilai proyek konstruksi paling besar kedua, dengan nilai proyek konstruksi sipil Rp8,76 triliun serta nilai proyek konstruksi bangunan mencapai Rp47,18 triliun.

Industry Overview

With the ongoing economic recovery, the construction industry in Indonesia had a favorable business situation in 2022. Referring to the *Indonesia Construction Market Outlook 2023* document released by BCI Central, Indonesia was able to record a construction project value of up to Rp159.35 trillion for building construction and Rp155.42 trillion for civil construction, an increase from 2021 at 30.90-47.12%. In this realization, West Java was recorded as the province with the highest construction project value at Rp46.29 trillion in civil construction and Rp17.21 trillion in building construction. Meanwhile, Jakarta and surrounding areas recorded the second highest construction project value, with a civil construction project value at Rp8.76 trillion and a building construction project value of Rp47.18 trillion.

Situasi industri yang kondusif di tahun 2022 juga ditandai oleh dukungan kuat dari Pemerintah Indonesia bagi kelanjutan pembangunan infrastruktur. Hal tersebut terlihat melalui realisasi penyaluran Penyertaan Modal Negara (PMN) kepada 7 (tujuh) BUMN dengan nilai mencapai Rp38,48 triliun, yang difokuskan untuk pembangunan infrastruktur, mencakup infrastruktur transportasi, ketenagalistrikan, hingga sebagai penjaminan proyek infrastruktur nasional. Di samping itu, Pemerintah Indonesia juga telah merealisasikan pembiayaan non-utang melalui Kerja sama Pemerintah dengan Badan Usaha (KPBU) mencapai 31 proyek dengan nilai investasi mencapai Rp244,16 triliun hingga akhir Desember 2022.

The favorable industrial situation in 2022 was also marked by strong support from the Government of Indonesia for the continuation of infrastructure development. This can be seen through the realization of the distribution of State Equity Investment (PMN) to 7 (seven) SOEs with a value of Rp38.48 trillion, which was focused on infrastructure development, including transportation infrastructure, electricity, to guaranteeing national infrastructure projects. In addition, the Government of Indonesia has also realized non-debt financing through Government Cooperation with Business Entities (PPP) for 31 projects with an investment value of Rp244.16 trillion by the end of December 2022.

ANALISIS TERHADAP KINERJA PERUSAHAAN

Analysis of Company Performance

Board of Directors menyadari bahwa tahun 2022 merupakan tahun dengan pemulihan ekonomi, yang telah menghadirkan situasi usaha yang kondusif bagi Waskita. Atas kesadaran tersebut, *Board of Directors* beserta jajaran terkait telah melaksanakan pengelolaan Perseroan dengan implementasi strategi bisnis hingga pengelolaan risiko yang kuat. Di tengah tantangan dan peluang yang ada, *Board of Directors* melaporkan, Waskita mampu secara konsisten melanjutkan pertumbuhan usaha seiring realisasi progres transformasi bisnis, sesuai rencana jangka pendek dan jangka panjang yang ditetapkan.

The Board of Directors is aware that 2022 was a year of economic recovery, which has presented a favorable business situation for Waskita. Based on this awareness, the Board of Directors and related staff have carried out the management of the Company by implementing business strategies to managing strong risks. Amid the existing challenges and opportunities, Waskita managed to consistently continue business growth in line with the realization of the progress of business transformation, according to the established short-term and long-term plans.

Board of Directors melaporkan, selama tahun 2022, Waskita telah secara konsisten menerapkan sejumlah strategi dalam rangka mempertahankan daya saing di tengah industri konstruksi. Hal tersebut antara lain dilaksanakan melalui program penyehatan keuangan mencakup transformasi bisnis, seiring implementasi kebijakan strategis lain yang mendorong Waskita mampu merealisasikan proyek-proyek strategis serta mencatatkan kontrak-kontrak baru secara positif.

Throughout 2022, Waskita has consistently implemented various strategies to maintain competitiveness in the construction industry. This was carried out, among others, through a financial restructuring program that includes business transformation, along with the implementation of other strategic policies that encourage Waskita to be able to realize strategic projects and record positive new contracts.



STRATEGI, KEBIJAKAN STRATEGIS, DAN IMPLEMENTASINYA

Strategy, Strategic Policy, and Their Implementation

Strategi Penyehatan Keuangan Waskita

Seiring perkembangan industri yang dihadapi, *Board of Directors* beserta jajaran terkait telah memimpin Waskita untuk terus melanjutkan penerapan strategi penyehatan keuangan, melalui 8 (delapan) *stream* penyehatan keuangan Waskita. Strategi ini diterapkan dalam rangka memperkuat struktur permodalan Waskita, melalui kebijakan restrukturisasi keuangan dan penyelesaian proyek jalan tol, dengan fokus pada perbaikan likuiditas dan kinerja portofolio keuangan.

Uraian mengenai 8 (delapan) *stream* penyehatan keuangan Waskita adalah sebagai berikut:

8 Stream Penyehatan Keuangan

Stream	Tujuan / Objective
Master Restructuring Agreement	Mendapatkan persetujuan dari sejumlah 21 bank atas restrukturisasi kredit. / Obtaining approval from 21 banks for credit restructuring.
Penyertaan Modal Negara (PMN) dan <i>Rights Issue</i> / State Equity Participation (PMN) and Rights Issue	Memperkuat struktur permodalan Perseroan dalam rangka menyelesaikan proyek-proyek jalan tol tertentu. / Strengthening the Company's capital structure in order to complete certain toll road projects.
Penjaminan Pinjaman dan Obligasi/Sukuk / Guarantee of Loans and Bonds/Sukuk	<ul style="list-style-type: none"> Meningkatkan <i>credit rating obligasi</i> dan kelayakan pinjaman bank / Improving the credit rating of bonds and bank loan eligibility Modal kerja penyelesaian proyek-proyek konstruksi eksisting / Working capital for completion of the existing construction projects Penerbitan obligasi/sukuk untuk memperoleh modal kerja dan <i>refinancing</i> / Issuance of bonds/sukuk to obtain working capital and refinancing
Transformasi Bisnis / Business Transformation	<ul style="list-style-type: none"> Mengembalikan Waskita kepada kompetensi inti, yaitu sebagai kontraktor / Returning Waskita to its core competence, namely as a contractor Pengelolaan keuangan secara berkelanjutan / Sustainable financial management Menjadi <i>leader</i> pada sektor <i>champion (water and airport)</i> disertai penerapan <i>lean construction</i> dan digitalisasi dalam proses bisnis / Becoming a leader in the champion sector (water and airport) accompanied by the application of lean construction and digitization in business processes
Strategic Partnership Jalan Tol / Toll Road Strategic Partnership	<ul style="list-style-type: none"> Mengurangi beban utang Waskita yang berasal dari investasi dan konstruksi jalan tol / Reducing Waskita's debt expenses from investment and toll road construction Dekonsolidasi utang sejumlah Rp23 triliun pada tahun 2022-2025 / Debt deconsolidation of 2Rp3 trillion in 2022-2025
Restrukturisasi Utang Anak Usaha / Subsidiary Debt Restructuring	Utang bank anak usaha telah direstrukturisasi sebesar Rp29 triliun / Subsidiary bank debts have been restructured amounting to Rp29 trillion
Penyelesaian Jalan Tol Khusus / Completion of Special Toll Roads	Menyelesaikan konstruksi tol khususnya di Sumatra untuk mempercepat proses <i>asset recycling</i> atau <i>fundraising</i> / Completion of toll road construction especially in Sumatra to accelerate the asset recycling or fundraising process

Waskita's Financial Restructuring Strategy

As the industry develops, the Board of Directors and related staff have led Waskita to continue implementing the financial soundness strategy, through 8 (eight) streams of Waskita's financial recovery. This strategy was implemented in order to strengthen Waskita's capital structure, through financial restructuring policies and completion of toll road projects, with a focus on improving liquidity and financial portfolio performance.

The description of Waskita's 8 (eight) streams of financial recovery is as follows:

8 streams of Financial recovery

Hingga akhir 2022, *Board of Directors* melaporkan, Waskita telah merealisasikan sejumlah pencapaian strategi penyehatan keuangan, antara lain:

1. Fasilitas modal kerja sindikasi dengan penjaminan Pemerintah sejumlah Rp8,07 triliun.
2. Fasilitas penerbitan surat utang dengan penjaminan Pemerintah dengan plafond Rp5,6 triliun dan pelaksanaan penerbitan obligasi dan sukuk sebesar Rp5,05 triliun.
3. *Strategic Partnership* Jalan Tol Cimanggis-Cibitung (CCT), Kanci-Pejagan (SMR), Pejagan-Pemalang (PPTR).
4. *Addendum Perjanjian Kredit (Restrukturisasi 2) Waskita Karya Infrastruktur (WKI)*.
5. Penerapan ERP dengan peluncuran dashboard yang bertujuan mengintegrasikan informasi keuangan.
6. Pembuatan pedoman kerja Direksi dan Dewan Komisaris, pedoman investasi, SOP investasi, pengembangan bisnis dan manajemen risiko.
7. Penyusunan *roadmap* skor maturitas manajemen risiko 2022-2025.

Transformasi Bisnis Waskita

Pada 17 Agustus 2021, Waskita telah secara resmi memulai program transformasi bisnis yang merupakan salah satu dari 8 *stream* inisiatif dalam rangka penyehatan keuangan terintegrasi. Transformasi bisnis yang tengah dilaksanakan memiliki tujuan utama untuk menjaga bisnis Waskita agar tumbuh berkelanjutan pada jangka panjang, melalui dukungan diversifikasi pendapatan, peningkatan efisiensi, pengembangan daya saing, peningkatan kesehatan keuangan, pengembangan kemampuan Sumber Daya Manusia, hingga pengendalian risiko usaha.

Sampai dengan akhir 2022, *Board of Directors* melaporkan, Waskita telah merealisasikan sejumlah progres transformasi bisnis, yang diuraikan sebagai berikut:

1. Perolehan Nilai Kontrak Baru (NKB) sebesar Rp20,23 Triliun dengan *winning rate* 25,00%.
2. Dari sisi lean, potensi efisiensi atas pelaksanaan program lean at site sebesar Rp52,3 Miliar, sentralisasi *procurement* sebesar Rp91 Miliar, dan penurunan nilai persediaan yang berumur >180 hari hingga Rp109 Miliar.
3. Dari sisi digital, 7 modul telah diintegrasikan dengan *Digital Control Tower (DCT)*.

As of the end of 2022, Waskita has realized a number of achievements in its financial soundness strategy, including:

1. Syndicated working capital facility with Government guarantee amounting to Rp8.07 trillion.
2. Debt issuance facilities with government guarantees with a ceiling of Rp5.6 trillion and implementation of issuance of bonds and sukuk of Rp5.05 trillion.
3. Strategic Partnership for the Cimanggis-Cibitung Toll Road (CCT), Kanci-Pejagan (SMR), Pejagan-Pemalang (PPTR).
4. Loan Agreement Addendum (Restructuring 2) Waskita Karya Infrastruktur (WKI).
5. Implementation of ERP with the launch of a dashboard that aims to integrate financial information.
6. Preparation of board manual for the Board of Directors and Board of Commissioners, investment guidelines, investment SOPs, business development and risk management.
7. Preparation of a risk management maturity score roadmap for 2022-2025.

Waskita Business Transformation

On August 17, 2021, Waskita has officially started a business transformation program which is one of 8 streams of initiatives in the framework of integrated financial soundness. The business transformation that is being implemented has the main objective of maintaining Waskita's business to grow sustainably in the long term, through income diversification support, efficiency improvement, competitiveness development, financial soundness improvement, Human Resources capability development, to business risk control.

As of the end of 2022, Waskita has realized several business transformation progresses, which are described as follows:

1. Acquisition of New Contract Value (NKB) of Rp20.23 trillion with a winning rate of 25.00%.
2. From the lean aspect, the potential efficiency for the implementation of the lean at site program is Rp52.3 billion, procurement centralization at Rp91 billion, and the reduction in the value of inventories that are >180 days old is up to Rp109 billion.
3. From the digital aspect, 7 modules have been integrated with the Digital Control Tower (DCT).



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| <p>4. Dari sisi finansial, terdapat peningkatan pada posisi kas sebesar 4,35x dan peningkatan pada rasio lancar perusahaan sebesar 2,61x dibandingkan dengan bulan September 2021 serta telah terealisasi 4 divestasi ruas tol.</p> <p>5. Dari sisi <i>talent engine</i>, sebanyak 28,95% pegawai milenial (≤ 42 tahun) berada dalam <i>top talent</i> dan 18,42% pegawai perempuan berada dalam <i>nominated talent</i>.</p> | <p>4. From the financial aspect, there was an increase in the cash position of 4.35x and an increase in the Company's current ratio of 2.61x compared to September 2021 and 4 toll road divestments have been realized.</p> <p>5. In terms of talent engines, 28.95% of millennial employees (≤ 42 years) are top talents and 18.42% of female employees are nominated talents.</p> |
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PERANAN DIREKSI DALAM PERUMUSAN STRATEGI DAN KEBIJAKAN STRATEGIS

The Role of the Board of Directors in the Formulation of Strategy and Strategic Policy

Selama tahun 2022, *Board of Directors* melaksanakan peran kepemimpinan dalam proses perumusan strategi dan kebijakan strategis Waskita, mencakup proses penyusunan strategi dan kebijakan strategis yang akan diterapkan untuk tahun 2023. Lebih lanjut, *Board of Directors* melalui pengawasan dan arahan *Board of Commissioners*, menghimpun informasi secara memadai baik yang bersifat internal maupun eksternal untuk kemudian merumuskan strategi dan kebijakan strategis ke depan. Dalam merumuskan strategi dan kebijakan strategis Perseroan, *Board of Directors* juga telah mempertimbangkan masukan dari pihak-pihak yang berkompetensi, sebagai upaya dalam memastikan tiap-tiap keputusan yang diambil telah didasarkan pada dasar pertimbangan yang kuat, sesuai dinamika industri yang dihadapi Waskita.

Sesuai Anggaran Dasar Waskita, *Board Manual*, dan peraturan perundang-undangan, *Board of Directors* memastikan bahwa peran *Board of Directors* dalam perumusan strategi dan kebijakan strategis telah dilaksanakan dengan memperhatikan pemenuhan prinsip-prinsip GCG. Hal tersebut terlaksana antara lain melalui mekanisme *checks and balances*, yang terwujud melalui peran pengawasan dan pemberian nasihat oleh *Board of Commissioners* beserta *Committees* di bawah *Board of Commissioners*.

Throughout 2022, the Board of Directors carried out a leadership role in the process of formulating Waskita's strategy and strategic policies, including the process of formulating strategies and strategic policies that will be implemented for 2023. Furthermore, the Board of Directors, through the supervision and direction of the Board of Commissioners, collects sufficient information regularly, both internally and externally, to then formulate strategies and strategic policies for the future. In formulating the Company's strategy and strategic policies, the Board of Directors has also considered input from competent parties, as an effort to ensure that each decision taken is based on a strong basis of consideration, according to the industry dynamics that Waskita is facing.

In accordance with Waskita's Articles of Association, Board Manual, and statutory regulations, the Board of Directors ensures that the role of the Board of Directors in formulating strategies and strategic policies has been carried out by taking into account the fulfillment of GCG principles. This is implemented, among others, through the checks and balances mechanism, which is realized through the oversight and advisory role of the Board of Commissioners and the Committees under the Board of Commissioners.

ANALISIS PERBANDINGAN ANTARA REALISASI DENGAN TARGET

Comparative Analysis between Realization and Target Financial Performance

Kinerja Keuangan

Untuk tahun 2022, *Board of Directors* melaporkan, Waskita mampu membukukan kinerja keuangan yang positif di tengah situasi pemulihan ekonomi di Indonesia. Pendapatan usaha Waskita di tahun 2022 adalah sejumlah Rp15,30 triliun, atau mengalami peningkatan sebesar 25,19% dibanding tahun 2021 yang sejumlah Rp12,22 triliun. Seiring hal tersebut, Waskita membukukan kenaikan beban pokok pendapatan sebesar 34,17% dibanding tahun 2021 yang sejumlah Rp10,33 triliun. Atas realisasi pendapatan usaha dan beban pokok pendapatan tersebut, *Board of Directors* melaporkan, Waskita berhasil mencatatkan perolehan laba bruto sebesar Rp1,45 triliun atau menurun sebesar 23,66%, serta perolehan laba (rugi) tahun berjalan sejumlah Rp(1,68) triliun atau menurun sebesar 9,03% dibanding perolehan pada tahun 2021.

Kemudian, pada posisi keuangan, Waskita mampu membukukan nilai aset sebesar Rp98,23 triliun, atau mengalami penurunan sebesar 5,18% dibanding tahun 2021 yang sejumlah Rp103,60 triliun. Perolehan tersebut terbagi atas aset lancar yang sebesar Rp33,43 triliun, atau turun sebesar 21,50%, serta aset tidak lancar sebesar Rp64,80, atau naik sebesar 6,12% dibanding tahun 2021. Liabilitas Waskita pada 31 Desember 2021 adalah sejumlah Rp83,99 triliun, atau menurun sebesar 4,17% dibanding tahun 2021 yang sejumlah Rp88,14 triliun, dengan liabilitas jangka pendek sejumlah Rp21,45 triliun, atau turun sebesar 21,42%, serta liabilitas jangka panjang sebesar Rp62,53, atau naik sebesar 2,62% dibanding tahun 2021. Seiring realisasi tersebut, Waskita membukukan ekuitas sebesar Rp14,24 triliun, atau mengalami penurunan sebesar 5,18% dibanding tahun 2021 yang sejumlah Rp103,60 triliun.

Dengan membandingkannya terhadap target di dalam Revisi RKAP 2022, *Board of Directors* melaporkan, kinerja keuangan Waskita untuk tahun 2022 secara umum berada pada kondisi yang baik. Waskita mampu merealisasikan nilai pendapatan usaha sebesar 91,80% terhadap target yang sejumlah Rp16,67 triliun, dengan realisasi beban pokok pendapatan yang terjaga dengan realisasi sebesar 93,52% terhadap target. Kemudian, pada realisasi laba di tahun 2022, Waskita merealisasikan laba bruto sebesar 78,08% terhadap target yang sejumlah Rp1,86 triliun serta merealisasikan laba (rugi) tahun berjalan sebesar 32,72% terhadap target Revisi RKAP 2022.

Financial Performance

In 2022, Waskita was able to record positive financial performance amidst the economic recovery situation in Indonesia. Waskita's revenues in 2022 amounted to Rp15.30 trillion, or an increase of 25.19% compared to 2021 at Rp12.22 trillion. In line with this, Waskita posted an increase in cost of revenue by 34.17% compared to 2021 at Rp10.33 trillion. For the realization of revenues and cost of revenues, Waskita managed to record a gross profit of Rp1.45 trillion or a decrease of 23.66%, as well as a profit (loss) for the year at Rp(1.68) trillion or decreased by 9.03% compared to the results in 2021.

In terms of financial position, Waskita's assets in 2022 amounted to Rp98.23 trillion, or a decrease of 5.18% compared to 2021 at Rp103.60 trillion. The acquisition was divided into current assets of Rp33.43 trillion, or a decrease of 21.50%, and non-current assets of Rp64.80, an increase of 6.12% compared to 2021. Waskita's liabilities as of December 31, 2021 amounted to Rp83.99 trillion, or a decrease of 4.17% compared to 2021 at Rp88.14 trillion, with current liabilities at Rp21.45 trillion, or a decrease of 21.42%, and non-current liabilities at Rp62.53, or an increase of 2.62% compared to that of 2021. Along with this realization, Waskita posted equity of Rp14.24 trillion, or decreased by 5.18% compared to 2021 at Rp103.60 trillion.

By comparing it to the target in the 2022 RKAP Revision, Waskita's financial performance in 2022 was generally in good condition. Waskita was able to realize revenue at Rp16.67 trillion or 91.80% of the target, with the realization of cost of revenues being maintained with a realization of 93.52% of the target. Then, in the realization of profits in 2022, Waskita realized a gross profit of 78.08% of the target of Rp1.86 trillion and realized profit (loss) for the year of 32.72% of the 2022 RKAP Revision target.



Pada posisi keuangan, Waskita membukukan nilai aset dengan pemenuhan sebesar 95,81% terhadap target Revisi RKAP 2022 yang sejumlah Rp102,53 triliun. Liabilitas pada 31 Desember 2022 memperlihatkan tingkat realisasi yang terjaga dengan persentase terhadap target sebesar 98,29%. Ekuitas Waskita pada 31 Desember 2022 adalah sejumlah Rp14,24 triliun atau memenuhi 83,38% terhadap target yang sejumlah Rp17,08 triliun.

Kinerja Operasional

Board of Directors memahami bahwa Waskita merupakan salah satu entitas penting di dalam industri jasa konstruksi terintegrasi di Indonesia. Atas pemahaman tersebut, *Board of Directors* melaporkan, Waskita telah secara konsisten terus berupaya mengembangkan kapasitasnya dalam mewujudkan visi dan misi, seiring pencapaian sejumlah strategi dan kebijakan strategis yang telah ditetapkan. Hal tersebut, di antaranya, terwujud melalui sejumlah capaian operasional yang berhasil dibukukan untuk tahun 2022.

Untuk tahun 2022, Waskita mengikuti lelang sejumlah 204 proyek dengan nilai total sejumlah Rp68,83 triliun. Dari keseluruhan lelang yang diikuti, Waskita telah memenangkan sejumlah 38 lelang dengan nilai proyek baru mencapai Rp15,51 triliun. Secara keseluruhan, tingkat keberhasilan pemenangan nilai lelang proyek Waskita di tahun 2022 adalah sebesar 31,22%, atau menurun dibanding tahun sebelumnya yang sebesar 41,17%. Penurunan tingkat pemerolehan proyek di tahun 2022 secara umum dipengaruhi oleh komposisi nilai proyek yang diikuti tendernya lebih kecil dari tahun sebelumnya.

Dengan membandingkan perolehan-perolehan tersebut dengan target di dalam RKAP 2022, *Board of Directors* melaporkan, bahwa Waskita mampu membukukan kinerja operasional yang baik. Pemaparan perbandingan kinerja operasional terhadap target RKAP 2022 adalah sebagai berikut:

In terms of financial position, Waskita posted asset values with fulfillment of 95.81% of the 2022 RKAP Revision target of Rp102.53 trillion. Liabilities on December 31, 2022 show a maintained level of realization with a percentage of the target of 98.29%. Waskita's equity as of December 31, 2022 amounted to Rp14.24 trillion or fulfilled 83.38% of the target of Rp17.08 trillion.

Operational Performance

The Board of Directors understands that Waskita is an important entity in the integrated construction service industry in Indonesia. Based on this understanding, Waskita has consistently strived to develop its capacity in realizing its vision and mission, in line with the achievement of a number of strategies and strategic policies that have been set. This, among other things, was realized through operational achievements that were successfully recorded for 2022.

For 2022, Waskita participated in the tender of 204 projects with a total value of Rp68.83 trillion. Of all the tenders, Waskita won a total of 38 tenders with a new project value of Rp15.51 trillion. Overall, the success rate of winning the Waskita project tender value in 2022 is 31.22%, or decreased compared to the previous year at 41.17%. In general, the decline in project acquisition rates in 2022 was affected by the lower composition of the value of the projects compared to the previous year.

By comparing these achievements with the target in the 2022 RKAP, the Board of Directors reported that Waskita was able to record good operational performance. The presentation of a comparison of operational performance against the 2022 RKAP target is as follows:

Pemenuhan Kinerja Operasional terhadap Revisi RKAP 2022

Fulfillment of Operational Performance against the 2022 RKAP Revision

Uraian / Description	Realisasi 2022 / Realization in 2022	Target dalam Revisi RKAP 2022 / Targets in 2022 RKAP Revision	Realisasi terhadap Target (%) / Realization against Target (%)
Lelang Diikuti / Tender Participated	204	298	-31,54%
Nilai Lelang Diikuti (Rp-triliun) / Value of Tender Participated (Rp-trillion)	68,83	137,17	-49,82%
Lelang Dimenangkan / Tender Won	38	66	-42,42%
Nilai Lelang Dimenangkan (Rp-triliun) / Value of Tender Won (Rp-trillion)	15,51	19,68	-21,19%
Lelang Dimenangkan (%) / Tender Won (%)	25,00	22,18	12,71%

KENDALA, TANTANGAN, DAN SOLUSINYA

Obstacles, Challenges, and Solutions

Selama tahun 2022, Waskita telah menghadapi sejumlah tantangan sebagai berikut:

- Pandemi Covid-19 yang berkepanjangan menyebabkan:
 - Penghentian/perlambatan pengerjaan konstruksi.
 - Penurunan kolektabilitas piutang dari owner.
 - Belum optimalnya *traffic* di ruas jalan tol yang dimiliki Perusahaan akibat aturan pembatasan mobilitas.
 - Tertundanya program divestasi perusahaan karena investor memilih untuk bersikap *wait & see*.
- Kenaikan harga material akibat dinamika ekonomi dan politik baik di dalam maupun di luar negeri.
- Ketatnya persaingan dalam perolehan Nilai Kontrak Baru khususnya pada proyek Pemerintah (konvensional).
- Tidak terlaksananya kegiatan aksi korporasi *Right Issue* dalam rangka penyerapan PMN tahun 2022.
- Gugatan PKPU dari Pihak Eksternal kepada *Group Perseroan*.
- Terdapat kewajiban jatuh tempo yang harus dipenuhi ditengah terbatasnya likuiditas Perseroan.
- Terbatasnya fleksibilitas pengelolaan keuangan seiring dengan implementasi MRA.
- Kendala operasional dalam penyelesaian proyek seperti tertundanya pembebasan lahan, perubahan design dan kendala cuaca.

Dalam menghadapi sejumlah tantangan tersebut, Waskita telah menjalankan langkah-langkah strategis yang tercakup di dalam implementasi 8 (delapan) *stream* Penyehatan Keuangan, dengan perincian sebagai berikut:

1. **Strategic partnership atas ruas tol inti.**

Perseroan telah melakukan *strategic partnership* atas 3 ruas tol yaitu Cimanggis - Cibitung (CCT), Kanci - Pejagan (SMR) dan Pejagan - Pemalang (PPTR).

Throughout 2022, Waskita faced challenges as follows:

- The prolonged Covid-19 pandemic that caused:
 - Cessation/slowdown of construction work.
 - Decrease in collectability of receivables from the owner.
 - Traffic on toll roads owned by the Company that was suboptimal due to restrictions on mobility.
 - Delayed divestment program of the Company because investors chose to take a *wait & see* attitude
- Increase in material prices due to economic and political dynamics both at home and overseas.
- Intense competition in obtaining New Contract Value, especially in Government projects (conventional).
- No *Right Issue* corporate action activities in the context of absorbing PMN in 2022.
- PKPU Lawsuit from an External Party against the Company Group.
- There were maturing obligations that must be fulfilled amidst the limited liquidity of the Company.
- Limited financial management flexibility in line with the implementation of the MRA.
- Operational constraints in project completion such as delays in land acquisition, design changes and weather constraints.

In facing these challenges, Waskita carried out strategic steps included in the implementation of 8 (eight) streams of Financial Restructuring, with the following details:

1. **Strategic partnership for core toll roads.**

The Company conducted a strategic partnership on 3 toll roads, namely Cimanggis - Cibitung (CCT), Kanci - Pejagan (SMR), and Pejagan - Pemalang (PPTR).



2. Penjaminan Pemerintah atas Pinjaman dan Obligasi dan Sukuk

Sampai dengan tahun 2022, Perseroan telah melakukan penarikan fasilitas pinjaman dengan Penjaminan Pemerintah sebesar Rp11,34 Triliun dan telah dilakukan penurunan outstanding sebesar Rp5,96 Triliun. Adapun fasilitas pinjaman tersebut digunakan sebagai modal kerja penyelesaian proyek underlying Penjaminan Pemerintah. Selain itu, Perseroan telah menerbitkan Obligasi dan Sukuk dengan Penjaminan Pemerintah masing-masing sebesar Rp2,11 Triliun dan Rp1,14 Triliun yang digunakan untuk *refinancing* obligasi jatuh tempo dan modal kerja proyek.

3. Restrukturisasi Utang Entitas Induk

Perseroan telah mengimplementasi MRA dengan penjadwalan ulang atas pembayaran utang dan penyesuaian persentase suku bunga pinjaman. Secara bersamaan, Perseroan sedang dalam proses review atas implementasi MRA yang dibantu oleh Konsorsium Konsultan.

4. Restrukturisasi Utang Entitas Anak

Perseroan telah merestrukturisasi utang Entitas Anak yang dibuktikan dengan putusan perdamaian (*homologasi*) yang disampaikan oleh Pengadilan Negeri Jakarta Pusat pada Juni 2022.

5. Penyelesaian Ruas Tol Khusus

Perseroan telah mendapatkan dukungan pendanaan untuk penyelesaian investasi di ruas tol Kayu Agung – Palembang – Betung yang berasal dari dana PMN 2021 sebesar Rp3 Triliun dan strategic partnership senilai Rp2,9 T.

6. Penyertaan Modal Negara

Perseroan telah menerima PMN di akhir tahun 2021 sebesar Rp7,9 Triliun. Pada saat ini, Perseroan sedang dalam proses optimalisasi penyerapan dana PMN.

7. Restrukturisasi Bisnis

Perseroan telah melakukan berbagai inisiatif transformasi bisnis guna meningkatkan daya saing, mengoptimalkan produksi, efisiensi biaya, serta *refocusing* bisnis.

8. Penerapan Pedoman Tata Kelola & Manajemen Risiko

Perseroan telah melakukan beberapa program penguatan Tata Kelola Perusahaan & Penguatan Manajemen Risiko yang ditunjukkan dengan pencapaian nilai skor maturitas manajemen risiko secara Group.

2. Government Guarantee on Loans and Bonds and Sukuk

As of 2022, the Company withdrew loan facilities with a Government Guarantee of Rp11.34 trillion and an outstanding decrease of Rp5.96 trillion has been made. The loan facility was used as working capital for the completion of the Government Guarantee underlying project. In addition, the Company has issued Bonds and Sukuk with a Government Guarantee of Rp2.11 trillion and Rp1.14 trillion, respectively, which were used to refinance maturing bonds and project working capital.

3. Parent Entity Debt Restructuring

The Company has implemented MRA by rescheduling debt payments and adjusting the percentage of loan interest rates. Simultaneously, the Company is in the process of reviewing the implementation of the MRA assisted by a Consortium of Consultants.

4. Debt Restructuring of Subsidiaries

The Company has restructured the Subsidiary's debt as evidenced by the settlement decision (homologation) submitted by the Central Jakarta District Court in June 2022.

5. Completion of Special Toll Roads

The Company has received funding support for the completion of the investment in the Kayu Agung – Palembang – Betung toll road, which came from the PMN 2021 fund of Rp3 trillion and strategic partnerships worth Rp2.9 trillion.

6. State Capital Participation

The Company received PMN at the end of 2021 amounting to Rp7.9 trillion. Currently, the Company is in the process of optimizing the absorption of PMN funds.

7. Business Restructuring

The Company carried out various business transformation initiatives to increase competitiveness, optimize production, cost efficiency, and business refocusing.

8. Implementation of Governance & Risk Management Guidelines

The Company carried out several programs to strengthen Corporate Governance & Strengthen Risk Management as indicated by the achievement of a risk management maturity score as a group.

ANALISIS TERHADAP PROSPEK USAHA

Analysis of Business Prospects

Situasi ekonomi dunia untuk tahun 2023 diproyeksi akan mengalami pertumbuhan yang lebih rendah dari tahun 2022. Mengacu pada laporan yang dirilis IMF pada Januari 2023, ekonomi dunia diproyeksi tumbuh sebesar 2,9%, lebih rendah dibanding estimasi pertumbuhan di tahun 2022 yang 3,4%. Kelompok negara ekonomi maju diproyeksi tumbuh 1,2%, lebih rendah dari estimasi pertumbuhan di tahun 2022 yang 2,7%, sedangkan kelompok negara ekonomi berkembang diproyeksi tumbuh 4,0%, sedikit lebih tinggi dibanding estimasi pertumbuhan di tahun 2022 yang 3,9%. Pada proyeksi itu, kelompok negara ASEAN-5 diproyeksi tumbuh mencapai 4,3% atau lebih rendah dibanding estimasi di tahun 2022 yang 5,2%.

Di tengah proyeksi tersebut, ekonomi Indonesia diperkirakan mampu tetap tumbuh secara kuat di tahun 2023. Hal tersebut antara lain terlihat dari proyeksi Bank Indonesia yang memperkirakan pertumbuhan ekonomi Indonesia mampu tercapai pada kisaran 4,5-5,3%. Sejalan dengan itu, IMF di dalam dokumen *World Economic Outlook 2023* memperkirakan ekonomi Indonesia, sebagai bagian dari kelompok negara ASEAN-5, mampu terealisasi sebesar 4,3%. Sejumlah hal yang diproyeksi akan memberi pengaruh antara lain peningkatan permintaan domestik serta peningkatan realisasi investasi, seiring peningkatan mobilitas masyarakat setelah penghapusan kebijakan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM).

Dengan mengacu pada APBN 2023, industri konstruksi di tahun 2023 diproyeksi berada pada situasi yang baik, seiring kelanjutan dukungan Pemerintah Indonesia terhadap pembangunan infrastruktur di sejumlah wilayah. Untuk tahun 2023, Pemerintah melalui Kementerian Keuangan menargetkan realisasi belanja pemerintah pusat dengan nilai mencapai Rp2.246,5 triliun, dengan pagu anggaran Kementerian Pekerjaan Umum dan Perumahan Rakyat (PUPR) mencapai Rp125,2 triliun, yang akan diarahkan antara lain untuk mendukung pembangunan proyek IKN dan penyelesaian proyek-proyek infrastruktur prioritas.

The global economic situation for 2023 is projected to experience lower growth than that of 2022. Referring to the report released by the IMF in January 2023, the world economy is projected to grow by 2.9%, lower than the estimated growth in 2022 at 3.4%. The developed economy group is projected to grow 1.2%, lower than the estimated growth in 2022 at 2.7%, while the developing economy group is projected to grow 4.0%, slightly higher than the estimated growth in 2022 at 3.9%. In this projection, the ASEAN-5 group of countries is projected to grow to 4.3% or lower than the estimation in 2022 at 5.2%.

Amid these projections, the Indonesian economy is expected to continue to grow strongly in 2023. This can be seen, among others, from Bank Indonesia's projections which estimate that Indonesia's economic growth can be achieved in the range of 4.5-5.3%. In line with that, the IMF in the *World Economic Outlook 2023* document estimates that Indonesia's economy, as part of the ASEAN-5 group of countries, can be realized at 4.3%. A number of things are projected to have an impact, including increased domestic demand and investment realization, in line with increased community mobility after the abolition of the Public Activity Restrictions (PPKM) policy.

Referring to the 2023 State Budget, the construction industry in 2023 is projected to be in a sound situation, as the Indonesian Government continues to support infrastructure development in various areas. For 2023, the Government through the Ministry of Finance is targeting the realization of central government expenditure with a value of reaching Rp2,246.5 trillion, with the Ministry of Public Works and Public Housing (PUPR) budget ceiling reaching Rp125.2 trillion, which will be directed among others to support project development IKN and completion of priority infrastructure projects.



Situasi industri konstruksi yang baik di tahun 2023 juga tercermin pada proyeksi oleh BCI Central pada dokumen *Indonesia Construction Market Outlook 2023*. Pada dokumen tersebut, nilai proyek konstruksi di Indonesia diperkirakan mencapai Rp175,50 triliun pada konstruksi bangunan serta Rp157,46 triliun pada konstruksi sipil, atau meningkat masing-masing 10,13% dan 1,13% dari tahun 2022. Pada konstruksi bangunan, kategori *residential* diperkirakan menjadi kontributor paling dominan, dengan nilai proyek Rp54,90 triliun atau meningkat 16,11% dibanding tahun 2022. Sedangkan, pada konstruksi sipil, proyek infrastruktur dan transportasi diproyeksi mencatatkan nilai proyek Rp136,27 triliun, lebih tinggi 0,89% dari nilai di tahun 2022.

Dengan mempertimbangkan proyeksi ekonomi makro, baik pada lingkup dunia maupun Indonesia, serta industri konstruksi di Indonesia, *Board of Directors* menyimpulkan bahwa Waskita tetap memiliki prospek usaha yang baik di tahun 2023. Di antara sejumlah faktor yang akan berpengaruh, *Board of Directors* optimistis, kelanjutan implementasi program 8 *stream* penyehatan keuangan mencakup transformasi bisnis akan menghadirkan dampak positif bagi kinerja Waskita di tahun 2023.

The favorable situation of the construction industry in 2023 is also reflected in the projections by BCI Central in the *Indonesia Construction Market Outlook 2023* document. In this document, the value of construction projects in Indonesia is estimated at Rp175.50 trillion in building construction and Rp157.46 trillion in civil construction, or an increase of 10.13% and 1.13%, respectively, from 2022. In building construction, the residential category is estimated to be the most dominant contributor, with a project value of Rp54.90 trillion, an increase of 16.11% compared to 2022. Meanwhile, in civil construction sector, infrastructure and transportation projects are forecasted to record a project value of Rp136.27 trillion, 0.89% higher than the value in 2022.

Taking into account the macroeconomic projections, both in the world and in Indonesia, as well as the construction industry in Indonesia, the Board of Directors concluded that Waskita still has good business prospects in 2023. Among a number of factors that will influence, the Board of Directors is optimistic that the continuation of implementation the 8 streams financial restructuring program includes business transformation which will have a positive impact on Waskita's performance in 2023.

PROYEKSI KINERJA PERUSAHAAN TAHUN 2023

Company Performance Projection in 2023

Board of Directors melaporkan, Waskita telah menyusun proyeksi kinerja perusahaan untuk tahun 2023 yang termuat di dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2023. RKAP tahun 2023 tersebut telah disetujui baik oleh *Board of Commissioners* maupun pemegang saham, serta dilaporkan kepada Otoritas Jasa Keuangan. Secara mendasar, proyeksi kinerja yang termuat di dalam RKAP tahun 2023 merupakan target bagi *Board of Directors* dan jajaran terkait dalam melaksanakan pengelolaan dan pengawasan seluruh aktivitas operasional yang akan dijalankan.

Untuk tahun 2023, jumlah lelang yang ditargetkan akan diikuti Waskita adalah sejumlah 243 proyek, dengan nilai mencapai Rp121,75 triliun. Target lelang yang dimenangkan Waskita adalah mencapai 61 proyek, dengan nilai total Rp20,19 triliun. Kemudian, target jumlah nilai kontrak baru Waskita di tahun 2023, termasuk yang berasal dari anak perusahaan, adalah senilai Rp26,76 triliun.

Waskita has prepared the Company's performance projections for 2023 which are contained in the 2023 Corporate Work Plan and Budget (RKAP). The 2023 RKAP has been approved by both the Board of Commissioners and shareholders, and reported to the Financial Services Authority. Fundamentally, the performance projections contained in the 2023 RKAP are targets for the Board of Directors and related ranks in carrying out the management and supervision of all operational activities that will be carried out.

Total tenders targeted to be participated in by Waskita in 2023 is 243 projects, with a value of up to Rp121.75 trillion. The target of tender to be won by Waskita is 61 projects, with a total value of Rp20.19 trillion. Then, the target value for Waskita's new contracts in 2023, including those from subsidiaries, is Rp26.76 trillion.

Selain itu, Waskita memproyeksi realisasi investasi barang modal sejumlah Rp4,19 triliun pada tahun 2023, atau setara dengan 1796,76% terhadap realisasi di tahun 2022. Pada anak-anak perusahaan, investasi barang modal untuk Waskita Karya Realty, Waskita Beton Precast, Waskita Toll Road, serta Waskita Karya Infrastruktur diproyeksi mampu terealisasi dengan persentase 832,49-41796,96% terhadap realisasi di tahun 2022.

In addition, Waskita projects the realization of investment in capital goods of Rp4.19 trillion in 2023, or equivalent to 1796.76% of the realization in 2022. In its subsidiaries, investment in capital goods for Waskita Karya Realty, Waskita Beton Precast, Waskita Toll Road, as well as Waskita Karya Infrastructure are projected to be realized with a percentage of 832.49-41796.96% of the realization in 2022.

PENERAPAN TATA KELOLA PERUSAHAAN

Implementation of Corporate Governance

Board of Directors memiliki kesadaran penuh untuk secara konsisten melaksanakan pengelolaan Waskita melalui pemenuhan terhadap prinsip-prinsip *Good Corporate Governance* (GCG), berdasarkan peraturan undang-undang serta standar GCG terbaik yang berlaku, meliputi Pedoman Tata Kelola Perusahaan bagi Perusahaan Terbuka oleh Otoritas Jasa Keuangan (OJK), *Asean Corporate Governance Scorecard*, dan Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2021 yang dikeluarkan oleh Komite Nasional Kebijakan Governansi (KNKG). Di samping itu, sebagai Badan Usaha Milik Negara (BUMN), penerapan GCG yang dilaksanakan Waskita berpedoman secara menyeluruh pada indikator penilaian dan evaluasi yang termuat di dalam Keputusan Menteri BUMN Nomor SK-16/S.MBU/2012.

The Board of Directors is fully aware of consistently implementing Waskita's management through compliance with the principles of Good Corporate Governance (GCG), based on laws and the best applicable GCG standards, including the Corporate Governance Code for Public Companies by the Financial Services Authority (OJK), the ASEAN Corporate Governance Scorecard, and the General Guidelines for Indonesian Corporate Governance (PUGKI) 2021 issued by the National Committee on Governance Policy (KNKG). In addition, as a State-Owned Enterprise (BUMN), Waskita's implementation of GCG is thoroughly guided by the assessment and evaluation indicators contained in the Decree of the Minister of SOE No.SK-16/S.MBU/2012.

Atas kesadaran tersebut, *Board of Directors* memastikan, Waskita berkomitmen untuk menerapkan serta meningkatkan kualitas penerapan GCG secara berkesinambungan. Terkait hal tersebut, selaras dengan pelaksanaan transformasi bisnis perusahaan, Waskita telah melakukan pemutakhiran terhadap struktur dan *soft-structure* tata kelola perusahaan, sesuai perkembangan dinamika industri yang dihadapi serta sasaran kinerja yang hendak dicapai untuk tahun-tahun mendatang.

Based on this awareness, the Board of Directors ensures that Waskita is committed to implementing and improving the quality of GCG on an ongoing basis. In this regard, in line with the implementation of the Company's business transformation, Waskita has updated the structure and *soft-structure* of corporate governance, according to the dynamics of the industry being faced and the performance targets to be achieved for the coming years.

Struktur dan Mekanisme GCG

Board of Directors beserta jajaran terkait secara periodik melaksanakan peninjauan terhadap struktur dan *soft-structure* tata kelola Waskita. Untuk tahun 2022, *Board of Directors* memastikan, Waskita telah beroperasi dengan kelengkapan struktur dan *soft-structure* tata kelola yang memadai, sesuai sasaran transformasi bisnis serta perkembangan dinamika industri ke depan. Sampai dengan 31 Desember 2022, *Board*

GCG Structure and Mechanism

The Board of Directors and related staff periodically review the structure and *soft-structure* of Waskita's governance. In 2022, the Board of Directors ensures that Waskita has operated with adequate governance structures and *soft-structures*, in line with business transformation goals and the development of industrial dynamics going forward. As of December 31, 2022, Waskita has completed changes to the nomenclature



of Directors melaporkan, Waskita telah menyelesaikan perubahan nomenklatur sejumlah direktorat serta melakukan pemutakhiran terhadap peraturan-peraturan internal, yang diharapkan dapat secara optimal mendukung efektivitas pelaksanaan tugas dan tanggung jawab organ-organ di dalam struktur tata kelola perusahaan.

Hingga 31 Desember 2022, Board of Directors memastikan, Waskita telah melaksanakan tata kelola GCG dengan hubungan antar-organ yang jelas dan dapat dipertanggungjawabkan, serta secara menyeluruh berkesesuaian dengan peraturan perundang-undangan dan standar terbaik yang berlaku.

Sistem Pengendalian Internal

Board of Directors memahami bahwa sistem pengendalian internal merupakan bagian penting di dalam keseluruhan mekanisme penerapan GCG. Atas pemahaman tersebut, Board of Directors beserta jajaran terkait mengembangkan dan menerapkan sistem pengendalian internal, serta secara berkala memastikan kelengkapan struktur, aturan-aturan pengendalian, hingga kecukupan auditor. Board of Directors memastikan, sistem pengendalian internal Waskita merupakan kesatuan proses, tindakan, dan kegiatan pengendalian yang dilaksanakan secara berkesinambungan, dalam rangka terpenuhinya efektivitas dan efisiensi pengelolaan Perseroan.

Selama tahun 2022, Board of Directors melaporkan, Waskita telah menerapkan sistem pengendalian internal dengan mengacu pada standar *The Committee of Sponsoring Organization of the Treadway Commission (COSO) Internal Control Framework*. Sesuai standar tersebut, Waskita telah menerapkan seluruh mekanisme pengendalian, mencakup 5 (lima) unsur utama, yaitu lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, informasi dan komunikasi, serta pemantauan. Board of Directors memastikan, sistem pengendalian internal yang diterapkan selama tahun 2022 telah dilaksanakan secara berjenjang dengan keterlibatan sejumlah organ di dalam struktur tata kelola Waskita, mencakup Board of Commissioners, Board of Directors, Audit Committee, serta Internal Audit.

of several directorates and updated internal regulations, which are expected to optimally support the effectiveness of the implementation of the duties and responsibilities of the organs within the corporate governance structure.

As of December 31, 2022, the Board of Directors ensures that Waskita has implemented GCG governance with clear and accountable inter-organ relations, and in accordance with applicable laws and regulations and the best standards in force.

Internal Control System

The Board of Directors understands that the internal control system is an important part of the overall GCG implementation mechanism. Based on this understanding, the Board of Directors and related staff developed and implemented an internal control system, and periodically ensure the completeness of the structure, control rules, and the adequacy of the auditors. The Board of Directors ensures that Waskita's internal control system is a unified process, action and control activity that is carried out continuously, in order to achieve effectiveness and efficiency of the Company's management.

Throughout 2022, Waskita has implemented an internal control system with reference to the standards of *The Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Control Framework*. According to these standards, Waskita has implemented all control mechanisms, including 5 (five) main elements, namely control environment, risk assessment, control activities, information and communication, and monitoring. The Board of Directors ensures that the internal control system implemented in 2022 has been implemented in stages with the involvement of a number of organs in Waskita's governance structure, including the Board of Commissioners, Board of Directors, Audit Committee, and Internal Audit.

Secara berkala, Internal Audit dengan pengawasan *Board of Commissioners*, melakukan evaluasi terhadap efektivitas sistem pengendalian internal yang diterapkan Perseroan. Atas evaluasi yang dilakukan untuk tahun 2022, *Board of Directors* melaporkan, Waskita telah menerapkan sistem pengendalian secara efektif selama, dengan kelengkapan perangkat organ, kebijakan, dan personil yang memadai.

Manajemen Risiko

Board of Directors memastikan, selama tahun 2022, Waskita telah menerapkan proses manajemen risiko berbasis ISO 31000:2018 dan COSO - *Enterprise Risk Management Framework*. Seiring hal itu, Waskita melalui *Risk Management & PMO Division* telah melaksanakan pengelolaan manajemen risiko perusahaan sesuai target maturitas yang termuat di dalam *Roadmap Risk Maturity 2022-2026*. *Board of Directors* beserta jajaran terkait telah memastikan proses manajemen risiko Waskita telah diterapkan secara menyeluruh, mencakup identifikasi risiko, pengukuran dan penilaian risiko, penanganan risiko, pelaporan dan pemantauan, hingga evaluasi pelaksanaan manajemen risiko.

Mengacu standar penerapan dan *roadmap* yang telah disusun, *Board of Directors* melaporkan, strategi manajemen risiko Waskita untuk tahun 2022 berfokus pada sejumlah hal sebagai berikut:

1. Pemutakhiran dan implementasi Aplikasi *Waskita Risk Management (WaRM)*;
2. Pemutakhiran prosedur manajemen risiko;
3. Peningkatan budaya sadar risiko;
4. Pemutakhiran batas risiko Perusahaan;
5. Penerapan prosedur skor risiko tertimbang proyek;
6. Penerapan Komite Manajemen Risiko Konstruksi (KMRK) dalam memitigasi risiko pemasaran.

Hingga 31 Desember 2022, Waskita telah menerapkan manajemen risiko secara efektif, dengan didukung oleh kecukupan perangkat struktur dan kebijakan yang memadai. Secara mendasar, efektivitas penerapan manajemen risiko Waskita terlihat melalui pengukuran maturitas untuk tahun 2022, dengan perolehan skor secara grup sebesar 3,25 dan secara stand alone sebesar 3,16 dari skala 5,00, atau meningkat dibanding skor pada tahun 2021 yang sebesar 3,50 dari skala 5,00.

The Internal Audit, under the supervision of the Board of Commissioners, periodically evaluates the effectiveness of the internal control system implemented by the Company. Regarding the evaluation carried out in 2022, Waskita has implemented an effective control system so far, with adequate completeness of organs, policies, and personnel.

Risk Management

The Board of Directors ensures that Waskita has implemented a risk management process based on ISO 31000:2018 and COSO - *Enterprise Risk Management Framework* throughout 2022. In line with this, Waskita through the *Risk Management & PMO Division* has implemented the management of company risk according to the maturity targets contained in the 2022-2026 *Risk Maturity Roadmap*. The Board of Directors and related staff have ensured that Waskita's risk management process has been implemented in its entirety, including risk identification, risk measurement and assessment, risk management, reporting and monitoring, to evaluating the implementation of risk management.

Referring to the implementation standards and the roadmap that has been prepared, Waskita's risk management strategy for 2022 focused on the following matters:

1. Updating and implementing the *Waskita Risk Management (WaRM)* Application;
2. Updating risk management procedures;
3. Improving risk awareness culture;
4. Updating the Company's risk limits;
5. Implementation of the project weighted risk score procedure;
6. Implementation of the Construction Risk Management Committee (KMRK) in mitigating marketing risks.

As of December 31, 2022, Waskita has implemented risk management effectively, supported by adequate structural and policy tools. Fundamentally, the effectiveness of Waskita's risk management implementation can be seen through the measurement of maturity in 2022, with a group score of 3.25 and on a stand-alone basis at 3.16 out of a scale of 5.00, or an increase compared to the score in 2021 which was 3.50 out of a scale of 5,00.



TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN

Corporate Social and Environmental Responsibility

Board of Directors memahami, pertumbuhan usaha yang kuat pada jangka panjang secara mendasar wajib diwujudkan seiring pemenuhan tanggung jawab sosial dan lingkungan, sebagai upaya berkesinambungan dalam menyalurkan nilai ekonomi atas aktivitas operasional bagi seluruh pemangku kepentingan. Lebih dari itu, *Board of Directors* memahami, Waskita merupakan entitas BUMN sekaligus warga korporasi di Indonesia yang bertanggung jawab untuk berperan aktif dalam menyalurkan dukungan terhadap tujuan-tujuan pembangunan berkelanjutan (*Sustainable Development Goals/SDGs*). Atas pemahaman tersebut, *Board of Directors* memastikan, Waskita memiliki komitmen yang kuat untuk dapat menerapkan praktik bisnis secara seimbang, antara tujuan pemerolehan laba (*profit*), pelestarian lingkungan (*planet*), serta kesejahteraan pegawai dan masyarakat (*people*).

Selama tahun 2022, *Board of Directors* melaporkan, Waskita melaksanakan pemenuhan praktik bisnis yang bertanggung jawab melalui program Tanggung Jawab Sosial dan Lingkungan (TJSL) serta Pendanaan Usaha Mikro Kecil (PUMK), melalui keberadaan unit kerja khusus yaitu Unit Tanggung Jawab Sosial & Lingkungan (*Social Environment Responsibility/SER Unit*). *Board of Directors* memastikan, pelaksanaan program TJSL dan PUMK Waskita telah dilaksanakan secara sistematis, melalui proses identifikasi dan pelibatan pemangku kepentingan, serta telah mencakup isu-isu yang secara signifikan berdampak, terdiri atas aspek ekonomi, sosial, dan lingkungan berkenaan dengan aktivitas operasional Perseroan.

Secara mendasar, *Board of Directors* memastikan, pemenuhan program TJSL dan PUMK Waskita telah dilaksanakan dengan mengacu pada Peraturan Menteri Badan Usaha Milik Negara (BUMN) No. PER-05/MBU/04/2021 tanggal 8 April 2021 tentang Program Tanggung Jawab Sosial dan Lingkungan BUMN.

Sebagai wujud penyaluran tanggung jawab bagi pemangku kepentingan, untuk tahun 2022, Waskita telah merealisasikan dana program PUMK sejumlah Rp4.465 juta, atau telah memenuhi sebesar 97,07% dari target RKA tahun 2022. Adapun, realisasi program TJSL untuk tahun 2022 adalah sejumlah Rp7.233,16 juta atau telah memenuhi sebesar 96,44% dari target RKA tahun 2022.

The Board of Directors is aware that strong business growth in the long term basically must be realized in line with the fulfillment of social and environmental responsibilities, as a continuous effort in distributing economic value to operational activities for all stakeholders. Moreover, the Board of Directors also understands that Waskita is an SOE as well as a corporate citizen in Indonesia who is responsible for playing an active role in channeling support for Sustainable Development Goals (SDGs). Based on this understanding, the Board of Directors ensures that Waskita has a strong commitment to be able to apply business practices in a balanced manner, between the objectives of obtaining profit (profit), environmental preservation (planet), and the welfare of employees and society (people).

Throughout 2022, Waskita has fulfilled responsible business practices through the Social and Environmental Responsibility (TJSL) and Micro Small Business Funding (PUMK) programs, through the existence of a special work unit, namely the Social & Environmental Responsibility Unit (SER Unit). The Board of Directors ensures that Waskita's TJSL and PUMK programs have been carried out systematically, through a process of identifying and involving stakeholders, and has covered issues that have a significant impact, consisting of economic, social, and environmental aspects related to the Company's operational activities.

Fundamentally, the Board of Directors ensures that the fulfillment of the Waskita TJSL and PUMK programs has been carried out with reference to Regulation of the Minister of State-Owned Enterprises (SOE) No. PER-05/MBU/04/2021 dated April 8, 2021 on SOE Social and Environmental Responsibility Programs.

As a form of distributing responsibility to stakeholders, in 2022, Waskita has realized PUMK program funds amounted to Rp4,465 million, or has fulfilled 97.07% of the 2022 RKA target. Meanwhile, the realization of the TJSL program for 2022 was Rp7,233.16 million or have fulfilled 96.44% of the 2022 RKA target.

PERUBAHAN KOMPOSISI DIREKSI

Changes in the Board of Directors Composition

Pada tahun 2022, *Board of Directors* Waskita mengalami 1 (satu) kali perubahan komposisi. Melalui RUPS Tahunan pada 16 Juni 2022, pemegang saham mengukuhkan pemberhentian dengan hormat Ibu Arijanti Erfin dan Bapak Bambang Rianto serta memberhentikan dengan hormat Bapak Gunadi, Bapak Hadjar Seti Adji, Bapak Taufik Hendra Kusuma, dari jabatan masing-masing sebagai *Director* Perseroan, serta mengangkat Bapak Bambang Rianto, Bapak Warjo, Bapak Mursyid, Bapak Wiwi Suprihatno, dan Bapak Septiawan Andri Purwanto sebagai *Director* Perseroan.

Atas perubahan tersebut, komposisi *Board of Directors* pada 31 Desember 2022 terdiri dari 7 (tujuh) anggota, yaitu 1 (satu) *President Director*, dan 6 (enam) *Directors*, dengan penjelasan sebagai berikut:

Komposisi *Board of Directors* pada 31 Desember 2022

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 / Deed No. 08 dated June 8, 2020	-	Sampai RUPS Tahunan tahun 2027 / Until 2027 Annual GMS
Wiwi Suprihatno	<i>Director of Finance and Risk Management</i>	Akta No. 50 tanggal 24 Juni 2022 / Deed No. 50 dated June 24, 2022	-	Sampai RUPS Tahunan tahun 2027 / Until 2027 Annual GMS
Mursyid	<i>Director of Human Capital Management and System Development</i>	Akta No. 50 tanggal 24 Juni 2022 / Deed No. 50 dated June 24, 2022	-	Sampai RUPS Tahunan tahun 2027 / Until 2027 Annual GMS
Septiawan Andri Purwanto	<i>Director of Business Development</i>	Akta No. 50 tanggal 24 Juni 2022 / Deed No. 50 dated June 24, 2022	-	Sampai RUPS Tahunan tahun 2027 / Until 2027 Annual GMS
I Ketut Pasek Senjaya Putra	<i>Director of Operation I and Quality, Safety, Health & Environment</i>	Akta No. 50 tanggal 24 Juni 2022 / Deed No. 50 dated June 24, 2022	-	Sampai RUPS Tahunan tahun 2027 / Until 2027 Annual GMS
Bambang Rianto	<i>Director of Operation II</i>	Akta No. 127 tanggal 31 Maret 2017 / Deed No. 127 dated March 31, 2017	Akta No. 50 tanggal 24 Juni 2022	Sampai RUPS Tahunan tahun 2027 / Until 2027 Annual GMS
Warjo	<i>Director of Operation III</i>	Akta No. 50 tanggal 24 Juni 2022 / Deed No. 50 dated June 24, 2022	-	Sampai RUPS Tahunan tahun 2027 / Until 2027 Annual GMS

There was a change in the Board of Directors composition in 2022. Through the Annual General Meeting of Shareholders dated June 16, 2022, the shareholders confirmed the honorable dismissal of Ms. Arijanti Erfin and Mr. Bambang Rianto and honorably dismissed Mr. Gunadi, Mr. Hadjar Seti Adji, and Mr. Taufik Hendra Kusuma, from their respective positions as Directors of the Company, and appointed Mr. Bambang Rianto, Mr. Warjo, Mr. Mursyid, Mr. Wiwi Suprihatno, and Mr. Septiawan Andri Purwanto as Directors of the Company.

Due to these changes, the composition of the Board of Directors as of December 31, 2022 consisted of 7 (seven) members, namely 1 (one) *President Director* and 6 (six) *Directors*, with the following composition:

Board of Directors Composition as of December 31, 2022



APRESIASI

Appreciation

Atas seluruh pencapaian Waskita di tahun 2022, *Board of Directors* menyampaikan terima kasih kepada pemegang saham beserta pemangku kepentingan atas kepercayaan dan dukungan yang diberikan. Selain itu, kami juga menyampaikan terima kasih kepada *Board of Commissioners* atas pengawasan dan nasihat yang telah diberikan, sebagai bagian penting mekanisme *checks and balances* dalam tata kelola Waskita. Akhirnya, kami sebagai *Board of Directors* menyampaikan apresiasi kepada seluruh insan Waskita atas dedikasi dan loyalitas yang diberikan, sehingga Waskita mampu melalui tahun 2022 dengan kinerja positif.

Kami optimistis sinergi dan kerja keras yang telah diberikan hingga tahun 2022 akan dapat terjaga pada tahun-tahun mendatang, sebagai upaya bersama dalam pencapaian pertumbuhan bisnis secara kuat dan berkelanjutan. Kami optimistis, Waskita akan mampu berkontribusi secara optimal sebagai perusahaan konstruksi yang terpercaya, bagi kemajuan pembangunan infrastruktur Indonesia.

For all Waskita's achievements in 2022, the Board of Directors would like to express our gratitude to shareholders and stakeholders for the trust and support given to us. We would also like to extend our gratitude to the Board of Commissioners for their supervision and advice, as an important part of the checks and balances mechanism in Waskita's governance. Finally, we as the Board of Directors would like to extend our appreciation to all Waskita employees for their dedication and loyalty, so that Waskita managed to go through 2022 with positive performance.

We hope that the synergy and hard work that has been provided until 2022 will be maintained in the coming years, as a joint effort to achieve strong and sustainable business growth. We are optimistic that Waskita will be able to contribute optimally as a trusted construction company, for the progress of Indonesia's infrastructure development.

Jakarta, April 2023

Atas nama *Board of Directors*, /
On behalf of the Board of Directors,

DESTIAWAN SOEWARDJONO

President Director

03

Profil Perusahaan

Company Profile





INFORMASI UMUM DAN IDENTITAS PERUSAHAAN

General Information and Identity of the Company



Nama Perusahaan / Company Name

PT Waskita Karya (Persero) Tbk

Bidang Usaha /
Line of Business



Jasa Konstruksi, Pengembang di bidang jalan tol, beton pracetak, *property/realty*, dan Infrastruktur Lainnya. / Construction services, toll road development, precast, *property/realty*, and other infrastructure

Tanggal Pendirian /
Date of Establishment



1 Januari 1961 / January 1, 1961

Dasar Hukum Pendirian /
Legal Basis of Establishment



Akta No. 80 tanggal 15 Maret 1973 yang dibuat di hadapan Kartini Muljadi, SH Notaris di Jakarta, dengan perubahan terakhir berdasarkan Akta No. 11 tanggal 7 Oktober 2021 / Deed No. 80 dated March 15, 1973 made before Kartini Muljadi, SH Notary in Jakarta

Kepemilikan /
Ownership



- Pemerintah Republik Indonesia 75,35% / Government of The Republic of Indonesia 75.35%
- Masyarakat 24,65% / Public 24.65%

Modal Dasar /
Authorized Capital



Rp5.429.580.400.000,-

Modal Ditempatkan dan
Disetor / Issued and Paid in
Capital



Rp2.631.588.647.500,-

Total Aset /
Total Assets



Rp98.232.316.628.846,-

Penawaran Umum Saham
Perdana / Initial Public
Offering



Saham Perseroan telah dicatatkan di Bursa Efek Indonesia (BEI) pada tanggal 19 Desember 2012 / The Company has listed its shares on the Indonesia Stock Exchange (IDX) on December 19, 2012

Kode Saham /
Ticker Code



WSKT

Jumlah Pegawai /
Total Employees



1.921 pegawai, pada 31 Desember 2022 / 1,921 employees as of December 31, 2022



INFORMASI UMUM DAN IDENTITAS PERUSAHAAN

General Information and Identity of the Company

Jaringan Usaha / Business Network



20 Business Unit, Branch dan Area Representative / 20 Business Units, Branches, and Area Representatives

Entitas Anak / Subsidiaries



- PT Waskita Beton Precast Tbk
- PT Waskita Toll Road
- PT Waskita Karya Realty
- PT Waskita Karya Infrastruktur (sebelumnya bernama PT Waskita Karya Energi)

Entitas Anak Tidak Langsung / Indirect Subsidiaries



- PT Kresna Kusuma Dyandra Marga
- PT Cimanggis Cibitung Tollways
- PT Waskita Bumi Wira
- PT Pemalang Batang Toll Road
- PT Waskita Sriwijaya Tol
- PT Trans Jabar Tol
- PT Citra Waspphotowa
- PT Citra Karya Jabar Tol
- PT Trans Jawa Paspro Jalan Tol
- PT Utama Marga Waskita
- PT Waskita Fim Perkasa Realti (WFPR)
- PT Waskita Modern Realti (WMR)
- PT Hotel Karya Indonesia
- PT Waskita Sangir Energi
- PT Waskita Wado Energi

Entitas Asosiasi / Associate



- PT Prima Multi Terminal
- PT PP Sinergi Banjaratma
- PT Jasamarga Jogja Bawen

Alamat Kantor Pusat / Head Office Address



Gedung Waskita Heritage
Jl. MT Haryono Kav. No. 10, Cawang
Jakarta, 13340, Indonesia
Tel. +62 21 850 8510/20
Fax. +62 21 850 8506
Email: waskita@waskita.co.id

Situs Web / Website



<https://www.waskita.co.id/>

Media Sosial / Social Media



- Twitter : @waskita_karya
- Youtube. : PT Waskita Karya
- Instagram: [waskita_karya](#)
- Facebook : PT Waskita Karya
- LinkedIn: PT Waskita Karya (Persero) Tbk

Kontak Perusahaan / Company Contact



Corporate Secretary
Gedung Waskita Heritage
Jl. MT Haryono Kav. No. 10, Cawang
Jakarta, 13340, Indonesia
Tel. +62 21 850 8510/20
Fax. +62 21 850 8506
Email: corporate.secretary@waskita.co.id

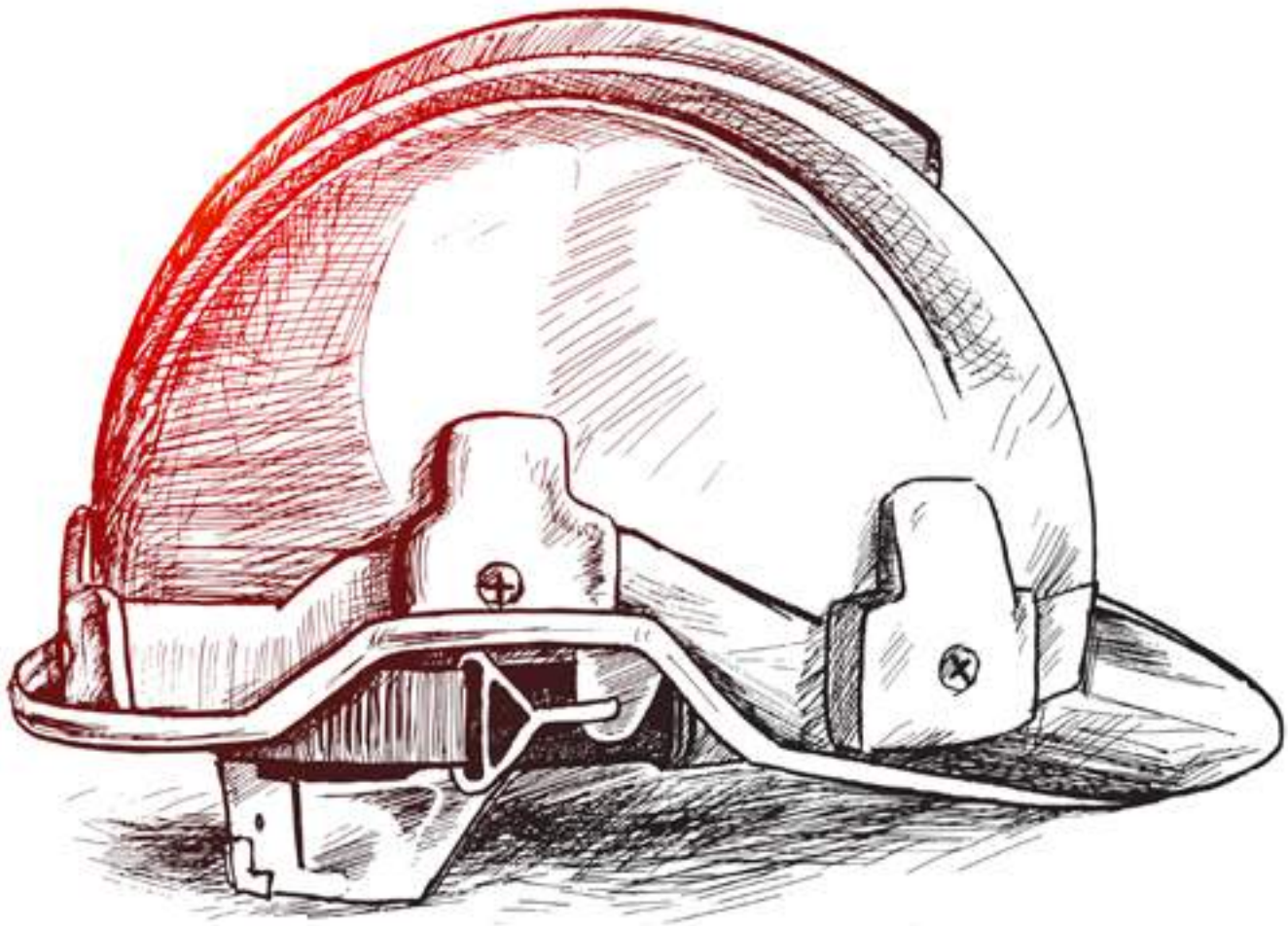


RIWAYAT SINGKAT PERUSAHAAN

Brief History of the Company

PT Waskita Karya (Persero) Tbk, selanjutnya disebut “Waskita” atau “Perseroan”, merupakan perusahaan Badan Usaha Milik Negara (BUMN) yang didirikan pada 1 Januari 1961, dan kemudian beroperasi berdasarkan dasar hukum Akta No. 80 tanggal 15 Maret 1973 yang dibuat di hadapan Kartini Muljadi, SH Notaris di Jakarta.

PT Waskita Karya (Persero) Tbk, hereinafter referred to as “Waskita” or the “Company” is a State-Owned Enterprise (SOE), which was established on January 1, 1961 with its operations carried out based on Deed No. 80 dated March 15, 1973 made before Kartini Muljadi, SH Notary in Jakarta.





RIWAYAT SINGKAT PERUSAHAAN

Brief History of the Company

PT Waskita Karya (Persero) Tbk, selanjutnya disebut "Waskita" atau "Perseroan", merupakan perusahaan Badan Usaha Milik Negara (BUMN) yang didirikan pada 1 Januari 1961, dan kemudian beroperasi berdasarkan dasar hukum Akta No. 80 tanggal 15 Maret 1973 yang dibuat di hadapan Kartini Muljadi, SH Notaris di Jakarta. Waskita didirikan atas langkah Pemerintah Indonesia dalam melakukan nasionalisasi terhadap perusahaan-perusahaan asing di bidang usaha strategis, salah satunya perusahaan konstruksi milik Belanda yaitu "Volker Aannemings Maatschappij N.V.". Proses nasionalisasi terhadap perusahaan tersebut dilakukan berdasarkan Keputusan Pemerintah No. 62/1961.

Memasuki dasawarsa 1980-an, Waskita mulai mengerjakan sejumlah proyek dengan penggunaan teknologi maju, melalui aliansi bisnis berupa *joint operation* dan *joint venture* dengan perusahaan-perusahaan asing terkemuka. Di antara prestasi monumental yang berhasil dilaksanakan Waskita pada fase ini adalah Bandara Soekarno-Hatta, Cengkareng. Pada 1990-an, Waskita

PT Waskita Karya (Persero) Tbk, hereinafter referred to as "Waskita" or the "Company" is a State-Owned Enterprise (SOE), which was established on January 1, 1961 with its operations carried out based on Deed No. 80 dated March 15, 1973 made before Kartini Muljadi, SH Notary in Jakarta. Waskita was established as an effort of the Indonesian Government to nationalize foreign companies engaged in strategic lines of business, including a Dutch-owned construction company, namely "Volker Aannemings Maatschappij NV". The nationalization process was carried out based on Government Decree No. 62/1961.

Entering the 1980s, Waskita began to embark on various projects, including projects that involve advanced technology through business alliances such as joint operation and joint venture with leading foreign companies. Waskita's monumental achievements include the Soekarno-Hatta Airport in Cengkareng. In the 1990s, Waskita has also completed various high-rise buildings,

RIWAYAT SINGKAT PERUSAHAAN

Brief History of the Company

menyelesaikan berbagai proyek gedung bertingkat seperti BNI City, Gedung Kantor Bank Indonesia, Menara Graha Niaga, Menara Mandiri Plaza, Hotel Shangri-La, serta sejumlah apartemen bertingkat yang berlokasi di Jakarta dan kota-kota besar lainnya.

Pada Desember 2012, Waskita melaksanakan penawaran saham perdana pada Bursa Efek Indonesia (BEI) dengan melepas kepemilikan saham sebesar lebih dari 30% kepada masyarakat. Seiring hal itu, Waskita juga menerbitkan obligasi pada Mei 2012 senilai Rp75 miliar, yang diikuti penerbitan Obligasi PUB I tahap I pada November 2014 dengan peringkat A senilai Rp500 miliar. Di tahun yang sama, Waskita mendirikan sejumlah anak perusahaan, terdiri dari PT Waskita Toll Road, PT Waskita Beton Precast, PT Waskita Karya Realty dan PT Prima Multi Terminal.

Di tahun 2020, Waskita telah berhasil mengakuisisi 19 ruas jalan tol dengan total panjang 1.087 km. Pandemi Covid-19 yang mulai memberi dampak pada akhir kuartal I tahun 2020 mendorong Waskita untuk merespons perubahan serta arus digitalisasi pada masyarakat melalui peluncuran "Waskita Elaborate and Communication for Marketing Excellent" atau "WELCOME", yang merupakan aplikasi berbasis web dan perangkat pintar, berfungsi untuk mengubah kebutuhan tender menjadi bersifat *paperless* dan terintegrasi. Hal tersebut berperan penting dalam memudahkan keperluan pemasaran serta pengecekan data di dalam sistem, baik terkait proyek maupun pelanggan.

Waskita telah mengembangkan segmen pasarnya menuju segmen pasar luar negeri dengan membuka kantor cabang di Dubai, Abu Dhabi, serta Jeddah, serta mengakuisisi dan melaksanakan sejumlah proyek pembangunan bertingkat tinggi di kota-kota tersebut. Terkait hal itu, Waskita juga telah menerima lisensi dagang dari otoritas Dubai dengan kualifikasi status kelas tidak terbatas, yang membuat Waskita dapat memberikan layanan konstruksi proyek bangunan bertingkat tinggi dengan ketinggian yang tidak terbatas.

such as BNI City (the tallest building in Indonesia), Bank Indonesia Office Building, Graha Niaga Tower, Mandiri Plaza Tower, Shangrila Hotel and several multi-storey apartments in Jakarta and other big cities.

In December 2012, Waskita conducted an initial public offering on the Indonesia Stock Exchange (IDX) by releasing more than 30% share ownership to the public. In line with this, Waskita also issued bonds in May 2012 worth Rp75 billion, which was followed by the issuance of Phase I PUB Bonds I in November 2014 with an A rating worth Rp500 billion. In the same year, Waskita established a number of subsidiaries, consisting of PT Waskita Toll Road, PT Waskita Beton Precast, PT Waskita Karya Realty and PT Prima Multi Terminal.

In 2020, Waskita has managed to acquire 19 toll roads with a total length of 1,087 km. The Covid-19 pandemic which began to impact the public by the end of the first quarter of 2020 prompted Waskita to respond to various changes and digitalization flows in society through the launch of "Waskita Elaborate and Communication for Marketing Excellent" or "WELCOME", which is a web-based application and smart device with the function for tender activities to be paperless and integrated. This plays an important role in facilitating marketing needs and checking data in the system, both related to projects and customers.

Waskita has developed its market segment towards the overseas market segment by opening branch offices in Dubai, Abu Dhabi and Jeddah, as well as acquiring and implementing a number of high-rise development projects in these cities. Waskita has also obtained trade license from the Dubai authorities with unlimited class status qualifications, which allows Waskita to provide construction services for high-rise building projects with unlimited heights.



RIWAYAT SINGKAT PERUSAHAAN

Brief History of the Company

Hingga akhir tahun 2022, Waskita terus mencatatkan kontribusi dalam sejumlah proyek pembangunan infrastruktur di tanah air, antara lain melalui realisasi penggunaan dana Penambahan Modal Negara (PMN) pada penyelesaian ruas tol Kayu Agung-Palembang-Betung serta ruas tol Bogor-Ciawi-Sukabumi. Selain itu, Waskita juga melakukan Strategic Partnership dengan Indonesia Investment Authority (INA) pada 2 (dua) ruas tol, yaitu Kanci-Pejagan (SMR) dan Pejagan-Pemalang (PPTR), serta Strategic Partnership dengan PT Sarana Multi Infrastruktur melalui mekanisme shareswap kepemilikan saham sebesar 55% pada ruas tol Cimanggis-Cibitung (CCTW).

As of the end of 2022, Waskita keeps moving forward with its contributions to a number of infrastructure development projects in the country, including through the realization of the use of additional State Capital (PMN) funds for the completion of the Kayu Agung-Palembang-Betung toll road and the Bogor-Ciawi-Sukabumi toll road. In addition, Waskita also conducted a Strategic Partnership with the Indonesia Investment Authority (INA) on 2 (two) toll roads, namely Kanci-Pejagan (SMR) and Pejagan-Pemalang (PPTR), as well as a Strategic Partnership with PT Sarana Multi Infrastruktur through a shareswap mechanism of 55% share ownership in the Cimanggis-Cibitung (CCTW) toll road section.

Perubahan Nama dan Status Badan Hukum



Change of Name and Legal Status

Waskita telah mengalami 3 (tiga) kali perubahan nama. Semula, Perseroan beroperasi dengan nama Volker Aannemings Maatschapij N.V., yaitu pada era kolonial Belanda. Sesuai Keputusan Pemerintah No. 62/1961 tahun 1961, Perseroan berubah nama menjadi Perusahaan Negara Waskita Karya. Perubahan berikutnya terjadi pada tahun 1973 yang membuat Perseroan beroperasi sebagai BUMN dengan nama PT Waskita Karya (Persero), melalui Akta Pendirian No. 80 tanggal 15 Maret 1973. Seiring dilakukannya penawaran umum perdana saham pada Bursa Efek Indonesia di 19 Desember 2012, nama dan status Perseroan berubah menjadi perusahaan terbuka, dengan nama PT Waskita Karya (Persero) Tbk.

Waskita has undergone 3 (three) name changes. Initially, the Company operated under the name Volker Aannemings Maatschapij NV, namely during the Dutch colonial era. In accordance with Government Decree No. 62/1961 in 1961, the Company changed its name to State Company Waskita Karya. The next change occurred in 1973 which made the Company operate as a SOE under the name PT Waskita Karya (Persero), through the Deed of Establishment No. 80 dated March 15, 1973. Along with the initial public offering of shares on the Indonesia Stock Exchange on December 19, 2012, the name and status of the Company changed as a public company under the name PT Waskita Karya (Persero) Tbk.

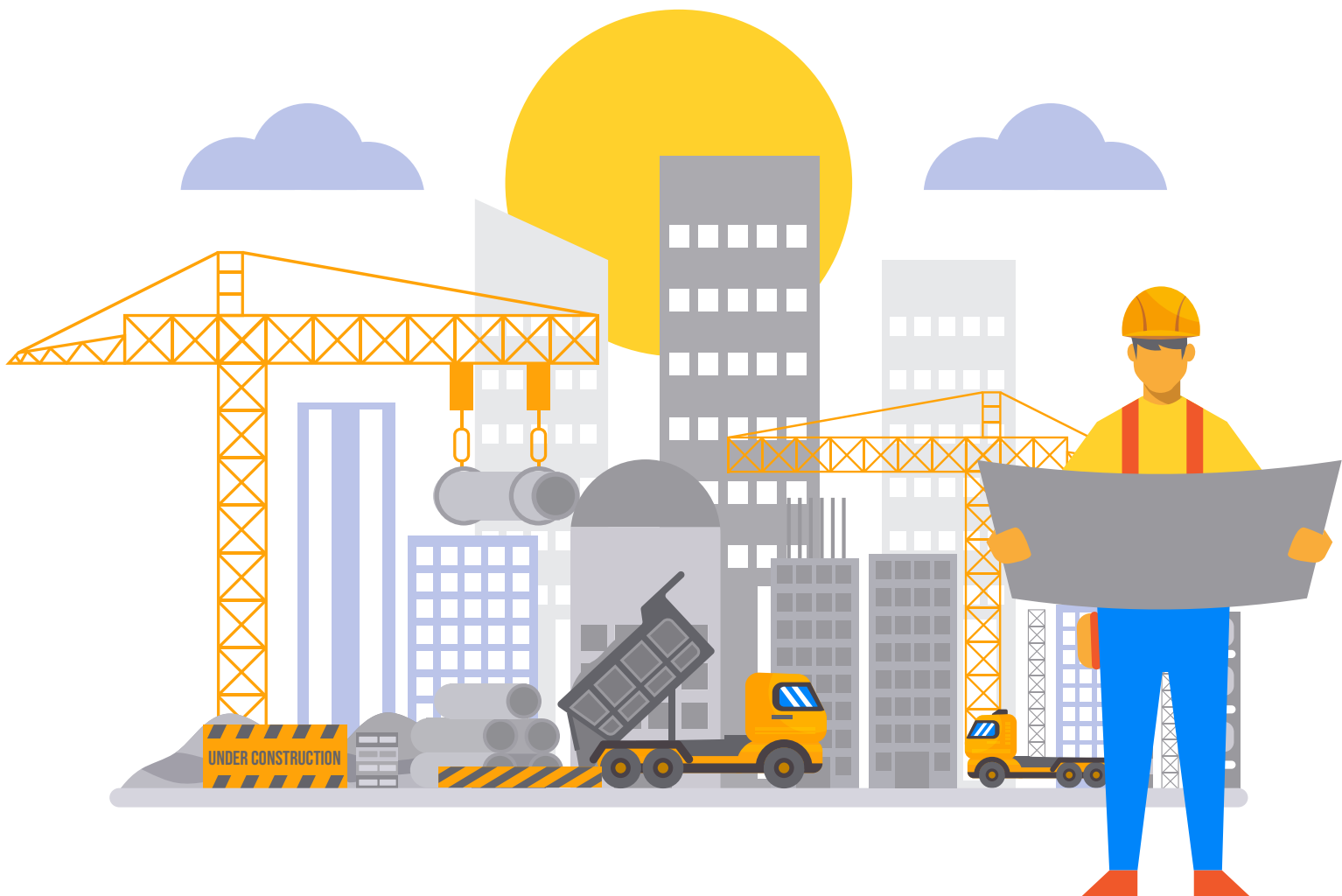
BIDANG USAHA, PRODUK DAN JASA, SERTA WILAYAH JARINGAN USAHA

Lines of Business, Products and Services, and Operational Area

Sesuai ketentuan tersebut, Waskita memiliki maksud dan tujuan untuk berusaha pada bidang industri konstruksi, industri pabrikasi, jasa penyewaan, jasa keagenan, investasi, industri agro, pekerjaan terintegrasi (*Engineering, Procurement, and Construction/EPC*), perdagangan, pengelolaan kawasan, layanan jasa peningkatan kemampuan di bidang konstruksi, teknologi informasi, serta kepariwisataan.



In accordance with these provisions, Waskita has the aim and objective to conduct business in the construction industry, manufacturing industry, leasing services, agency services, investment, agro-industry, integrated work (*Engineering, Procurement, and Construction/EPC*), trading, area management, capacity building services in the fields of construction, information technology, and tourism.





BIDANG USAHA, PRODUK DAN JASA, SERTA WILAYAH JARINGAN USAHA

Lines of Business, Products and Services, and Operational Area

BIDANG USAHA PERUSAHAAN

Lines of Business

Waskita menjalankan bidang usaha berdasarkan pasal 3 Anggaran Dasar Perseroan yang terakhir diubah melalui Akta No. 11 tanggal 7 Oktober 2021. Sesuai ketentuan tersebut, Waskita memiliki maksud dan tujuan untuk berusaha pada bidang industri konstruksi, industri pabrikan, jasa penyewaan, jasa keagenan, investasi, industri agro, pekerjaan terintegrasi (*Engineering, Procurement, and Construction/EPC*), perdagangan, pengelolaan kawasan, layanan jasa peningkatan kemampuan di bidang konstruksi, teknologi informasi, serta kepariwisataan.

Dalam upaya melaksanakan maksud dan tujuan di atas, Waskita dapat melaksanakan kegiatan usaha dengan perincian sebagai berikut:

Waskita runs its lines of business based on article 3 of the Company's Articles of Association which was last amended by Deed No. 11 dated October 7, 2021. In accordance with these provisions, Waskita has the aim and objective to conduct business in the construction industry, manufacturing industry, leasing services, agency services, investment, agro-industry, integrated work (*Engineering, Procurement, and Construction/EPC*), trading, area management, capacity building services in the fields of construction, information technology, and tourism.

In an effort to carry out the aims and objectives, Waskita can carry out business activities with the following details:

BIDANG USAHA, PRODUK DAN JASA, SERTA WILAYAH JARINGAN USAHA

Lines of Business, Products and Services, and Operational Area

Kegiatan Usaha Berdasarkan Anggaran Dasar / Business Activities by Articles of Association	Keterangan / Description
	Sudah Dijalankan / Implemented
Pekerjaan pelaksanaan konstruksi / Construction works	✓
Jasa penambangan / Mining Services	-
Pekerjaan terintegrasi (EPC) / Integrated work (EPC)	✓
Rancang bangun / Building design	✓
<i>Building Management</i>	-
Pabrikasi beban dan komponen bangunan / Manufacturing of building loads and components	✓
Pabrikasi komponen dan perataan konstruksi / Manufacturing of construction components and equipment	-
Pabrikasi barang logam, kayu, karet, dan plastik / Manufacturing of metal, wood, rubber, and plastic goods	✓
Penyewaan peralatan konstruksi / Rental of construction equipment	-
Layanan jasa keagenan bahan dan komponen bangunan serta peralatan konstruksi / Agency services for building materials and components and construction equipment	-
Investasi (penyertaan modal pada perusahaan lain) dan/atau pengelolaan usaha di bidang: 1. Prasarana dan dasar (infrastruktur); 2. Industri / Investment (equity participation in other companies) and/or business management in the fields of 1. Infrastructure and basic (infrastructure); 2. industry	✓
Ekspor impor / Export import	✓
Perdagangan umum / General trading	-
<i>System development</i>	✓
Pengelolaan Kawasan / Estate Management	✓
Pengembangan / Development	✓
Kegiatan Usaha Pendukung / Supporting Business Activities	
Layanan jasa konsultasi (konsultan) manajemen / Management consulting services (consultant)	-
Melakukan usaha di bidang argo industry / Agro industry business	✓
Layanan jasa bidang teknologi informasi dan kepariwisataan / Information technology and tourism services.	✓

PRODUK DAN JASA

Products and Services

Berdasarkan kegiatan usaha yang telah dipaparkan, Waskita menghasilkan produk dan jasa yang terbagi ke dalam 3 (tiga) jenis usaha, yaitu Investasi, Konstruksi, dan Manufaktur, dengan uraian masing-masing jenis usaha sebagai berikut:

In accordance with the aforementioned business activities, the products and services provided by the Company consist of three types of businesses, namely Investment, Construction, and Manufacturing with the following description.



BIDANG USAHA, PRODUK DAN JASA, SERTA WILAYAH JARINGAN USAHA

Lines of Business, Products and Services, and Operational Area

Lini Bisnis Waskita / Waskita's Lines of Business		
Investasi / Investment		
Jalan Tol / Toll Road Waskita Toll Road (WTR)	Realti / Realty Waskita Karya Realty (WKR)	Infrastruktur Non-Jalan Tol / Toll Road Infrastructure Waskita Karya Infrastruktur (WKI)
<ul style="list-style-type: none"> Berdiri sejak tahun 2014. Waskita Toll Road (WTR) fokus dalam pengembangan jalan tol di Indonesia. Memiliki 10 ruas jalan tol di Jawa dan Sumatera Hingga 2022, panjang ruas jalan tol di lingkungan WTR yang telah beroperasi adalah sepanjang 223,48 km Pada tahun 2022, WTR berkontribusi laba sebesar Rp462,465 M Established in 2014. Waskita Toll Road (WTR) focuses on the development of toll roads in Indonesia. Owns 10 toll road sections in Java and Sumatera As of 2022, the length of toll roads in the WTR area that have been operating is 223.48 km WTR contributed a profit of Rp462.465 billion in 2022. 	<ul style="list-style-type: none"> Berdiri sejak tahun 2014. Investasi realti dilaksanakan oleh Waskita Karya Realty (WKR). Memiliki 13 proyek realti dan property diantaranya adalah 8 proyek <i>non-recurring</i> (6 apartemen dan 2 <i>landed house</i>) dan 5 proyek <i>recurring</i> (3 hotel, 1 apartemen servis, dan 1 retail) Established in 2014. Real estate investment by Waskita Karya Realty (WKR). Has 13 realty and property projects including 8 non-recurring projects (6 apartments and 2 landed houses) and 5 recurring projects (3 hotels, 1 serviced apartment, and 1 retail). 	<ul style="list-style-type: none"> Berdiri sejak tahun 2014. Pengembangan infrastruktur non-jalan tol dilaksanakan oleh Waskita Karya Infrastruktur (WKI). WKI berencana untuk menjadi pemain besar dalam investasi infrastruktur Akan menjalankan bisnis penyewaan alat berat konstruksi. Established in 2014. Non-toll road infrastructure by Waskita Karya Infrastruktur (WKI). WKI plans to become a leading company in infrastructure investment Plans to run construction heavy equipment rental business.
Konstruksi / Construction		
Konstruksi / Construction		
<ul style="list-style-type: none"> Merupakan bisnis utama Waskita. Telah berkontribusi kepada pembangunan infrastruktur Indonesia sejak tahun 1961. Waskita merupakan perusahaan yang ahli dan berpengalaman dalam konstruksi sipil, gedung dan EPC. Ke depan, Waskita berencana untuk mengembangkan bisnis ke pasar internasional. Waskita's main business. Has contributed to Indonesia's infrastructure development since 1961. Waskita is an expert and experienced company in civil, building and EPC construction. In the future, Waskita plans to expand its business to the international market. 		
Manufaktur / Manufacturing		
Beton Pracetak / Precast Concrete Waskita Beton Precast (WSBP)	Pabrikasi Baja / Steel Manufacturing Waskita Karya Infrastruktur (WKI)	
<ul style="list-style-type: none"> Berdiri sejak tahun 2014. Waskita memiliki rantai pasok terintegrasi untuk produksi precast melalui Waskita Beton Precast (WSBP). WSBP memiliki 5 precast plant aktif dengan kapasitas 2,55 juta metric ton. Pada tahun 2016, WSBP melakukan pencatatan saham perdana (IPO) di Bursa Efek Indonesia dengan melepas 40% kepemilikannya kepada masyarakat. Established in 2014. Waskita has an integrated supply chain for precast production through Waskita Beton Precast (WSBP). WSBP has 5 active precasts plant with a capacity of 2.55 million metric tons. In 2016, WSBP conducted an initial public offering (IPO) on the Indonesia Stock Exchange by trading 40% of its ownership to the public 	<ul style="list-style-type: none"> Dilaksanakan oleh Waskita Karya Infrastruktur (WKI). Memiliki 1 pabrikasi baja dengan kapasitas 48.000 ton/tahun. Memproduksi tower untuk transmisi listrik, guardrail jalan tol dan produk baja untuk tower 5G. Implemented by Waskita Karya Infrastructure (WKI). Has 1 steel factory with a capacity of 48,000 tons/year. Procurement of towers for power transmission, toll road guardrails and steel products for 5G towers. 	

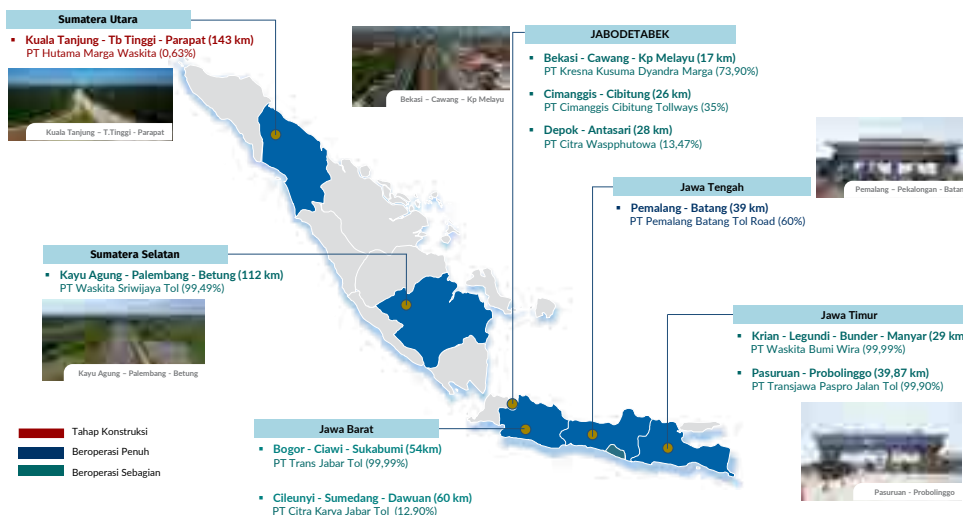
BIDANG USAHA, PRODUK DAN JASA, SERTA WILAYAH JARINGAN USAHA

Lines of Business, Products and Services, and Operational Area

Jalan Tol

Waskita menjalankan lini bisnis jalan tol melalui investasi yang terbagi pada 6 (enam) wilayah di Indonesia, yaitu Jakarta, Jawa Barat, Jawa Tengah, Jawa Timur, Sumatra Utara, dan Sumatra Selatan. Pada 31 Desember 2022, panjang konsesi jalan tol yang dimiliki Perseroan adalah mencapai mencapai 548 kilometer dengan total investasi sejumlah Rp71 triliun. Perseroan mengelola lini bisnis jalan tol melalui entitas anak, yaitu PT Waskita Karya Toll Road (WTR).

Informasi lebih lanjut mengenai ruas-ruas jalan tol Waskita di tahun 2022 adalah sebagai berikut:



Toll Road

The Company's toll road business is carried out through investments divided into 6 (six) regions in Indonesia which include Jakarta, West Java, Central Java, East Java, North Sumatra and South Sumatra. As of December 31, 2022, the length of the road concession owned by the Company reached 548 kilometers with total investment of Rp71 trillion. The management of this toll road business is carried out by a subsidiary, namely PT Waskita Karya Toll Road (WTR).

Further information on Waskita's toll road business in 2022 is as follows:

Realti

Lini bisnis realti terdiri atas kegiatan usaha antara lain berupa pengembangan realti dan properti, serta fokus pada pengembangan dan pengelolaan bangunan gedung di antaranya berupa hotel, apartemen, *Small Office-Home Office* (SOHO), kantor, *mixed use*, serta rumah tapak.

Waskita mengelola lini bisnis realti melalui PT Waskita Karya Realty (WKR), yang memiliki 2 (dua) merek utama, yaitu Vasaka (residensial/superblok) dan Teraskita (hotel dan perkantoran). Hingga tahun 2022, sejumlah proyek yang dikembangkan dan dikelola oleh WKR dapat dilihat dalam tabel berikut.

Realty

The realty business line consists of business activities in realty and property development, and focuses on the development and management of buildings including hotels, apartments, Small Office-Home Office (SOHO), offices, mixed use, and landed houses.

The management of Waskita's realty business is carried out through PT Waskita Karya Realty (WKR), which has 2 (two) main brands, namely Vasaka (residential/superblock) and Teraskita (hotels and offices). The projects developed and managed by WKR throughout 2022 can be seen in the following table.



BIDANG USAHA, PRODUK DAN JASA, SERTA WILAYAH JARINGAN USAHA

Lines of Business, Products and Services, and Operational Area

No.	Proyek / Project	Luas Area / Area Size	Nilai Investasi (dalam miliar rupiah) / Investment Value (in billion rupiah)	Penggunaan / Used for
Medan				
1	Vasaka The Reiz Condo	7.856 m ²	707	Apartemen / Apartment
2	The Reiz Suites	1.480 m ²	213	Apartemen Servis / Serviced Apartment
Jabodetabek				
3	Teraskita Hotel Jakarta	3.349 m ²	252	Hotel, Perkantoran / Hotel, Offices
4	Vasaka Solterra *	11.124 m ²	711	Apartemen, Fasilitas Komersial / Apartment, Commercial Facilities
5	Waskita Rajawali Tower	6.956 m ²	347	Gedung Perkantoran / Office Building
6	Vasaka City *	343 ha	450	Perumahan, Apartemen, Area Komersial, Perkantoran / Housing, Apartment, Commerical Area, Offices
7	Vasaka Nines	8.922 m ²	534	Apartemen, Area Komersial / Apartment, Commercial Area
8	Brooklyn	10.000 m ²	901	Apartemen, Perkantoran, Pertokoan, SOHO / Apartment, Offices, Shops, SOHO
9	Yukata Suites	5.000 m ²	716	Apartemen / Apartment
Bandung				
10	Maison Teraskita Bandung	1.535 m ²	81	Hotel
Surabaya				
11	88 Avenue*	9.486 m ²	821	Apartemen, SOHO, Bangunan Superblok / Apartment, SOHO, Superblock Building
Bali				
12	Vasaka Bali*	107.363 m ²	452	Perumahan, Area Komersial / Housing, Commercial Area
13	Vasaka Lifestyle & Commercial Center (VLCC)*	12.637 m ²	33	Pertokoan Area Komersial / Shops, Commercial Area
Makassar				
14	Teraskita Hotel Makassar	1.827 m ²	114	Hotel

*) Dalam pengerjaan. / In construction

Pengembangan Investasi Infrastruktur Non-Jalan Tol

Waskita menjalankan lini bisnis investasi infrastruktur non-jalan tol berupa aktivitas pengembangan investasi sejumlah proyek infrastruktur antara lain pembangkit listrik, fasilitas pengelolaan air, pipanisasi, dan lain sebagainya. Hingga 31 Desember 2022, proyek-proyek yang sudah beroperasi yaitu PLTMH Waskita Sangir Energi yang berlokasi di Sumatra Barat. Proyek ini beroperasi sejak tahun 2017 dengan total nilai investasi sejumlah Rp282 miliar.

Waskita mengelola lini bisnis investasi infrastruktur non-jalan tol melalui entitas anak yaitu PT Waskita Karya Infrastruktur (WKI).

Non-Toll Road Infrastructure Investment Development

Waskita runs a non-toll road infrastructure investment business line in the form of investment development activities for various infrastructure projects including power plants, water management facilities, pipelines, and so on. As of December 31, 2022, the projects that are already operating are the Waskita Sangir Energi PLTMH located in West Sumatra. This project has been operating since 2017 with a total investment value of Rp282 billion.

Waskita manages the non-toll road infrastructure investment business line through its subsidiary, namely PT Waskita Karya Infrastruktur (WKI).

BIDANG USAHA, PRODUK DAN JASA, SERTA WILAYAH JARINGAN USAHA

Lines of Business, Products and Services, and Operational Area

Konstruksi

Waskita terus bertransformasi dalam mengembangkan bisnis melalui perluasan pasar konstruksi, yang diharapkan dapat secara maksimal meningkatkan daya saing dan nilai tambah di tengah industri. Untuk mendukung proses tersebut, Waskita memiliki 5 (lima) unit bisnis sebagai berikut:

Divisi Gedung

Melingkupi bidang pemasaran sampai dengan produksi untuk pekerjaan proyek gedung, antara lain bandara LRT, jalur kereta api, pengembangan kawasan, dan lain-lain, termasuk proyek-proyek investasi dan pengembangan terpilih yang ditetapkan oleh *Board of Directors*.

Divisi Gedung beroperasi di seluruh wilayah Indonesia.

Divisi Luar Negeri

Melingkupi bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek luar negeri baik berupa gedung, infrastruktur dan EPC, termasuk proyek-proyek investasi dan pengembangan terpilih yang ditetapkan *Board of Directors*.

Divisi Luar Negeri beroperasi pada sejumlah kawasan di berbagai negara, meliputi Timur Tengah, Asia Tenggara, serta Afrika.

Divisi Infrastruktur I

Melingkupi bidang pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek infrastruktur sipil non-jalan dan jembatan, seperti bendungan, bangunan air, pelabuhan, dan lain-lain, termasuk proyek-proyek investasi pengembangan terpilih yang ditetapkan *Board of Directors*.

Divisi Infrastruktur II

Mencakup pemasaran sampai dengan produksi untuk pekerjaan proyek-proyek infrastruktur sipil berupa jalan dan jembatan termasuk proyek-proyek investasi dan pengembangan terpilih yang ditetapkan *Board of Directors*.

Divisi Infrastruktur III

Meliputi bidang pemasaran hingga produksi untuk pekerjaan proyek-proyek EPC, seperti power plant, industrial plant, smelter, transmisi distribusi air, sewerage, Sistem Penyedia Air Minum (SPAM), Tempat Pemrosesan Akhir (TPA), Oil & Gas, dan lain-lain, termasuk proyek-proyek investasi dan pengembangan terpilih yang ditetapkan oleh *Board of Directors*.

Divisi Infrastruktur III beroperasi di seluruh wilayah Indonesia.

Construction

Waskita continues its transformation for business development by expanding the construction market, which is expected to maximize competitiveness and added value in the industry. To support this process, Waskita has prepared 5 (five) business units as follows:

Building Division

Covering the marketing to production for building project work, including airport LRT, railroads, regional development, etc., including selected investment and development projects by the Board of Directors.

The Building Division operates throughout Indonesia.

Overseas Division

Covering the marketing to production for overseas projects of buildings, infrastructure and EPC, including selected investment and development projects by the Board of Directors.

The Overseas Division operates in a number of regions in various countries, including the Middle East, Southeast Asia, and Africa.

Infrastructure I Division

Covering the marketing to production for non-road and bridge civil infrastructure projects, such as dams, waterworks, ports, etc., including selected development investment projects by the Board of Directors.

Infrastructure II Division

Covering marketing to production for civil infrastructure projects in the form of roads and bridges including selected investment and development projects determined by the Board of Directors.

Infrastructure III Division

Covering the marketing to production for EPC projects, such as power plants, industrial plants, smelters, water distribution transmission, sewerage, Drinking Water Supply Systems (SPAM), Final Processing Sites (TPA), Oil & Gas, etc., including selected investment and development projects by the Board of Directors.

The Infrastructure Division III operates throughout Indonesia



BIDANG USAHA, PRODUK DAN JASA, SERTA WILAYAH JARINGAN USAHA

Lines of Business, Products and Services, and Operational Area

Beton Pracetak

Waskita menjalankan lini bisnis beton pracetak melalui entitas anak yaitu PT Waskita Beton Precast (WSBP), yang memproduksi beton pracetak berkualitas tinggi, seperti *girder*, *spun pile*, *box culvert*, *sheet pile* dan lain-lain. Sejak 20 September 2016, WSBP mencatatkan sahamnya di Bursa Efek Indonesia dengan menerbitkan saham sebesar Rp5,2 triliun.

Lebih lanjut, WSBP memiliki 2 (dua) lini bisnis yaitu *precast* dan *readymix*. Produksi *precast* WSBP dengan dukungan 9 (sembilan) *plant* yang berlokasi di sejumlah wilayah, yaitu:

1. Gasing, Sumatera Selatan
2. Karawang, Jawa Barat
3. Bojonegara, Banten
4. Sidoarjo, Jawa Timur
5. Sadang, Jawa Barat
6. Cibitung, Jawa Barat
7. Subang, Jawa Barat
8. Klaten, Jawa Tengah
9. Kalijati, Jawa Barat

Sementara itu, WSBP memproduksi *ready mix* pada 7 (tujuh) *batching plant* yang berada di beberapa wilayah, yaitu:

1. Jabodetabek : 24 *batching plant*
2. Jawa Barat : 3 *batching plant*
3. Jawa Tengah : 3 *batching plant*
4. Jawa Timur : 7 *batching plant*
5. Yogyakarta : 3 *batching plant*
6. Sumatera : 30 *batching plant*
7. Sulawesi : 3 *batching plant*

Pabrikasi Baja

Waskita mengelola lini bisnis pabrikasi baja melalui entitas anak yaitu PT Waskita Karya Infrastruktur (WKJ), yang memproduksi baja menara dan transmisi *guardrail* jalan tol dengan kapasitas 48.000 ton per tahun. Wilayah usaha lini bisnis ini berada di Cikande, Banten. Produk pabrikasi baja Perseroan telah mendukung pasar domestik untuk proyek transmisi di Sumatera dan pembangunan jalan tol.

Precast Concrete

Waskita runs the precast concrete business line through its subsidiary, namely PT Waskita Beton Precast (WSBP), which manufactures high quality precast concrete, such as girders, spun piles, box culverts, sheets piles and others. Since September 20, 2016, WSBP has listed its shares on the Indonesia Stock Exchange by issuing shares of Rp5.2 trillion.

In addition, WSBP has 2 (two) business lines, namely precast and readymix. WSBP precast production with the support of 9 (nine) plants located in a number of areas, namely:

1. Gasing, South Sumatra
2. Karawang, West Java
3. Bojonegara, Banten
4. Sidoarjo, East Java
5. Sadang, West Java
6. Cibitung, West Java
7. Subang, West Java
8. Klaten, Central Java
9. Kalijati, West Java

Meanwhile, WSBP manufactures ready mix in 7 (seven) batching plants located in several regions, namely:

1. Jabodetabek : 24 batching plants
2. West Java : 3 batching plants
3. Central Java : 3 batching plants
4. East Java : 7 batching plants
5. Yogyakarta : 3 batching plants
6. Sumatera : 30 batching plants
7. Sulawesi : 3 batching plants

Steel Manufacturing

Waskita manages the steel manufacturing business line through its subsidiary, namely PT Waskita Karya Infrastruktur (WKJ), which manufactures toll road tower and transmission guardrail steel with a capacity of 48,000 tons per year. The operations of this business line is located in Cikande, Banten. The Company's steel manufacturing products have supported the domestic market for transmission projects in Sumatra and toll road construction.

BIDANG USAHA, PRODUK DAN JASA, SERTA WILAYAH JARINGAN USAHA

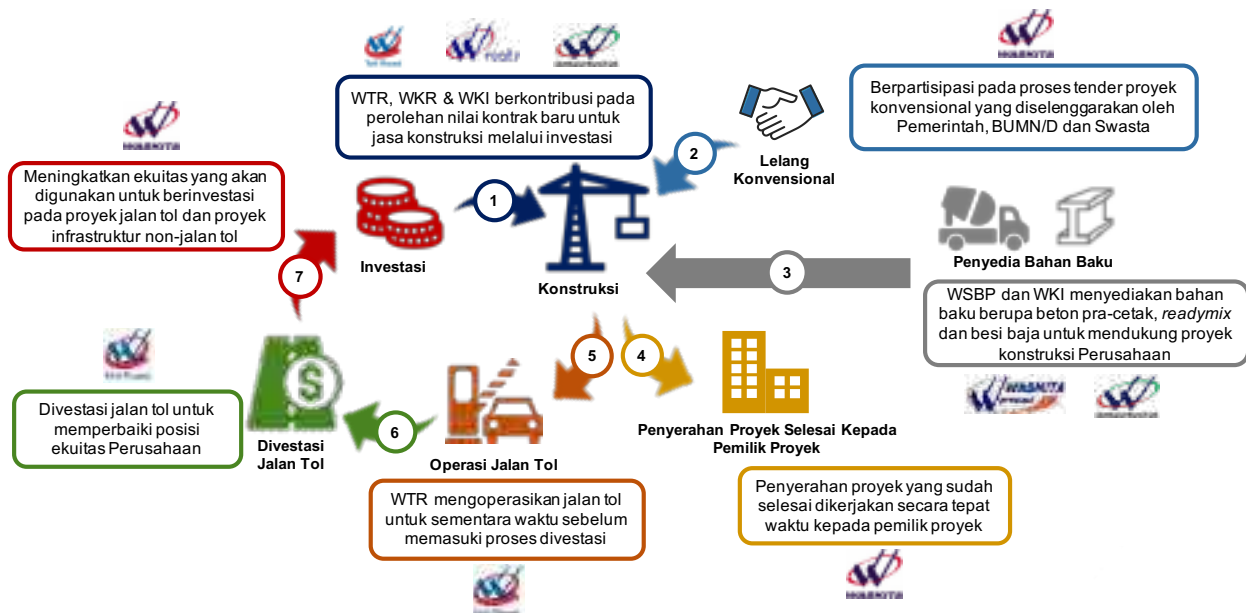
Lines of Business, Products and Services, and Operational Area

PROSES BISNIS PERUSAHAAN

Business Process

Waskita mengelola seluruh kegiatan usaha secara terintegrasi sebagai upaya terus-menerus dalam mewujudkan visi untuk “Menjadi Perusahaan Indonesia Terpercaya dan Berkelanjutan di Bidang Konstruksi Terintegrasi dan Investasi”. Proses bisnis terintegrasi dari masing-masing lini bisnis Waskita dijelaskan melalui ilustrasi berikut:

Waskita manages all business activities in an integrated manner as a continuous effort in realizing the vision to “Become a Trusted and Sustainable Indonesian Company in Integrated Construction and Investment”. The integrated business process of each Waskita business line is described through the following illustration:





FILOSOFI LOGO PERUSAHAAN

Philosophy of Company Logo



WASKITA

Huruf "W" warna biru tua

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

Gambar elips dengan 5 potongan berwarna merah

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

Kata WASKITA

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

Dark blue color for "W"

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

An elliptical shape in red color divided into 5 parts

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

The word "WASKITA"

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

PETA JARINGAN WILAYAH USAHA

Business Network Map

1. Aceh
 2. Sumatera Utara / North Sumatera
 3. Riau
 4. Kepulauan Riau
 5. Sumatera Barat/West Sumatera
 6. Bengkulu
 7. Sumatera Selatan/South Sumatera
 8. Lampung
 9. Kepulauan Bangka Belitung
 10. Banten
 - 11. Jakarta dan Kantor Pusat / Jakarta and Head Office**
 12. Jawa Barat / West Java
 13. Jawa Tengah / Central Java
 14. Yogyakarta
 15. Jawa Timur / East Java
 16. Kalimantan Barat / West Kalimantan
 17. Kalimantan Selatan / South Kalimantan
 18. Kalimantan Timur / East Kalimantan
 19. Kalimantan Utara / North Kalimantan
 20. Kalimantan Tengah / Central Kalimantan
 21. Bali
 22. Nusa Tenggara Barat / West Nusa Tenggara
 23. Nusa Tenggara Timur / East Nusa Tenggara
 24. Sulawesi Selatan / South Sulawesi
 25. Sulawesi Tengah / Central Sulawesi
 26. Sulawesi Tenggara / Southeast Sulawesi
 27. Sulawesi Utara / North Sulawesi
 28. Sulawesi Barat / West Sulawesi
 29. Gorontalo
 30. Maluku
 31. Maluku Utara / North Maluku
 32. Papua
 33. Papua Barat / West Papua
- Luar Negeri / Overseas:**
34. Jeddah
 35. Dubai
 36. Malaysia
 37. Timor Leste





PETA JARINGAN WILAYAH USAHA

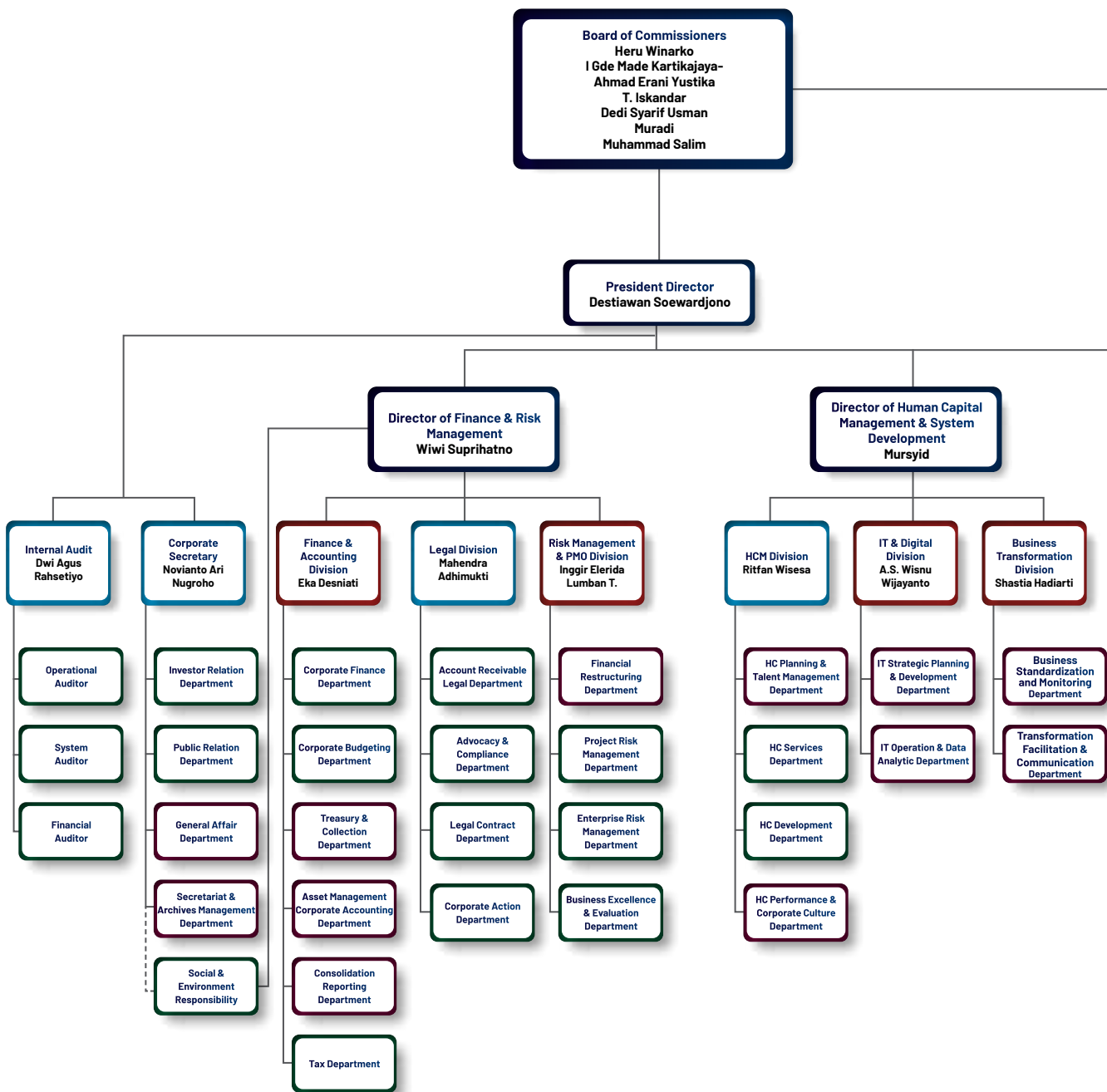
Business Network Map



STRUKTUR ORGANISASI

Organizational structure

Perseroan menyusun struktur organisasi melalui tahap pengkajian yang menyeluruh, guna memastikan struktur organisasi tetap selaras dengan visi dan misi perusahaan. Di samping itu, pengkajian pada proses penyusunan struktur organisasi juga telah mempertimbangkan kebutuhan perkembangan organisasi Perseroan serta dinamika industri yang dihadapi. Perseroan menetapkan struktur organisasi melalui persetujuan *Board of Commissioners* serta pengesahan *Board of Directors*, yang terakhir diubah dan ditetapkan melalui Surat Keputusan *Board of Directors* PT Waskita Karya (Persero) Tbk No. 34/SK/WK/2022 tanggal 1 Agustus 2022 tentang Perubahan Struktur Organisasi dan Jabatan pada Struktur Organisasi Perusahaan PT Waskita Karya (Persero) Tbk.

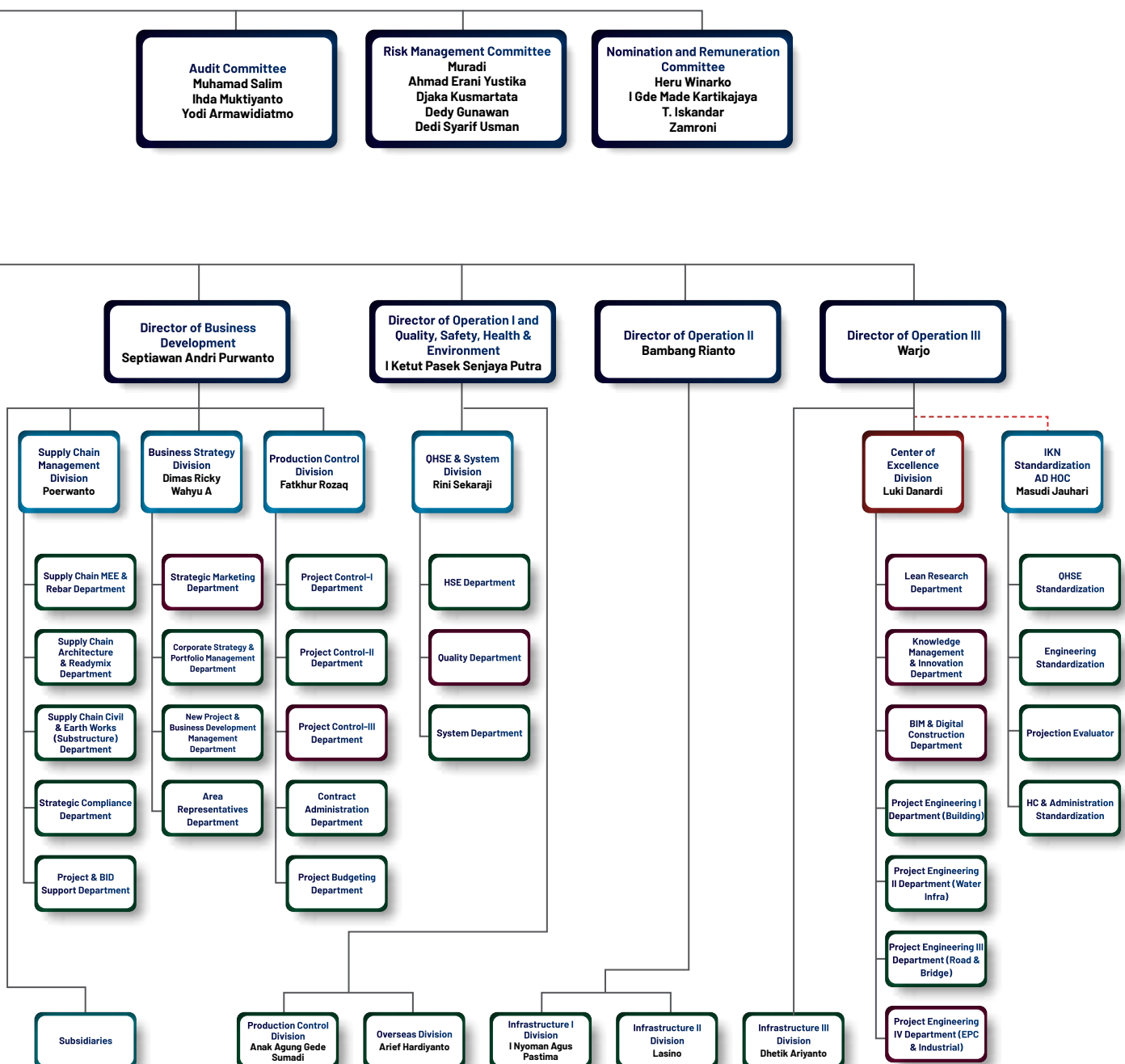




STRUKTUR ORGANISASI

Organizational structure

The Company has prepared an organizational structure through a comprehensive review to ensure that the organizational structure is in line with the company's vision and mission. In addition, the assessment of the process of preparing the organizational structure has also taken into account the development needs of the Company's organization and the dynamics of the industry it is facing. The Company determines the organizational structure through the approval of the Board of Commissioners and the approval of the Board of Directors, which was last amended and stipulated through the Decree of the Board of Directors of PT Waskita Karya (Persero) Tbk No.34/SK/WK/2022 dated August 1, 2022 concerning Changes in the Organizational Structure and Positions in the Organizational Structure of PT Waskita Karya (Persero) Tbk Company.





VISI, MISI, DAN BUDAYA PERUSAHAAN

Vision, Mission, and Culture of the Company





VISI, MISI, DAN BUDAYA PERUSAHAAN

Vision, Mission, and Culture of the Company



Visi Vision



Menjadi Perusahaan terdepan
dalam Membangun Ekosistem
yang Berkelanjutan

To be a leading company in creating
a sustainable



Meningkatkan nilai Perusahaan yang berkelanjutan, dengan:

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

Sustainably improves the Company's value by:

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



Misi Mission



VISI, MISI, DAN BUDAYA PERUSAHAAN

Vision, Mission, and Culture of the Company

Strategi Pencapaian Visi dan Misi

Sebagai upaya memastikan pencapaian visi dan misi dapat terlaksana sesuai harapan, Perseroan memberlakukan *grand strategy* "Pertumbuhan Berkelanjutan" yang dibagi ke dalam 5 (lima) strategi, 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 pertumbuhan, antara lain:

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

Vision and Mission Achievement Strategy

As an effort to ensure the achievement of the vision and mission can be carried out as expected, the Company implements a grand strategy of "Sustainable Growth" which is divided into 5 (five) strategies, as follows:

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 OHSE 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

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

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



VISI, MISI, DAN BUDAYA PERUSAHAAN

Vision, Mission, and Culture of the Company

Pengelolaan Risiko

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

Review Visi dan Misi Perusahaan oleh *Board of Commissioner* dan *Board of Directors*

Perseroan menetapkan visi dan misi dengan terlebih dahulu melakukan proses kajian mendalam melalui forum *Focus Group Discussion* (FGD) antara *Board of Directors*, Senior Vice President, Manager, dan perwakilan pegawai, untuk menyusun poin-poin penting sesuai kebutuhan dan tantangan yang dihadapi Perseroan.

Berdasarkan FGD tersebut, serta menimbang arahan dari *Board of Commissioners* yang termuat dalam Notulen Rapat *Board of Directors* dan *Board of Commissioners* (Radirkom) tanggal 30 Oktober 2018, pada 5 November, Perseroan menetapkan visi dan misi perusahaan seperti yang telah diuraikan di atas melalui Surat Keputusan *Board of Directors* No.31/SK/WK/2021 tanggal 17 September 2021.

Visi dan misi perusahaan telah di-review secara berkala setiap 1 (satu) tahun sekali melalui Rapat Umum Pemegang Saham Tahunan (RUPS), sebagai upaya memastikan relevansinya terhadap perkembangan lingkungan bisnis serta tantangan yang dihadapi oleh Perseroan. Pada tahun 2022, visi dan misi perusahaan di-review dalam RUPS pada September 2021, dalam rangka penyesuaian terhadap transformasi bisnis Waskita.

Risk Management

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

Review of the Company's Vision and Mission by the Board of Commissioners and Board of Directors

The Company determines the vision and mission by first carrying out an in-depth study process through a Focus Group Discussion (FGD) forum between the Board of Directors, Senior Vice President, Managers and employee representatives, to compile important points according to the needs and challenges faced by the Company.

Based on the FGD as well as the directive from Board of Commissioners as stated in the Minutes of Board of Directors and Board of Commissioner Meeting (Board Meeting) on October 30, 2018, then on November 5, 2018, the new Vision and Mission of the Company was stipulated through the Board of Directors Decree No.31/SK/WK/2021 dated September 17, 2021.

The vision and missions are reviewed periodically every year at the Annual General Meeting of Shareholders to ensure its relevance to the development of business environment and the challenges faced by the Company. In 2020, Waskita's Vision and Mission was reviewed at the GMS in September 2021 for adjustment to Waskita's business transformation.

VISI, MISI, DAN BUDAYA PERUSAHAAN

Vision, Mission, and Culture of the Company

Budaya Perusahaan

Culture of the
Company

AKHLAK

Sejak tahun 2021, Waskita menetapkan perubahan nilai-nilai budaya dan *key behaviour* pada budaya perusahaan, anak perusahaan, dan perusahaan afiliasi terkonsolidasi, sesuai *core values* BUMN yaitu AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif). Penetapan perubahan nilai-nilai budaya dan *key behaviour* dilaksanakan melalui Surat Keputusan *Board of Directors* PT Waskita Karya PT Waskita Karya (Persero) Tbk No. 74/SK/SK/2020 tentang Penetapan *Values* dan *Key Behaviour* Budaya Perusahaan, Anak Perusahaan, dan Perusahaan Afiliasi Terkonsolidasi PT Waskita Karya (Persero) Tbk.

Core Values BUMN sekaligus Panduan Perilaku Grup Waskita adalah sebagai berikut:

Since 2021, Waskita has made changes to cultural values and key behaviors in the consolidated corporate of the company, subsidiaries and affiliated companies, according to the SOE core values, namely AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative). Determination of changes in cultural values and key behavior is carried out through the Decree of the Board of Directors of PT Waskita Karya PT Waskita Karya (Persero) Tbk No. 74/SK/SK/2020 concerning Determination of Corporate Culture Values and Key Behaviors, Subsidiaries and Consolidated Affiliated Companies PT Waskita Karya (Persero) Tbk.

The SOE Core Values as well as the Waskita Group Behavior Guidelines are as follows:

A



Memegang Teguh Kepercayaan yang Diberikan.

1. Memenuhi janji dan komitmen.
2. Bertanggung jawab atas tugas, keputusan dan tindakan yang dilakukan.
3. Berpegang teguh pada nilai, moral, dan etik.

AMANAH

TRUSTWORTHY

MUpholding the Trust Given

1. Keeping Promises and Commitments
2. Responsible for Duties, Decisions and Actions Undertaken
3. Upholding Moral & Ethical Values

K



Terus Belajar dan Mengembangkan Kapabilitas.

1. Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah.
2. Membantu orang lain belajar.
3. Menyelesaikan tugas dengan kualitas terbaik.

KOMPETEN

COMPETENT

Keep Learning and Developing Capabilities

1. Improve Self Competency to Respond to Changing Challenges
2. Helping Others to Learn
3. Complete Tasks with the Best Quality

H



Saling Peduli dan Menghargai Perbedaan.

1. Menghargai setiap orang apa pun latar belakangnya.
2. Suka menolong orang lain.
3. Membangun lingkungan kerja yang kondusif.

HARMONIS

HARMONIOUS

Caring for Each Other and Respecting Differences

1. Appreciate Everyone Regardless of Background
2. Fond of Helping Others
3. Building a Conducive Work Environment



VISI, MISI, DAN BUDAYA PERUSAHAAN

Vision, Mission, and Culture of the Company

LOYAL

LOYAL

L



Berdedikasi dan Mengutamakan Kepentingan Bangsa dan Negara.

1. Menjaga nama baik sesama pegawai, pimpinan, BUMN, dan Negara.
2. Rela berkorban untuk mencapai tujuan yang lebih besar.
3. Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

Dedicating and Prioritizing the Interests of the Nation and the Country

1. Maintaining the Good Name of Fellow Employees, Leaders, SOE and the State
2. Willing to Sacrifice to Achieve Greater Goals
3. Obeying the Leader, as long as not in conflict with the law and ethics

ADAPTIF

ADAPTIVE

A



Terus Berinovasi dan Antusias dalam Menggerakkan ataupun Menghadapi Perubahan.

1. Cepat menyesuaikan diri untuk menjadi lebih baik.
2. Terus menerus melakukan perbaikan mengikuti perkembangan teknologi.
3. Bertindak proaktif.

Keep innovating and Being Enthusiastic in Driving or Facing Changes

1. Able to Adapt Quickly to Be Better
2. Perform Continuous Improvements by Following Technology Developments
3. Proactive

KOLABORATIF

COLLABORATIVE

K



Membangun Kerja Sama yang Sinergis.

1. Memberi kesempatan kepada berbagai pihak untuk berkontribusi.
2. Terbuka dalam bekerja sama untuk menghasilkan nilai tambah.
3. Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

Building Synergistic Teamwork

1. Provide Opportunities for Various Parties to Contribute
2. Open for Collaboration to Generate Added Value
3. Mobilize the Utilization of Various Resources for Common Goals

VISI, MISI, DAN BUDAYA PERUSAHAAN

Vision, Mission, and Culture of the Company

Sosialisasi dan Internalisasi Tata Nilai Perusahaan

Waskita melaksanakan sosialisasi dan internalisasi nilai-nilai perusahaan melalui program Sosialisasi Penilaian Perilaku AKHLAK, *Onboarding Recruitment Program*, Waskita AKHLAK *Culture Forge Lean & Agile Booster*, serta Program HCM Mendengar & *Roadshow Transformasi* yang dilakukan sejumlah 9 *batch* pada bulan April hingga November 2022. Program tersebut telah diikuti oleh pegawai *Corporate Office*, *Business Unit*, dan anak perusahaan, dengan total peserta sebanyak 821 orang.

Dissemination and Internalization of Corporate Values

Waskita carries out dissemination and internalization of corporate values through the AKHLAK Behavioral Assessment Dissemination program, *Onboarding Recruitment Program*, Waskita AKHLAK *Culture Forge Lean & Agile Booster*, as well as the HCM Listening & Transformation Roadshow Program conducted in 9 batches from April to November 2022. The programs were attended by employees of the *Corporate Office*, *Business Unit*, and subsidiaries, with a total of 821 participants.

No.	Acara Program / Program	Tanggal / Date	Jumlah Peserta / Total Participants
1	Sosialisasi Penilaian Perilaku AKHLAK dan Update Aplikasi Promis / Dissemination of AKHLAK Behavioral Assessment and Promis Application Update	14 April 2022 / April 14, 2022	288 Orang / 288 Participants
2	Program HCM Mendengar & <i>Roadshow Transformasi</i> – Sesi Surabaya / HCM Listening & Transformation Roadshow Program – Surabaya Session	27 Juli 2022 / July 27, 2022	56 Orang / 56 Participants
3	Program HCM Mendengar & <i>Roadshow Transformasi</i> – Sesi Bali / HCM Listening & Transformation Roadshow Program – Bali Session	28 Juli 2022 / July 28, 2022	57 Orang / 57 Participants
4	<i>Onboarding RecrProgram</i>	8-26 Agustus 2022 / August 8-26, 2022	90 Orang / 90 Participants
5	Program HCM Mendengar & <i>Roadshow Transformasi</i> – Sesi Medan / HCM Listening & Transformation Roadshow Program – Medan Session	16 Agustus 2022 / August 16, 2022	36 Orang / 36 Participants
6	Program HCM Mendengar & <i>Roadshow Transformasi</i> – Sesi Palembang / HCM Listening & Transformation Roadshow Program – Palembang Session	25 Agustus 2022 / August 25, 2022	73 Orang / 73 Participants
7	Program HCM Mendengar & <i>Roadshow Transformasi</i> – Sesi Jakarta <i>Batch I</i> / HCM Listening & Transformation Roadshow Program – Jakarta <i>Batch I</i> Session	7 September 2022 / September 7, 2022	62 Orang / 62 Participants
8	Program HCM Mendengar & <i>Roadshow Transformasi</i> – Sesi Jakarta <i>Batch II</i> / HCM Listening & Transformation Roadshow Program – Jakarta <i>Batch II</i> Session	13 September 2022 / September 13, 2022	107 Orang / 107 Participants
9	Waskita AKHLAK <i>Culture Forge Lean & Agile Booster</i>	9 November 2022 / November 9, 2022	52 Orang / 52 Participants
Jumlah / Total			821 Orang / 821 Participants



PROFIL BOARD OF COMMISSIONERS

Board of Commissioners Profile



HERU WINARKO

President Commissioner/Independent Commissioner

(16 Juni - 31 Desember 2022 / June 16 - December 31, 2022)

Periode Jabatan / Term of Office	2022-2027 (Periode pertama) / 2022-2027 (First Period)
Usia / Age	60 tahun / 60 years old
Tempat Tanggal Lahir / Place and Date of Birth	Jakarta, 1 Desember 1962 / Jakarta, December 1, 1962
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Jakarta Selatan / South Jakarta

Riwayat Pendidikan / Educational Background	Sarjana, Fakultas Hukum, Universitas Airlangga (1996) / Bachelor's Degree, Faculty of Law, Universitas Airlangga (1996)
Riwayat Jabatan / Career Experience	<ul style="list-style-type: none"> • Kapolres Metro Jakarta Pusat (2006-2008) / Head of Central Jakarta Metro Police (2006-2008) • Penyul TK II Dit II/Eksus Bareskrim Polri (2009-2009) / Penyul TK II Dit II/Exus Bareskrim Polri (2009-2009) • Wakil Direktur II/Eksus Bareskrim Polri (2009-2010) / Deputy Director II/Exus Bareskrim Polri (2009-2010) • Wakil Direktur III/Tipikor Bareskrim Polri (2010) / Deputy Director III/Tipikor Bareskrim Polri (2010) • Asisten Deputi 4/V Kamnas Kemenko Polhukam RI (2010) / Assistant Deputy 4/V of the National Security for the Coordinating Ministry for Economic, Political, Legal, and Human Rights Affairs of the Republic of Indonesia (2010) • Kapolda Lampung (2011-2012) / Lampung Police Chief (2011-2012) • Staf Khusus Menko Polhukam (2015) / Special Staff of the Coordinating Minister for Political, Legal, and Security Affairs (2015) • Deputi Penindakan Komisi Pemberantasan Korupsi (KPK) (2015-2018) / Deputy for Enforcement of the Corruption Eradication Commission (KPK) (2015-2018) • Komisaris Independen PT Perusahaan Listrik Negara (Persero) (2021-2022) / Independent Commissioner of PT Perusahaan Listrik Negara (Persero) (2021-2022)
Riwayat Penunjukan / Appointment History	Diangkat sebagai <i>President Commissioner</i> Perseroan untuk pertama kali berdasarkan Keputusan RUPS Tahunan Nomor 50 tanggal 24 Juni 2022, untuk periode hingga 5 (lima) tahun berikutnya yaitu hingga RUPS Tahunan tahun 2027. / Appointed as <i>President Commissioner</i> of the Company for the first time based on Annual GMS Decision No. 50 dated June 24, 2022, for the next 5 (five) years, namely until the 2027 Annual GMS.
Informasi Rangkap Jabatan / Information on Concurrent Position	Selain menjabat sebagai anggota <i>Board of Commissioners</i> , beliau juga menjabat sebagai Penasihat Menteri Bappenas. / Apart from serving as a member of the <i>Board of Commissioners</i> , he also serves as Advisor to the Minister of Bappenas.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi baik dengan anggota <i>Board of Commissioners</i> , <i>Board of Directors</i> , maupun pemegang saham utama dan pengendali Perseroan. / Has no affiliation with other members of <i>Board of Commissioners</i> , members of <i>Board of Directors</i> , or Major Shareholders.
Kepilikan Saham Perseroan / Share Ownership at the Company	Tidak memiliki saham Perseroan. / Does not own the Company's shares



PROFIL BOARD OF COMMISSIONERS

Board of Commissioners Profile



BADRODIN HAITI

President Commissioner/Independent Commissioner

(1 Januari - 24 Juni 2022 / January 1 - June 24, 2022)

Periode Jabatan / Term of Office	2021-2026 (Periode kedua) / 2021-2026 (First Second)
Usia / Age	64 tahun / 64 years old
Tempat Tanggal Lahir / Place and Date of Birth	Jember, 24 Juli 1958 / Jember, July 24, 1958
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Jakarta Selatan / South Jakarta

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

PROFIL BOARD OF COMMISSIONERS

Board of Commissioners Profile



MOCHAMAD FADJROEL RACHMAN

Commissioner

(1 Januari - 24 Juni 2022 / January 1 - June 24, 2022)

Periode Jabatan / Term of Office	2020-2025 (Periode pertama) / 2020-2025 (First period)
Usia / Age	58 tahun / 58 years old
Tempat Tanggal Lahir / Place and Date of Birth	Banjarmasin, 17 Januari 1964 / Banjarmasin, January 17, 1964
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Astana, Kazakhstan.

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



PROFIL BOARD OF COMMISSIONERS

Board of Commissioners Profile



I GDE MADE KARTIKAJAYA

Commissioner

(24 Juni - 31 Desember 2022 / June 24 - December 31, 2022)

Periode Jabatan / Term of Office	2022-2027 (Periode pertama) / 2022-2027 (First period)
Usia / Age	56 tahun / 56 years old
Tempat Tanggal Lahir / Place and Date of Birth	Tabanan, 11 September 1966 / Tabanan, September 11, 1966
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Jakarta Selatan / South Jakarta

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> Sarjana Manajemen, Sekolah Tinggi Manajemen IMMI Jakarta (1991) / Bachelor's Degree in Management, Sekolah Tinggi Manajemen IMMI Jakarta (1991) Pascasarjana Administrasi Publik Universitas Medan Area (2009) / Master's Degree in Public Administration from Universitas Medan Area (2008) Doktor Ilmu Ekonomi Universitas Borobudur Jakarta (2019) / Doctoral Degree in Economics from Universitas Borobudur Jakarta (2019)
Riwayat Jabatan / Career Experience	<ul style="list-style-type: none"> Agen Madya Direktorat Jawa dan Bali, Deputy II (2010-2011) / Middle Agent Directorate of Java and Bali, Deputy II (2010-2011) Agen Madya BIN (2011-2012) / BIN Associate Agent (2011-2012) Agen Madya Direktorat Perindustrian dan Perdagangan, Deputy IV (2011-2012) / Middle Agent of the Directorate of Industry and Trade, Deputy IV (2011-2012) Kasubdit Hubpartel Sub-Direktorat Pariwisata dan Telekomunikasi, Direktorat Indakop, Hubpartel dan Maritim, pada Deputy Bidang Intelejen Ekonomi (2013-2016) / Head of Sub-Directorate of Hubpartel Sub-Directorate of Tourism and Telecommunications, Directorate of Indakop, Hubpartel and Maritime, Deputy for Economic Intelligence (2013-2016) Direktur Indakop dan Hubpartel Direktorat Indakop, Hubpartel dan Maritim pada Deputy Bidang Intelejen Ekonomi (2016-2020) / Director of Indakop and Hubpartel Directorate of Indakop, Hubpartel and Maritime Deputy for Economic Intelligence (2016-2020) Deputy Bidang Intelejen Ekonomi Negera (2020-sekarang) / Deputy for State Economic Intelligence (2020-present)
Riwayat Penunjukan / Appointment History	Diangkat sebagai <i>Commissioner</i> Perseroan untuk pertama kali berdasarkan Keputusan RUPS Tahunan Nomor 50 tanggal 24 Juni 2022, untuk periode hingga 5 (lima) tahun berikutnya yaitu hingga RUPS Tahunan tahun 2027. / Appointed as Commissioner of the Company for the first time based on Annual GMS Resolution No. 50 dated June 24, 2022, for a period of up to the next 5 (five) years, namely until the 2027 Annual GMS.
Informasi Rangkap Jabatan / Information on Concurrent Position	Selain menjabat sebagai anggota <i>Board of Commissioners</i> , beliau juga menjabat sebagai Deputy Bidang Intelejen Ekonomi Negera. / Apart from serving as a member of the Board of Commissioners, he also serves as Deputy for State Economic Intelligence (2020-present)
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi baik dengan anggota <i>Board of Commissioners</i> , <i>Board of Directors</i> , maupun pemegang saham utama dan pengendali Perseroan. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepilikan Saham Perseroan / Share Ownership at the Company	Tidak memiliki saham Perseroan. / Does not own the Company's shares

PROFIL BOARD OF COMMISSIONERS

Board of Commissioners Profile



DEDI SYARIF USMAN Commissioner

Periode Jabatan / Term of Office	2021-2026 (Periode pertama) / 2021-2026 (First period)
Usia / Age	57 tahun / 57 years old
Tempat Tanggal Lahir / Place and Date of Birth	Bandung, 22 April 1965 / Bandung, April 22, 1965
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Jakarta

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



PROFIL BOARD OF COMMISSIONERS

Board of Commissioners Profile



T. ISKANDAR Commissioner

Periode Jabatan / Term of Office	2021-2026 (Periode pertama) / 2021-2026 (First period)
Usia / Age	58 tahun / 58 years old
Tempat Tanggal Lahir / Place and Date of Birth	Langsa, 16 Agustus 1964 / Langsa, August 16, 1964
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Bandung

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> Institut Teknologi Bandung (2005) Universitas Syah Kuala (1990)
Riwayat Jabatan / Career Experience	<ul style="list-style-type: none"> Inspektur Jenderal di Kementerian PUPR (2020-2021) / Inspector General at the Ministry of PUPR (2020-2021) Sekretaris Dirjen Cipta Karya di Kementerian PUPR (2019-2020) / Secretary to the Director General of Human Settlements at the Ministry of PUPR (2019-2020) Kepala Balai Besar Wilayah Sungai Pompengan Jeneberang di Kementerian PUPR (2017-2019) / Head of the Pompengan Jeneberang River Basin Center at the Ministry of PUPR (2017-2019) Kepala Balai Besar Wilayah Sungai Ciliwung Cisadane di Kementerian PUPR (2013-2017) / Head of the Ciliwung Cisadane River Basin Center at the Ministry of PUPR (2013-2017) Kasubdit Evaluasi Kinerja di Kementerian PUPR (2011-2013) / Head of Sub-Directorate for Performance Evaluation at the Ministry of PUPR (2011-2013) Kepala Balai Wilayah Sungai NTT II di Kementerian PUPR (2007-2011) / Head of the NTT II River Basin Center at the Ministry of PUPR (2007-2011) Kepala Satker Balai Wilayah Sungai NTT II di Kementerian PUPR (2007-2008) / Head of Work Unit for the NTT II River Basin at the Ministry of PUPR (2007-2008) PPK Ketatalaksanaan Satker BWS NTT II di Kementerian PUPR (2007) / PPK Management of the BWS NTT II Work Unit at the Ministry of PUPR (2007)
Riwayat Penunjukan / Appointment History	<p>Diangkat sebagai Komisaris Perseroan berdasarkan Keputusan RUPS Tahunan 2021 tanggal 27 April 2021. Pengangkatan ini merupakan periode pertama dengan masa jabatan 5 (lima) tahun ke depan, yaitu hingga RUPS Tahunan Perseroan tahun 2026. / Appointed as Commissioner of the Company based on the Resolution of the 2021 Annual GMS on April 27, 2021. This appointment is the first term of office for the next 5 (five) years, namely until the Annual GMS of the Company in 2026.</p>
Informasi Rangkap Jabatan / Information on Concurrent Position	<p>Selain menjadi Commissioner di Perseroan, beliau juga merangkap jabatan sebagai Inspektur Jendral Kementerian PUPR. / In addition to serving as a Commissioner in the Company, he also holds a concurrent position as Inspector General of the Ministry of PUPR.</p>
Hubungan Afiliasi / Affiliation	<p>Tidak memiliki hubungan afiliasi baik dengan anggota Board of Commissioners, Board of Directors, maupun pemegang saham utama dan pengendali Perseroan. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.</p>
Kepilikan Saham Perseroan / Share Ownership at the Company	<p>Tidak memiliki saham Perseroan. / Does not own the Company's shares</p>

PROFIL BOARD OF COMMISSIONERS

Board of Commissioners Profile



MUHAMAD SALIM

Independent Commissioner

(24 Juni - 31 Desember 2022 / June 24 - December 31, 2022)

Periode Jabatan / Term of Office	2022-2027 (Periode pertama) / 2022-2027 (First period)
Usia / Age	66 tahun / 66 years old
Tempat Tanggal Lahir / Place and Date of Birth	Klaten, 26 November 1956 / Klaten, November 26, 1956
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Jakarta Selatan / South Jakarta

Riwayat Pendidikan / Educational Background	Sarjana (S1) Jurusan Ilmu Hukum, Universitas Gadjah Mada (1979) / Bachelor's Degree in Laws, Universitas Gadjah Mada (1979)
Riwayat Jabatan / Career Experience	<ul style="list-style-type: none"> • Kepala Kejaksaan Negeri Tanjung Perak, Kejaksaan Republik Indonesia (1998-1999) / Head of Tanjung Perak District Attorney, Attorney of the Republic of Indonesia (1998-1999) • Kasubdit Keamanan dan Ketertiban Umum Jaksa Agung Muda, Kejaksaan Republik Indonesia (2001-2003) / Head of Sub-Directorate for Security and Public Order Junior Attorney General, Attorney General of the Republic of Indonesia (2001-2003) • Ketua IV, Pengurus Pusat Keluarga Besar Purna Adhyaksa Purnawirawan Pegawai Kejaksaan Seluruh Indonesia (2017-2021) / Head IV, Central Executive of the Big Family of Adhyaksa Retired Attorney Officers throughout Indonesia (2017-2021) • Ketua Dewan Pengawas Perum Damri (2018-2022) / Head of the Supervisory Board of Perum Damri (2018-2022)
Riwayat Penunjukan / Appointment History	Diangkat sebagai <i>Independent Commissioner</i> Perseroan untuk pertama kali berdasarkan Keputusan RUPS Tahunan Nomor 50 tanggal 24 Juni 2022, untuk periode hingga 5 (lima) tahun berikutnya yaitu hingga RUPS Tahunan tahun 2027. / Appointed as Independent Commissioner of the Company for the first time based on Annual GMS Resolution No. 50 dated June 24, 2022, for the next 5 (five) years until the 2027 Annual GMS.
Informasi Rangkap Jabatan / Information on Concurrent Position	Tidak memiliki rangkap jabatan. / Holds no concurrent positions
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi baik dengan anggota <i>Board of Commissioners</i> , <i>Board of Directors</i> , maupun pemegang saham utama dan pengendali Perseroan. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepilikan Saham Perseroan / Share Ownership at the Company	Tidak memiliki saham Perseroan. / Does not own the Company's shares



PROFIL BOARD OF COMMISSIONERS

Board of Commissioners Profile



AHMAD ERANI YUSTIKA

Commissioner

Periode Jabatan / Term of Office	27 April 2021 - RUPS Tahunan Perseroan Tahun 2026 / April 27, 2021 - 2026 Annual GMS
Usia / Age	49 tahun / 49 years old
Tempat Tanggal Lahir / Place and Date of Birth	Ponorogo, 22 Maret 1973 / Ponorogo, March 22, 1973
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Jakarta

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> • <i>Doctor of Philosophy</i> dari Universitas Gottingen (2005) / <i>Doctor of Philosophy</i> from Universitas Gottingen (2005) • <i>Master of Science</i> dari Universitas Gottingen (2001) / <i>Master of Science</i> from Universitas Gottingen (2001) • Sarjana Ekonomi dari Universitas Brawijaya (1996) / Bachelor's Degree in Economics from Universitas Brawijaya (1996)
Riwayat Jabatan / Career Experience	<ul style="list-style-type: none"> • Staf Khusus Presiden di KSP (2018-2019) / Presidential Special Staff at KSP (2018-2019) • <i>The Head of Creative Economy Focus Group</i> di ISEI (2018-sekarang) / <i>The Head of Creative Economy Focus Group</i> at ISEI (2018-present) • <i>The Head of Institutional Focus Group</i> di ISEI (2015-2018) / <i>The Head of Institutional Focus Group</i> at ISEI (2015-2018) • Dirjen Pembangunan Kawasan Pedesaan, di Kementerian Pembangunan Pedesaan Daerah Tertinggal dan Transmigrasi (2015-2018) / Director General of Rural Area Development, at the Ministry of Rural Development of Disadvantaged Regions and Transmigration (2015-2018) • <i>The Head of Infrastructure Focus Group</i> di ISEI (2012-2015) / <i>The Head of Infrastructure Focus Group</i> at ISEI (2012-2015) • <i>Executive Director</i> di <i>Institute for Development of Economics & Finance</i> (2008-2015) • <i>Faculty Director of Master Economics Program</i> di Universitas Brawijaya (2007-2009) / <i>Faculty Director of Master Economics Program</i> at Universitas Brawijaya (2007-2009) • <i>The Head of Publication of Indonesian Association (PPI)</i> di Gottingen, Germany (2000-2005) / <i>The Head of Publication of Indonesian Association (PPI)</i> in Gottingen, Germany (2000-2005) • <i>Executive Secretary</i> di P3BE (1997-2002) / <i>Executive Secretary</i> at P3BE (1997-2002)
Riwayat Penunjukan / Appointment History	Diangkat sebagai Komisaris Perseroan berdasarkan Keputusan RUPS Tahunan 2021 tanggal 27 April 2021. Pengangkatan ini merupakan periode pertama dengan masa jabatan 5 (lima) tahun ke depan, yaitu hingga RUPS Tahunan Perseroan tahun 2026. / Appointed as Commissioner of the Company based on the Resolution of the 2021 Annual GMS on April 27, 2021. This appointment is the first term of office for the next 5 (five) years, namely until the Annual GMS of the Company in 2026.
Informasi Rangkap Jabatan / Information on Concurrent Position	Selain menjabat sebagai anggota <i>Board of Commissioners</i> , beliau memiliki rangkap jabatan sebagai Kepala Sekretariat Wakil Presiden (Kasekwapres) pada Sekretariat Wakil Presiden RI. / Apart from serving as a member of the Board of Commissioners, he also serves as Head of the Secretariat of the Vice President (Kasekwapres) at the Secretariat of the Vice President of the Republic of Indonesia.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi baik dengan anggota <i>Board of Commissioners</i> , <i>Board of Directors</i> , maupun pemegang saham utama dan pengendali Perseroan. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepilikan Saham Perseroan / Share Ownership at the Company	Tidak memiliki saham Perseroan. / Does not own the Company's shares

PROFIL BOARD OF COMMISSIONERS

Board of Commissioners Profile



MURADI

Independent Commissioner

Periode Jabatan / Term of Office	6 April 2018–RUPS Tahunan Perseroan Tahun 2023, Periode Pertama / April 6, 2018 – 2023 Annual GMS, First Period
Usia / Age	47 tahun / 47 years old
Tempat Tanggal Lahir / Place and Date of Birth	Jakarta, 10 Mei 1975 / Jakarta, May 10, 1975
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Bandung

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



PROFIL BOARD OF COMMISSIONERS

Board of Commissioners Profile



BAMBANG SETYO WAHYUDI

Independent Commissioner

(1 Januari - 24 Juni 2022 / January 1 - 24 June, 2022)

Periode Jabatan / Term of Office	2020-2025 (Periode pertama) / 2020-2025 (First period)
Usia / Age	64 tahun / 64 years old
Tempat Tanggal Lahir / Place and Date of Birth	Kediri, 26 Agustus 1957 / Kediri, August 26, 1957
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Depok

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

PERUBAHAN KOMPOSISI *BOARD OF COMMISSIONERS*

Changes in the Composition of the Board of Commissioners

Perseroan melakukan perubahan komposisi *Board of Commissioners* berdasarkan Keputusan RUPS No. 50 tanggal 24 Juni 2022. Informasi mengenai hal tersebut, mencakup alasan perubahan, telah disajikan pada bagian Laporan Manajemen, subbagian Laporan *Board of Commissioners*.

The Company made changes to the composition of the Board of Commissioners based on the GMS Resolution No. 50 dated June 24, 2022. Information regarding this matter, including the reasons for the changes, has been presented in the Management Reports chapter, the Board of Commissioners Report sub-chapter.

Perubahan Komposisi *Board of Commissioners*

Changes in the Board of Commissioners Composition

Jabatan / Position	Periode 1 Januari-16 Juni 2022 / Period of January 1 0 June 16, 2022	Periode 16 Juni-31 Desember 2022 / Period of June 16 - December 31, 2022
<i>President Commissioner/Independent Commissioner</i>	Badrodin Haiti	Heru Winarko
<i>Commissioner</i>	Mochamad Fadjroel Rachman	I Gde Made Kartikajaya
<i>Commissioner</i>	Ahmad Erani Yustika	Ahmad Erani Yustika
<i>Commissioner</i>	T. Iskandar	T. Iskandar
<i>Commissioner</i>	Dedi Syarif Usman	Dedi Syarif Usman
<i>Independent Commissioner</i>	Muradi	Muradi
<i>Independent Commissioner</i>	Bambang Setyo Wahudi	Muhamad Salim





PROFIL BOARD OF DIRECTORS

Board of Directors Profile



DESTIAWAN SOEWARDJONO President Director

Periode Jabatan / Term of Office	5 Juni 2020 – RUPS Tahunan Perseroan Tahun 2025, Periode Pertama / June 5, 2020 – 2025 Annual GMS, First Period
Usia / Age	61 tahun / 61 years old
Tempat Tanggal Lahir / Place and Date of Birth	Surabaya, 10 April 1961 / Surabaya, April 10, 1961
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Bekasi

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> S2 Management Business Administration dari Universitas Gadjah Mada, Yogyakarta (2008) / Master's Degree in Management from Universitas Gadjah Mada, Yogyakarta (2008), and Sarjana Teknik Sipil, Universitas Brawijaya, Malang (1987) / Bachelor's Degree of Civil Engineering from Universitas Brawijaya, Malang (1987).
Riwayat Jabatan / Career Experience	<ul style="list-style-type: none"> Komisaris Utama PT Wijaya Karya Bangunan Gedung Tbk (WIKAGEDUNG)(2014-2021) / President Commissioner at PT Wijaya Karya Bangunan Gedung Tbk (WIKAGEDUNG)(2014-2021) Director of Building and International Business PT Wijaya Karya (Persero) Tbk (2016-2020) Director of Investment, Building and International Business PT Wijaya Karya (Persero) Tbk (2014-2015) Director of Operations IV PT Wijaya Karya (Persero) Tbk (2013-2014) General Manager of Overseas Department PT Wijaya Karya (Persero) Tbk (2012-2013)
Riwayat Penunjukan / Appointment History	Diangkat sebagai Direktur Utama Perseroan berdasarkan Keputusan Rapat Umum Pemegang Saham Tahunan 2020 pada 5 Juni 2020. Pengangkatan ini merupakan periode pertama dengan masa jabatan sampai RUPS Tahunan ke-5 setelah pengangkatan pertama. / Appointed as President Director of the Company based on the Resolution of the 2020 Annual General Meeting of Shareholders on June 5, 2020. This appointment is the first period with a term of office until the 5th Annual GMS after the first appointment.
Informasi Rangkap Jabatan / Information on Concurrent Position	Tidak memiliki rangkap jabatan. / Holds no concurrent positions
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi baik dengan anggota Board of Commissioners, Board of Directors, maupun pemegang saham utama dan pengendali Perseroan. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepilikan Saham Perseroan / Share Ownership at the Company	Memiliki saham Perseroan sejumlah 805.000 lembar saham (0,00%) / Holds 805,000 shares of the Company (0.00%).

PROFIL BOARD OF DIRECTORS

Board of Directors Profile



WIWI SUPRIHATNO

Director of Finance and Risk Management

(16 Juni - 31 Desember 2022 / June 16 - December 31, 2022)

Periode Jabatan / Term of Office	2022-2027 (Periode pertama) / 2022-2027 (First period)
Usia / Age	52 tahun / 52 years old
Tempat Tanggal Lahir / Place and Date of Birth	Purwokerto, 13 Maret 1971 / Purwokerto, March 13, 1971
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Bekasi Selatan / South Bekasi

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> Sarjana, Ilmu Hukum, Universitas Jendral Soedirman (1994) / Bachelor's Degree in Laws, Universitas Jendral Soedirman (1994) Pascasarjana (S2), Ilmu Hukum, Universitas Krisnadwipayana (2008) / Master's Degree in laws, Universitas Krisnadwipayana (2008)
Riwayat Jabatan / Career Experience	<ul style="list-style-type: none"> Manajer Pengembangan IBOC, Divisi Internasional PT BNI (Persero) Tbk. (2005-2009) / IBOC Development Manager, International Division of PT BNI (Persero) Tbk. (2005-2009) Manajer Pengembangan Trade Finance PT BNI (Persero) Tbk. (2009) / Trade Finance Development Manager of PT BNI (Persero) Tbk (2009) Manajer Jaringan Distribusi PT BNI (Persero) Tbk. (2010) / Distribution Network Manager of PT BNI (Persero) Tbk. (2010) Manajer Kantor Cabang Utama Rawamangun PT BNI (Persero) Tbk. (2010) / Rawamangun Main Branch Office Manager of PT BNI (Persero) Tbk. (2010) Manajer Div Jal-Kelompok Jaringan Distribusi PT BNI (Persero) Tbk. (2010-2011) / Manager of Div Jal-Distribution Network Group of PT BNI (Persero) Tbk. (2010-2011) AVP Div Jal-Kelompok Jaringan Distribusi PT BNI (Persero) Tbk. (2011-2012) / AVP Div Jal-Distribution Network Group of PT BNI (Persero) Tbk (2011-2012) AVP Divisi Jaringan dan Layanan PT BNI (Persero) (2012-2014) / Network and Services Division AVP of PT BNI (Persero) (2012-2014) VP Divisi Jaringan dan Layanan PT BNI (Persero) Tbk. (2014-2015) / VP Network and Services Division of PT BNI (Persero) Tbk. (2014-2015) VP Cabang Singapura PT BNI (Persero) Tbk. (2015-2018) / VP Singapore Branch of PT BNI (Persero) Tbk. (2015-2018) VP Kantor Wilayah Malang PT BNI (Persero) Tbk. (2018) / VP Malang Regional Office of PT BNI (Persero) Tbk. (2018) SVP Divisi Penjualan Konsumer PT BNI (Persero) Tbk. (2020) / SVP Consumer Sales Division of PT BNI (Persero) Tbk. (2020) SVP Divisi Pengelola Jaringan PT BNI (Persero) Tbk. (2020) / SVP Network Management Division of PT BNI (Persero) Tbk. (2020) Direktur Keuangan & Manajemen Risiko PT Waskita Karya (Persero) Tbk. (2022-sekarang) / Director of Finance & Risk Management of PT Waskita Karya (Persero) Tbk. (2022-present) Komisaris Utama PT Waskita Toll Road (2022-sekarang) / President Commissioner of PT Waskita Toll Road (2022-present)
Riwayat Penunjukan / Appointment History	<p>Diangkat sebagai <i>Director</i> Perseroan untuk pertama kali berdasarkan Keputusan RUPS Tahunan Nomor 50 tanggal 24 Juni 2022, untuk periode sampai dengan 5 (lima) tahun berikutnya yaitu hingga RUPS Tahunan tahun 2027. / Appointed as Director of the Company for the first time based on Annual GMS Resolution No. 50 dated June 24, 2022, for a period of up to the next 5 (five) years, namely until the 2027 Annual GMS.</p>
Informasi Rangkap Jabatan / Information on Concurrent Position	<ul style="list-style-type: none"> Direktur Keuangan & Manajemen Risiko PT Waskita Karya (Persero) Tbk. (2022-sekarang) / Director of Finance & Risk Management of PT Waskita Karya (Persero) Tbk. (2022-present) Komisaris Utama PT Waskita Toll Road (2022-sekarang) / President Commissioner of PT Waskita Toll Road (2022-present)
Hubungan Afiliasi / Affiliation	<p>Tidak memiliki hubungan afiliasi baik dengan anggota <i>Board of Commissioners</i>, <i>Board of Directors</i>, maupun pemegang saham utama dan pengendali Perseroan. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.</p>
Kepilikan Saham Perseroan / Share Ownership at the Company	<p>Tidak memiliki saham Perseroan. / Does not own the Company's shares</p>



PROFIL BOARD OF DIRECTORS

Board of Directors Profile



TAUFIK HENDRA KUSUMA

Director of Finance and Risk Management

(1 Januari - 16 Juni 2022 / January 1 - June 16, 2022)

Periode Jabatan / Term of Office	2020-2025 (Periode pertama)
Usia / Age	46 tahun / 46 years old
Tempat Tanggal Lahir / Place and Date of Birth	Tanjung Karang, 27 Juli 1976 / Tanjung Karang, July 27, 1976
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Jakarta Selatan / South Jakarta

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

PROFIL BOARD OF DIRECTORS

Board of Directors Profile



MURSYID

**Director of Human Capital Management
and System Development**

(16 Juni - 31 Desember 2022 / June 16 - December 31, 2022)

Periode Jabatan / Term of Office	2022-2027 (Periode pertama) / 2022-2027 (First period)
Usia / Age	54 tahun / 54 years old
Tempat Tanggal Lahir / Place and Date of Birth	Boyolali, 3 Desember 1968 / Boyolali, December 3, 1968
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Jakarta Timur / East Jakarta

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> Sarjana, Teknik Sipil Universitas Gadjah Mada (1993) / Bachelor's Degree in Civil Engineering from Universitas Gadjah Mada (1993) Pascasarjana (S2), Magister Manajemen, Universitas Gadjah Mada (2010) / Master's Degree in Management from Universitas Gadjah Mada (2010)
Riwayat Jabatan / Career Experience	<ul style="list-style-type: none"> Manajer Proyek-Proyek Infrastruktur PT Wijaya Karya (Persero) Tbk. (1993-2013) / Infrastructure Project Manager at PT Wijaya Karya (Persero) Tbk. (1993-2013) Manajer Divisi Sipil Umum 2 PT Wijaya Karya (Persero) Tbk. (2013) / Manager of General Civil Division 2 at PT Wijaya Karya (Persero) Tbk. (2013) Manajemen Divisi Operasi 2 PT Wijaya Karya (Persero) Tbk. (2014-2015) / Management of Operations Division 2 at PT Wijaya Karya (Persero) Tbk. (2014-2015) General Manager, Departemen Sipil Umum 1, PT Wijaya Karya (Persero) Tbk. (2015-2017) / General Manager, General Civil Department 1 at PT Wijaya Karya (Persero) Tbk. (2015-2017) Komisaris PT Wijaya Karya Industri Konstruksi (2016-2017) / Commissioner of PT Wijaya Karya Industri Konstruksi (2016-2017) Direktur Human Capital & Pengembangan Usaha PT Wijaya Karya Beton Tbk. (2017-2018) / Director of Human Capital & Business Development of PT Wijaya Karya Beton Tbk. (2017-2018) Direktur <i>Human Capital</i> dan Sistem Informasi PT Wijaya Karya Beton Tbk. (2018) / Director of Human Capital and Information Systems at PT Wijaya Karya Beton Tbk. (2018) Direktur <i>Human Capital</i> dan Produksi PT Wijaya Karya Beton Tbk. (2019-2020) / Director of Human Capital and Production of PT Wijaya Karya Beton Tbk. (2019-2020) Komisaris Utama PT Wijaya Karya Realty (2020-2022) / President Commissioner of PT Wijaya Karya Realty (2020-2022) Komisaris Utama PT Wijaya Karya Beton (Persero) Tbk. (2022) / President Commissioner of PT Wijaya Karya Beton (Persero) Tbk. (2022) Direktur <i>Human Capital</i> dan Pengembangan PT Wijaya Karya (Persero) Tbk. (2020-2022) / Director of Human Capital and Development of PT Wijaya Karya (Persero) Tbk. (2020-2022)
Riwayat Penunjukan / Appointment History	Diangkat untuk pertama kali sebagai <i>Director</i> Perseroan berdasarkan Keputusan RUPS No. 50 tahun 2022, untuk periode sampai dengan 5 (lima) tahun berikutnya yaitu hingga RUPS Tahunan tahun 2027. / Appointed for the first time as Director of the Company based on GMS Resolution No. 50 of 2022, for the period up to the next 5 (five) years, namely until the 2027 Annual GMS.
Informasi Rangkap Jabatan / Information on Concurrent Position	Tidak memiliki rangkap jabatan. / Holds no concurrent positions
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi baik dengan anggota <i>Board of Commissioners</i> , <i>Board of Directors</i> , maupun pemegang saham utama dan pengendali Perseroan. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepilikan Saham Perseroan / Share Ownership at the Company	Tidak memiliki saham Perseroan. / Does not own the Company's shares



PROFIL BOARD OF DIRECTORS

Board of Directors Profile



HADJAR SETI ADJI

**Director of Human Capital Management
& System Development**

(1 Januari - 16 Juni 2022 / January 1 - June 16, 2022)

Periode Jabatan / Term of Office	12 April 2018 – RUPS Tahunan Perseroan Tahun 2023, Periode Pertama / April 12, 2018 – 2023 Annual GMS, First Period
Usia / Age	57 tahun / 57 years old
Tempat Tanggal Lahir / Place and Date of Birth	Makassar, 14 November 1965 / Makassar, November 14, 1965
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Bogor

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

PROFIL BOARD OF DIRECTORS

Board of Directors Profile



SEPTIAWAN ANDRI PURWANTO

Director of Business Development

(16 Juni - 31 Desember 2022 / June 16 - December 31, 2022)

Periode Jabatan / Term of Office	2022-2027
Usia / Age	53 tahun / 53 years old
Tempat Tanggal Lahir / Place and Date of Birth	Wonosobo, 29 September 1969 / Wonosobo, September 29, 1969
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Jakarta Timur / East Jakarta

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> Pascasarjana (S2), Manajemen Strategik, Universitas Prasetya Mulya (2017) / Master's Degree in Strategic Management, Universitas Prasetya Mulya (2017) Sarjana, Teknik Sipil, Universitas Diponegoro (1993) / Bachelor's Degree in Civil Engineering, Universitas Diponegoro (1993)
Riwayat Jabatan / Career Experience	<ul style="list-style-type: none"> Direktur Utama PT Waskita Toll Road (2021-2022) / President Director of PT Waskita Toll Road (2021-2022) SVP Building Division (2018-2021) / SVP of Building Division (2018-2021) Wakil Kepala Divisi merangkap Kepala Cabang Luar Negeri (2017-2018) / Division Head Deputy cum Overseas Branch Manager (2017-2018) Kepala Bagian Pengendalian (2016-2017) / Head of Control Division (2016-2017) Kepala Bagian Pemasaran (2010-2015) / Head of Marketing Division (2019-2015) Kapro Tipe B (2003-2010) / Head of Type B Project (2003-2010) Kapro Tipe C (2001-2003) / Head of Type C Project (2001-2003) Kasi Adkon (2000-2001) / Head of Control Administration Section (2000-2001) Pelaksana / Koordinator Pelaksana (1998-2000) / Officer/Officer Coordinator (1998-2000) Staf Teknik / Kasie Teknik (1995-1998) / Engineering Staff / Head of Engineering Section (1995-1998) Staf Anggaran (1995) / Budget Staff (1995)
Riwayat Penunjukan / Appointment History	<p>Diangkat untuk pertama kali sebagai <i>Director</i> Perseroan berdasarkan Keputusan RUPS dalam akta No. 50 tanggal 24 Juni 2022, untuk periode sampai dengan 5 (lima) tahun berikutnya yaitu hingga RUPS Tahunan tahun 2027. / Appointed for the first time as Director of the Company based on the GMS Resolution in deed No. 50 dated June 24, 2022, for the period up to the next 5 (five) years, namely until the 2027 Annual GMS.</p>
Informasi Rangkap Jabatan / Information on Concurrent Position	Tidak memiliki rangkap jabatan. / Holds no concurrent positions
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi baik dengan anggota <i>Board of Commissioners</i> , <i>Board of Directors</i> , maupun pemegang saham utama dan pengendali Perseroan. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepilikan Saham Perseroan / Share Ownership at the Company	Memiliki saham Perseroan sejumlah 47.041 lembar saham (0,00%). / Holds 47,041 shares of the Company (0.00%).



PROFIL BOARD OF DIRECTORS

Board of Directors Profile



ARIJANTI ERFIN

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

(1 Januari - 16 Juni 2022 / January 1 - June 16, 2022)

Periode Jabatan / Term of Office	2021-2026 (Periode pertama) / 2021-2026 (First period)
Usia / Age	53 tahun / 53 years old
Tempat Tanggal Lahir / Place and Date of Birth	Jakarta, 24 Agustus 1969 / Jakarta, August 24, 1969
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Tangerang Selatan / South Tangerang

Riwayat Pendidikan / Educational Background	Sarjana Administrasi Negara dari Universitas Indonesia / Bachelor's Degree in State Administration from Universitas Indonesia
Riwayat Jabatan / Career Experience	<ul style="list-style-type: none"> Direktur Pemasaran PT Asuransi ASEI Indonesia (2021) / Director of Marketing at PT Asuransi ASEI Indonesia (2021) Direktur Pemasaran PT Asuransi Jiwa Taspen (2017-2020) / Director of Marketing at PT Asuransi Jiwa Taspen (2017-2020)
Riwayat Penunjukan / Appointment History	Diangkat sebagai Direktur Pengembangan Bisnis dan <i>Quality, Safety, Health & Environment</i> Perseroan berdasarkan Keputusan Rapat Umum Pemegang Luar Biasa 2021 pada 7 Oktober 2021. Beliau menduduki masa jabatan sampai RUPS Tahunan ke-5 setelah pengangkatan pertama. / Appointed as Director of Business Development and Quality, Safety, Health & Environment of the Company based on the Resolution of the 2021 Extraordinary General Meeting of Shareholders on October 7, 2021. She served until the 5th Annual GMS after the first appointment.
Informasi Rangkap Jabatan / Information on Concurrent Position	Tidak memiliki rangkap jabatan. / Holds no concurrent positions
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi baik dengan anggota <i>Board of Commissioners, Board of Directors</i> , maupun pemegang saham utama dan pengendali Perseroan. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepilikan Saham Perseroan / Share Ownership at the Company	Tidak memiliki saham Perseroan. / Does not own the Company's shares



PROFIL BOARD OF DIRECTORS

Board of Directors Profile



I KETUT PASEK SENJAYA PUTRA

- **Director of Operations I (1 Januari - 16 Juni 2022 / January 1 - June 16, 2022)**
- **Director of Operations I and Quality, Safety, Health, & Environment (16 Juni - 31 Desember 2022 / June 16 - December 31, 2022)**

Periode Jabatan / Term of Office	2021-2026 (Periode pertama) / 2021-2026 (First period)
Usia / Age	50 tahun / 50 years old
Tempat Tanggal Lahir / Place and Date of Birth	Mataram, 10 November 1972 / Mataram, November 10, 1972
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Bogor

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> • Magister Manajemen Bisnis dari Institut Pertanian Bogor (2017) / Master's Degree in Business Management from Institut Pertanian Bogor (2017) • Sarjana Teknik Sipil dari Universitas Gadjah Mada (1996) / Bachelor's Degree in Civil Engineering from Universitas Gadjah Mada (1996)
Riwayat Jabatan / Career Experience	<ul style="list-style-type: none"> • Direktur Operasi dan Supply Chain Management PT Wijaya Karya Beton Tbk (2020-2021) / Director of Operation and Supply Chain Management at PT Wijaya Karya Beton Tbk (2020-2021) • Direktur Operasi PT Wijaya Karya Beton Tbk (2019-2020) / Director of Operational at PT Wijaya Karya Beton Tbk (2019-2020) • General Manager Departemen Pemasaran PT Wijaya Karya (Persero) Tbk (2017-2019) / General Manager of Marketing Department at PT Wijaya Karya (Persero) Tbk (2017-2019)
Riwayat Penunjukan / Appointment History	Diangkat sebagai Direktur Operasi I Perseroan berdasarkan Keputusan Rapat Umum Pemegang Tahunan 2021 pada 27 April 2021. Beliau menduduki masa jabatan sampai RUPS Tahunan ke-5 setelah pengangkatan pertama. / Appointed as Director of Operation I of the Company based on the Resolution of the 2021 Annual General Meeting of Shareholders on April 27, 2021. He served until the 5th Annual GMS after the first appointment.
Informasi Rangkap Jabatan / Information on Concurrent Position	Selain menjabat sebagai Direktur Operasi I Perseroan, beliau juga menjabat sebagai Komisaris Utama PT Waskita Karya Realty. / In addition to serving as the Company's Director of Operations, he also serves as the President Commissioner at PT Waskita Karya Realty
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi baik dengan anggota <i>Board of Commissioners</i> , <i>Board of Directors</i> , maupun pemegang saham utama dan pengendali Perseroan. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepilikan Saham Perseroan / Share Ownership at the Company	Memiliki saham Perseroan sejumlah 72.600 lembar saham (0,00). / Holds 72,600 shares of the Company (0.00).



PROFIL BOARD OF DIRECTORS

Board of Directors Profile



BAMBANG RIANTO Director of Operations II

Periode Jabatan / Term of Office	6 April 2018–RUPS Tahunan Perseroan Tahun 2022, Periode Pertama / April 6, 2018 – 2022 Annual GMS, First Period
Usia / Age	50 tahun / 50 years old
Tempat Tanggal Lahir / Place and Date of Birth	Jakarta, 16 Agustus 1972 / Jakarta, August 16, 1972
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Jakarta Selatan / South Jakarta

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> Magister Manajemen Bisnis dari Universitas Bina Nusantara (BINUS) Jakarta (2021) / Master's Degree in Business Management from Universitas Bina Nusantara (BINUS) Jakarta (2021) Sarjana Teknik Sipil dari Universitas Borobudur, Jakarta (1997) / Bachelor's Degree in Civil Engineering from the Borobudur University, Jakarta (1997).
Riwayat Jabatan / Career Experience	<ul style="list-style-type: none"> Direktur Operasi III Kantor PT Waskita Karya (Persero) Tbk (2017–2018), / Director of Operations III of PT Waskita Karya (Persero) Tbk (2017–2018), Direktur Utama PT PP Urban (2016–2017), / President Director of PT PP Urban (2016–2017), Kepala Divisi Pemasaran PT PP (Persero) Tbk (2014–2016), / Head of Marketing Division of PT PP (Persero) Tbk (2014–2016), Head of Marketing for Private Sector PT PP (Persero) Tbk (2013–2014), dan / Head of Marketing for Private Sector of PT PP (Persero) Tbk (2013–2014), and Direktur Utama PT Gitanusa Sarana Niaga (Anak Perusahaan PT PP (Persero) Tbk) (2011–2013). / President Director of PT Gitanusa Sarana Niaga (Subsidiary of PT PP (Persero) Tbk) (2011–2013).
Riwayat Penunjukan / Appointment History	Diangkat sebagai Direktur Operasi II Perseroan berdasarkan Keputusan Rapat Umum Pemegang Tahunan 2018 pada 6 April 2018. Beliau menduduki masa jabatan sampai RUPS Tahunan ke-5 setelah pengangkatan pertama. / Appointed as Director of Operation II of the Company based on the Resolution of the 2018 Annual General Meeting of Shareholders on April 6, 2018. His term of office is until the 5th Annual General Meeting of Shareholders after the first appointment.
Informasi Rangkap Jabatan / Information on Concurrent Position	Selain menjabat sebagai Direktur Operasi II Perseroan, beliau juga menjabat sebagai Komisaris Utama PT Waskita Beton Precast Tbk. / In addition to serving as Director of Operation II of the Company, currently he also serves as President Commissioner of PT Waskita Karya Realty.
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi baik dengan anggota <i>Board of Commissioners</i> , <i>Board of Directors</i> , maupun pemegang saham utama dan pengendali Perseroan. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepilikan Saham Perseroan / Share Ownership at the Company	Memiliki saham Perseroan sejumlah 484.300 lembar saham (0,00%). / Holds 484,300 shares of the Company (0.00%).

PROFIL BOARD OF DIRECTORS

Board of Directors Profile



WARJO

Director of Operations III

Periode Jabatan / Term of Office	2022-2027 (Periode pertama) / 2022-2027 (First Period)
Usia / Age	46 tahun / 46 years old
Tempat Tanggal Lahir / Place and Date of Birth	Kuningan, 10 Mei 1975 / Kuningan, May 10, 1975
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Jakarta Timur / East Jakarta

Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> Pascasarjana (S2) Administrasi Bisnis, Institut Teknologi Bandung (2022) / Master's Degree in Business Administration, Institut Teknologi Bandung (2022) Sarjana (S1) Teknik Sipil, Universitas Diponegoro (1999) / Bachelor's Degree in Civil Engineering, Universitas Diponegoro (1999)
Riwayat Jabatan / Career Experience	<ul style="list-style-type: none"> Pj. Executive Vice President Divisi EPC PT Hutama Karya (Persero) (2021-2022) / Act. Executive Vice President of EPC Division at PT Hutama Karya (Persero) (2021-2022) Vice President Bagian PBK Divisi EPC PT Hutama Karya (Persero) (2019-2021) / Vice President of PBK Section of EPC Division at PT Hutama Karya (Persero) (2019-2021) Manager Senior Bagian Bisnis & Pengembangan Divisi EPC PT Hutama Karya (Persero) (2014-2019) / Senior Manager of the Business & Development Section of the EPC Division at PT Hutama Karya (Persero) (2014-2019) PI senior Manager II Business & Development PT Hutama Karya (Persero) (2013-2014) / PI Senior Manager II Business & Development of PT Hutama Karya (Persero) (2013-2014) Manager I LO Sultra, Sulbar & Maluku PT Hutama Karya (Persero) (2012-2013) / Manager I LO of Southeast Sulawesi, West Sulawesi & Maluku of PT Hutama Karya (Persero) (2012-2013)
Riwayat Penunjukan / Appointment History	Diangkat sebagai <i>Director Perseroan</i> untuk pertama kali berdasarkan Keputusan Pemegang Saham di dalam RUPS Tanggal 16 Juni 2022 untuk periode yang berakhir pada 5 (lima) tahun berikutnya, yaitu di tahun 2027. / Appointed as Director of the Company for the first time based on Shareholders' Resolution at the GMS on June 16, 2022 for the period ending in the next 5 (five) years, namely in 2027.
Informasi Rangkap Jabatan / Information on Concurrent Position	Tidak memiliki rangkap jabatan. / Holds no concurrent positions
Hubungan Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi baik dengan anggota <i>Board of Commissioners</i> , <i>Board of Directors</i> , maupun pemegang saham utama dan pengendali Perseroan. / Has no affiliation with other members of Board of Commissioners, members of Board of Directors, or Major Shareholders.
Kepilikan Saham Perseroan / Share Ownership at the Company	Tidak memiliki saham Perseroan. / Does not own the Company's shares



PROFIL BOARD OF DIRECTORS

Board of Directors Profile



GUNADI

Director of Operations III

(1 Januari - 16 Juni 2022 / January 1 - June 16, 2022)

Periode Jabatan / Term of Office	9 Mei 2019-RUPS Tahunan Perseroan 2024, Periode Pertama / May 9, 2019 - 2024 Annual GMS, First Period
Usia / Age	54 tahun / 54 years old
Tempat Tanggal Lahir / Place and Date of Birth	Purworejo, 24 Agustus 1968 / Purworejo, August 24, 1968
Kewarganegaraan / Citizenship	Indonesia / Indonesian
Domisili / Domicile	Jakarta Timur / East Jakarta

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

PERUBAHAN KOMPOSISI BOARD OF DIRECTORS

Changes in Board of Directors Composition

Perseroan melakukan perubahan komposisi *Board of Directors* berdasarkan Keputusan RUPS di dalam Akta No. 50 tanggal 24 Juni 2022. Informasi mengenai hal tersebut, mencakup alasan perubahan, telah disajikan pada bagian Laporan Manajemen, subbagian Laporan *Board of Directors*.

The Company made changes to the composition of the Board of Directors based on the GMS Resolution in Deed No. 50 dated June 24, 2022. Information regarding this matter, including the reasons for the changes, has been presented in the Management Reports chapter, the Board of Directors' Reports subchapter.

Perubahan Komposisi Board of Directors

Changes in Board of Directors Composition

Jabatan / Position	Periode 1 Januari-16 Juni 2022 / Period of January 1 - June 16, 2022	Periode 16 Juni-31 Desember 2022 / Period of June 16 - December 31, 2022
President Director	Destiawan Soewardjono	Destiawan Soewardjono
Director of Finance and Risk Management	Taufik Hendra Kusuma	Wiwi Suprihatno
Director of Human Capital Management & System Development	Hadjar Seti Adji	Mursyid
Director of Business Development & Quality, Safety, Health & Environment	Arijanti Erfin	-
Director of Business Development	-	Septiawan Andri Purwanto
Director of Operation I	I Ketut Pasek Senjaya Putra	-
Director of Operation I and Quality, Safety, Health & Environment	-	I Ketut Pasek Senjaya Putra
Director of Operation II	Bambang Rianto	Bambang Rianto
Director of Operation III	Gunadi	Warjo



PERUBAHAN SUSUNAN *BOARD OF COMMISSIONERS* DAN/ATAU *BOARD OF DIRECTORS* SETELAH TAHUN BUKU 2022

Changes in Composition of the Board of Commissioners and/or Board of Directors after the 2022 Fiscal Year

Pada rentang 31 Desember 2022 sampai dengan Laporan Tahunan ini dipublikasikan, terdapat perubahan komposisi *Board of Directors* berdasarkan keputusan pemegang saham di dalam RUPS Luar Biasa pada tanggal 14 Februari 2023. Atas perubahan tersebut, komposisi *Board of Directors* adalah sebagai berikut:

In the range of December 31, 2022 until the publication of this Annual Report, there were changes to the composition of the Board of Directors based on the resolution of the shareholders at the Extraordinary GMS on 14 February 2023. Based on these changes, the composition of the Board of Directors is as follows:

Komposisi *Board of Directors* per 14 Februari 2023

Board of Directors Composition as of February 14, 2023

Jabatan / Position	Nama / Name
<i>President Directors</i>	Destiawan Soewardjono
<i>Director of Finance and Risk Management</i>	Wiwi Suprihatno
<i>Director of Human Capital Management & System Development</i>	Mursyid
<i>Director of Business Development</i>	Rudi Purnomo
<i>Director of Operation I and Quality, Safety, Health & Environment</i>	I Ketut Pasek Senjaya Putra
<i>Director of Operation II</i>	Dhetik Ariyanto
<i>Director of Operation III</i>	Warjo
<i>Director of Operation II</i>	Bambang Rianto
<i>Director of Operation III</i>	Warjo



DEMOGRAFI PEGAWAI

Employee Demographics

Waskita memiliki pegawai sejumlah 1.921 orang per 31 Desember 2022, atau mengalami peningkatan 1,37% dibanding tahun sebelumnya yang sejumlah 1.895 orang. Secara umum, peningkatan ini dipengaruhi oleh adanya rekrutmen melalui program *Management Trainee* (MT). Jumlah pegawai tersebut telah mendapatkan peninjauan oleh manajemen dan telah sesuai dengan kebutuhan organisasi dan pengembangan bisnis Perseroan.

Waskita had 1,921 employees as of December 31, 2022, or an increase of 1.37% compared to the previous year at 1,895 employees. In general, this increase was influenced by recruitment through the Management Trainee (MT) program. The number of employees has been reviewed by management and is in accordance with the organizational needs and business development of the Company.



DEMOGRAFI PEGAWAI

Waskita memiliki pegawai sejumlah 1.921 orang per 31 Desember 2022, atau mengalami peningkatan 1,37% dibanding tahun sebelumnya yang sejumlah 1.895 orang. Secara umum, peningkatan ini dipengaruhi oleh adanya rekrutmen melalui program *Management Trainee* (MT). Jumlah pegawai tersebut telah mendapatkan peninjauan oleh manajemen dan telah sesuai dengan kebutuhan organisasi dan pengembangan bisnis Perseroan.

Waskita memastikan kebijakan pengelolaan Sumber Daya Manusia (SDM), mencakup proses penerimaan, penilaian kinerja, sistem remunerasi, dan pengembangan karier bagi pegawai, senantiasa dijalankan tanpa praktik diskriminasi apa pun. Masing-masing pegawai dipastikan mendapat kesempatan yang adil dan setara dalam bekerja tanpa adanya perbedaan berdasarkan suku, agama, ras, golongan, gender, serta kondisi fisik pegawai.

Hal tersebut dapat terlihat melalui informasi demografi pegawai pada 31 Desember 2022 beserta perbandingannya selama 2 (dua) tahun terakhir, yang diuraikan sebagai berikut:

EMPLOYEE DEMOGRAPHICS

Waskita had 1,921 employees as of December 31, 2022, or an increase of 1.37% compared to the previous year at 1,895 employees. In general, this increase was influenced by recruitment through the Management Trainee (MT) program. The number of employees has been reviewed by management and is in accordance with the organizational needs and business development of the Company.

Waskita ensures that the Human Capital (HC) management policy, including the process of acceptance, performance assessment, remuneration system, and career development for employees, is always carried out without any discriminatory practices. Each employee is ensured to have fair and equal opportunities at work without any distinction based on ethnicity, religion, race, class, gender, and the physical condition of the employee.

This can be seen from the employee demographic information as of December 31, 2022 along with its comparison for the last 2 (two) years, which is described as follows:



DEMOGRAFI PEGAWAI

Employee Demographics



Jumlah Pegawai berdasarkan Tingkat Jabatan

Dalam satuan orang

Number of Employees based on Position Level

In person

Tingkat Jabatan / Position Level	2022			2021		
	Laki-Laki / Male	Perempuan / Female	Jumlah / Total	Laki-Laki / Male	Perempuan / Female	Jumlah / Total
Senior Vice President (SVP)	15	4	19	15	4	19
Vice President (VP)	11	-	11	4	-	4
Manager	88	23	111	82	18	100
Unit Manager	14	4	18	16	4	20
Direktur Anak Perusahaan / Director of Subsidiaries	17	3	20	19	1	20

DEMOGRAFI PECAWAJ

Employee Demographics

Tingkat Jabatan / Position Level	2022			2021		
	Laki-Laki / Male	Perempuan / Female	Jumlah / Total	Laki-Laki / Male	Perempuan / Female	Jumlah / Total
General Manager (GM) Anak Perusahaan / General Manager (GM) of Subsidiaries	9	-	9	11	2	13
Manager/VP Anak Perusahaan / Manager/VP of Subsidiaries	42	12	54	39	15	54
Senior Expert	4	-	4	4	1	5
Expert	28	4	32	29	3	32
Junior Expert	66	23	89	55	18	73
Project Manager	100	1	101	102	1	103
Kepala Plant/Pimpinan Proyek/Project Director Anak Perusahaan / Plant Manager/Project Manager/Project Director of Subsidiaries	8	2	10	7	2	9
Site Manager	472	21	493	418	21	439
Superintendent	76	-	76	91	-	91
Site Officer	361	18	379	468	15	483
Officer	323	111	434	315	107	422
On The Job Training	35	26	61	7	1	8
Jumlah / Total	1.669	252	1.921	1.682	213	1.895

Jumlah Pegawai berdasarkan Tingkat Pendidikan

Dalam satuan orang

Number of Employees by Education Level

In person

Tingkat Pendidikan / Education Level	2022			2021		
	Laki-Laki / Male	Perempuan / Female	Jumlah / Total	Laki-Laki / Male	Perempuan / Female	Jumlah / Total
Pascasarjana (S2) / Master's Degree	170	37	207	160	27	187
Sarjana / Bachelor's Degree	1.288	199	1.487	1.295	172	1.467
Diploma (D3) / Associate Degree	126	15	141	133	13	146
SMA / High School Diploma	85	1	86	94	1	95
Jumlah / Total	1.669	252	1.921	1.682	213	1.895

Jumlah Pegawai berdasarkan Status Kepegawaian

Dalam satuan orang

Number of Employees by Employment Status

In person

Status Kepegawaian / Employment Status	2022			2021		
	Laki-Laki / Male	Perempuan / Female	Jumlah / Total	Laki-Laki / Male	Perempuan / Female	Jumlah / Total
Pegawai Tetap / Permanent	1.508	194	1.702	1.493	181	1.674
Pegawai Tidak Tetap / Temporary	161	58	219	189	32	221
Jumlah / Total	1.669	252	1.921	1.682	213	1.895



DEMOGRAFI PEGAWAI

Employee Demographics

Jumlah Pegawai berdasarkan Rentang Usia

Number of Employees by Age Range

Dalam satuan orang

In person

Rentang Usia / Age Range	2022			2021		
	Laki-Laki / Male	Perempuan / Female	Jumlah / Total	Laki-Laki / Male	Perempuan / Female	Jumlah / Total
>55 tahun / >55 years old	10	1	11	12	2	14
46-55 tahun / 46-55 years old	280	26	306	303	25	328
36-45 tahun / 36-45 years old	306	33	339	266	24	290
26-35 tahun / 26-35 years old	1.016	153	1.169	1.070	155	1.225
18-25 tahun / 18-25 years old	57	39	96	31	7	38
Jumlah / Total	1.669	252	1.921	1.682	213	1.895

Jumlah Pegawai berdasarkan Kompetensi

Number of Employees by Competence

Dalam satuan orang

In person

Kompetensi / Competence	2022			2021		
	Laki-Laki / Male	Perempuan / Female	Jumlah / Total	Laki-Laki / Male	Perempuan / Female	Jumlah / Total
Pegawai Teknik / Technical Employees	1.277	130	1.407	1.309	109	1.418
Pegawai Non-Teknik / Non-Technical Employees	392	122	514	373	104	477
Jumlah / Total	1.669	252	1.921	1.682	213	1.895

Jumlah Pegawai Gender

Number of Employees by Gender

Dalam satuan orang

In person

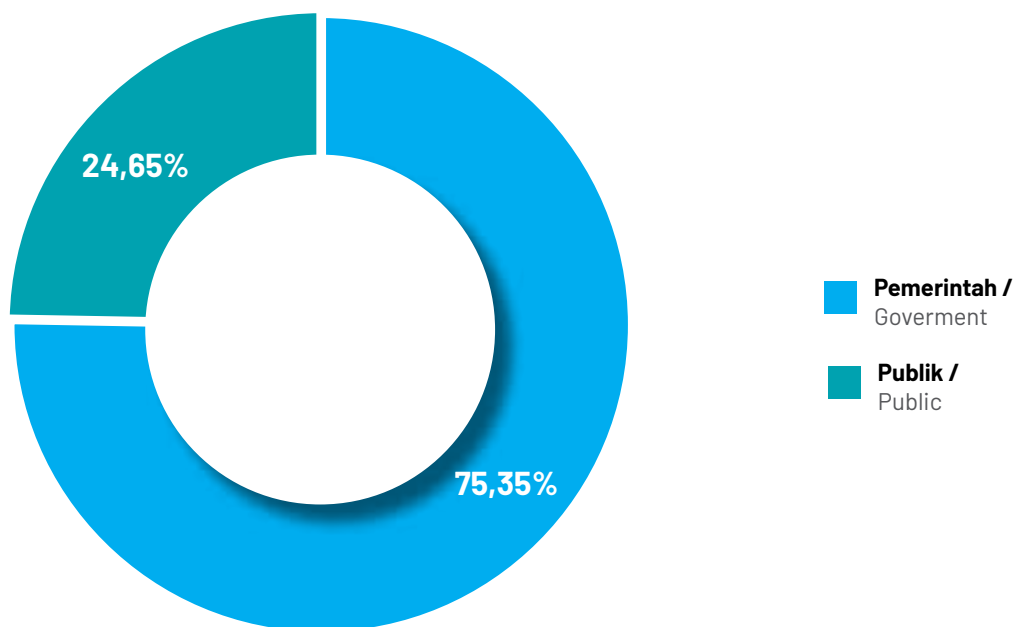
Gender	2022	2021
Laki-Laki / Male	1.669	1.682
Perempuan / Female	252	213
Jumlah / Total	1.921	1.895

KOMPOSISI PEMEGANG SAHAM

Shareholder Composition

Per 31 Desember 2022, komposisi pemegang saham Waskita dapat dilihat melalui pemaparan sebagai berikut:

As of December 31, 2022, the composition of Waskita's shareholders can be seen through the following description:



KOMPOSISI PEMEGANG SAHAM PADA 31 DESEMBER 2022

SHAREHOLDER COMPOSITION AS OF DECEMBER 31, 2022

No.	Pemilik Saham / Shareholder	Jumlah Pemegang Saham / Total Shareholders	Jumlah Saham / Total Shares	Persentase Kepemilikan / Ownership Percentage
Domestik / Domestic				
1	Pemerintah Republik Indonesia / Government of the Republic of Indonesia	1	21.705.633.362	75,35%
2	Perorangan Indonesia / Indonesian Individuals	98.144	4.073.183.394	14,14%
3	Koperasi / Ccooperatives	8	1.383.700	0,00%
4	Yayasan / Foundations	11	24.367.433	0,08%
5	Dana Pensiun / Pension Funds	70	879.410.771	3,05%
6	Asuransi / Insurance	39	94.570.935	0,33%
7	Bank	1	9.686.000	0,03%
8	Perseroan Terbatas / Limited Liability Companies	141	481.801.366	1,67%
9	Lembaga Pemerintah / Government Institution	1	60	0,00%
10	Reksadana / Mutual Finds	44	118.299.443	0,41%
Asing / Foreign				
1	Badan Usaha Asing / Foreign Corporation	221	9.010.416	0,03%
2	Perorangan Asing / Foreign Individuals	149	1.409.460.136	4,89%
Sub-Jumlah / Sub-Total		370	1.418.470.552	4,92%
Jumlah / Total		98.830	28.806.807.016	100,00%



KOMPOSISI PEMEGANG SAHAM

Shareholder Composition

KELOMPOK PEMEGANG SAHAM PADA 31 DESEMBER 2022

SHAREHOLDER GROUP AS OF DECEMBER 31, 2022

Kelompok Pemegang Saham / Shareholders Group	Jumlah Saham / Total Shares	Persentase Kepemilikan / Ownership Percentage	Jumlah Pemegang Saham / Total Shareholders
Domestik / Domestic			
Individu / Individual	98.144	4.073.183.394	14,14%
Institusi / Institution	316	23.315.153.070	80,92%
Jumlah / Total	98.460	27.388.336.464	95,06%
Asing / Foreign			
Individu / Individual	221	9.010.416	0,03%
Institusi / Institution	149	1.409.460.136	4,89%
Jumlah / Total	370	1.418.470.552	4,92%

KOMPOSISI 20 PEMEGANG SAHAM TERBESAR WASKITA

WASKITA'S TOP 20 SHAREHOLDERS

No.	Pemegang Saham / Shareholder	Jumlah Saham / Total Shares	Persentase Kepemilikan / Ownership Percentage
1	Pemerintah Republik Indonesia / Government of the Republic of Indonesia	28.806.807.016	75,35%
2	Vanguard - JP Morgan Chase Bank	630.228.855	2,19%
3	BPJS Ketenagakerjaan	592.968.233	2,06%
4	Ishares - State Street Bank	259.257.758	0,90%
5	Taspen	235.054.600	0,82%
6	Phintraco Group	165.894.100	0,58%
7	Citibank - New York	127.444.509	0,44%
8	Vanguard - Bank of New York Mellon	70.850.081	0,25%
9	Waruna Group	60.916.917	0,21%
10	Sinar Indah Perkasa	53.248.000	0,18%
11	Blackrock - JP Morgan Chase Bank	51.985.335	0,18%
12	Reksa Dana Ashmore	48.613.942	0,17%
13	CalPers - State Street Bank	40.652.000	0,14%
14	Yulie Sekuritas	34.849.600	0,12%
15	Manulife	34.248.500	0,12%
16	Surya Cipta Teknik	30.000.000	0,10%
17	Asuransi Jiwa Central Asia Raya	29.358.800	0,10%
18	Sinar Indah Jaya Kencana	21.725.000	0,08%
19	PPA Investasi Efek	21.061.708	0,07%
20	Reksa Dana Premier	20.481.471	0,07%

KOMPOSISI PEMEGANG SAHAM

Shareholder Composition

KOMPOSISI PEMEGANG SAHAM DENGAN KEPEMILIKAN 5% ATAU LEBIH

SHAREHOLDER COMPOSITION WITH 5% OWNERSHIP OR MORE

Nama / Name	Jumlah Saham / Total Shares	Persentase Kepemilikan / Ownership Percentage
Pemerintah Republik Indonesia / Government of the Republic of Indonesia	21.705.633.362	75,35%

KOMPOSISI KELOMPOK PEMEGANG SAHAM MASYARAKAT DENGAN KEPEMILIKAN KURANG DARI 5%

PUBLIC SHAREHOLDER GROUP COMPOSITION WITH LESS THAN 5% OWNERSHIP

No.	Kelompok Masyarakat / Public Group	Jumlah Pemegang Saham / Total Shareholders	Jumlah Saham (Lembar) / Total Shares	Persentase Kepemilikan (%) / Ownership Percentage (%)
Domestik / Domestic				
1	Koperasi / Cooperatives	8	1.383.700	0,00%
2	Yayasan / Foundations	11	24.367.433	0,08%
3	Dana Pensiun / Pension Funds	70	879.410.771	3,05%
4	Asuransi / Insurance	39	94.570.935	0,33%
5	Perseroan Terbatas / Limited Liability Companies	141	481.801.366	1,67%
6	Reksadana / Mutual Funds	44	118.299.443	0,41%
Subtotal		313	1.599.833.648	5,54%
Asing / Foreign				
1	Perorangan / Individual	221	9.010.416	0,03%
2	Badan Usaha / Corporation	149	1.409.460.136	4,89%
Subtotal		370	1.418.470.552	4,92%

KEPEMILIKAN SAHAM OLEH ANGGOTA BOARD OF COMMISSIONERS DAN BOARD OF DIRECTORS

SHARE OWNERSHIP OF BOARD OF COMMISSIONER AND BOARD OF DIRECTOR

No.	Nama / Name	Jabatan / Position	Jumlah Saham / Total Shares	Persentase Kepemilikan / Ownership Percentage
Board of Commissioners				
1	Heru Winarko	President/Independent Commissioner	-	-
2	I Gde Made Kartikajaya	Commissioner	-	-
3	Dedi Syarif Usman	Commissioner	-	-
4	T. Iskandar	Commissioner	-	-
5	Muhamad Salim	Independent Commissioner	-	-
6	Ahmad Erani Yustika	Commissioner	-	-
7	Muradi	Independent Commissioner	-	-



KOMPOSISI PEMEGANG SAHAM

Shareholder Composition

No.	Nama / Name	Jabatan / Position	Jumlah Saham / Total Shares	Persentase Kepemilikan / Ownership Percentage
Board of Directors				
1	Destiawan Soewardjono	<i>President Director</i>	805.000	0,00
2	Wiwi Suprihatno	<i>Director of Finance & Risk Management</i>	-	-
3	Mursyid	<i>Director of HCM & System Development</i>	-	-
4	Septiawan Andri Purwanto	<i>Director of Business Development</i>	47.041	0,00
5	I Ketut Pasek Senjaya Putra	<i>Director of Operations I and Quality, Safety, Health & Environment</i>	72.600	0,00
6	Ir. Bambang Rianto	<i>Director of Operations II</i>	484.300	0,00
7	Warjo	<i>Director of Operations III</i>	-	-

INFORMASI PEMEGANG SAHAM UTAMA/PENGENDALI HINGGA NAMA PEMILIK AKHIR

Pemegang saham utama Perseroan adalah Negara Republik Indonesia, yang diwakili oleh Pemerintah Republik Indonesia/ Kementerian Badan Usaha Milik Negara (BUMN), dengan kepemilikan pada 31 Desember 2022 sebesar 75,35% atau 21.705.633.362 Lembar Saham. Pemerintah Republik Indonesia sekaligus menjadi nama pemilik akhir dari Perseroan.

INFORMATION ON MAJOR/CONTROLLING SHAREHOLDERS UP TO THE NAME OF THE ULTIMATE OWNER

The main shareholder of the Company is the Republic of Indonesia, represented by the Government of the Republic of Indonesia/Ministry of State-Owned Enterprises (SOE), with 75.35% or 21,705,633,362 shares as of December 31, 2022. The Government of the Republic of Indonesia is also the name of the ultimate owner of the Company.

DAFTAR ENTITAS ANAK SERTA INFORMASI TENTANG ENTITAS ASOSIASI, JOINT VENTURE (JV) DAN SPECIAL PURPOSE VEHICLE (SPV)

List of Subsidiaries and Information on Associates, Joint Venture (JV) and Special Purpose Vehicle (SPV)

Nama / Name	Bidang Usaha / Line of Business	Kepemilikan Saham / Share Ownership	Tanggal dan Tahun Pendirian / Date and Year of Establishment	Status Operasi / Operational Status	Jumlah Aset (juta rupiah) / Total Assets (million rupiah)		Domisili / Domicile
					2022	2021	
PT Waskita Beton Precast Tbk	Produksi Beton Pracetak / Precast Concrete Production	59,99%	7 Oktober 2014 / October 7, 2014	Beroperasi / Operating	5.964	6.882	Indonesia
PT Waskita Toll Road	Investasi Jalan Tol / Toll Road Investment	92,31%	19 Juni 2014 / June 19, 2014		63.034	59.272	Indonesia
PT Waskita Karya Realty	Investasi Properti/ Realty / Property/ Realty Investment	99,99%	16 Oktober 2014 / October 16, 2014		6.079	5.805	Indonesia
PT Waskita Karya Infrastruktur	Investasi Infrastruktur Non Jalan Tol / Non-Toll Road Infrastructure Investment	99,99%	4 Maret 2016 / March 4, 2016		859	966	Indonesia

PROFIL ENTITAS ANAK WASKITA

WASKITA SUBSIDIARY PROFILE

PT WASKITA BETON PRECAST TBK





DAFTAR ENTITAS ANAK SERTA INFORMASI TENTANG ENTITAS ASOSIASI, JOINT VENTURE (JV) DAN SPECIAL PURPOSE VEHICLE (SPV)

List of Subsidiaries and Information on Associates, Joint Venture (JV) and Special Purpose Vehicle (SPV)

PT Waskita Beton Precast Tbk atau "WSBP" terbentuk resmi sebagai entitas anak usaha PT Waskita Karya (Persero) Tbk pada 7 Oktober 2014, berdasarkan Akta Pendirian No. 10 tanggal 7 Oktober 2014, dibuat di hadapan Notaris Fathiah Helmi, S.H. yang berdomisili di Jakarta; dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia No. AHU-29347.40.10.2014.Tahun 2014 tanggal 14 Oktober 2014. Perseroan mencatatkan saham perdananya di Bursa Efek Indonesia (BEI) pada 20 September 2016. Dengan lini bisnis di bidang *precast*, *readymix*, dan jasa konstruksi, perusahaan memiliki *plant*, *batching plant*, dan *quarry* yang tersebar di wilayah Indonesia.

PT Waskita Beton Precast Tbk or "WSBP" was officially established as a subsidiary of PT Waskita Karya (Persero) Tbk on October 7, 2014, based on the Deed of Establishment No. 10 dated October 7, 2014, made before the Notary Fathiah Helmi, S.H. domiciled in Jakarta; and has been passed by the Minister of Law and Human Rights No. AHU- 29347.40.10.2014.Tahun 2014 dated 14 October 2014. The Company listed its initial public offering on the Indonesia Stock Exchange (IDX) on September 20, 2016. With the business in the field of *precast*, *readymix*, and construction services, the Company has plants, *batching plants* and *quarries* spread across Indonesia.

Daftar Anggota Manajemen Kunci WSBP pada 31 Desember 2022

List of WSBP Key Management as of December 31, 2022

Nama / Name	Jabatan / Position
Board of Commissioners	
Poerwanto	Komisaris Utama / President Commissioner
Asep Arofah	Komisaris / Commissioner
Agus Budiman Manalu	Komisaris / Commissioner
Abianti Riana	Komisaris / Commissioner
Board of Directors	
F.X. Poerbayu Ratsunu	Direktur Utama / President Director
Asep Mudzakir	Direktur Keuangan dan Manajemen Risiko / Director of Finance and Risk Management
Sugiharto	Direktur Operasi / Director of Operation
Asep Kurnia	Direktur HCM / Director of HCM
Bambang Dwi Wijayanto	Direktur Engineering and Development / Director of Engineering and Development

DAFTAR ENTITAS ANAK SERTA INFORMASI TENTANG ENTITAS ASOSIASI, JOINT VENTURE (JV) DAN SPECIAL PURPOSE VEHICLE (SPV)

List of Subsidiaries and Information on Associates, Joint Venture (JV) and Special Purpose Vehicle (SPV)

PT WASKITA TOLL ROAD



PT Waskita Toll Road (WTR) berdiri secara resmi pada 19 Juni 2014 berdasarkan Akta Pendirian Perseroan Terbatas No. 62 tanggal 19 Juni 2014, yang dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta, yang telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Nomor AHU-14734.40.102014 tanggal 25 Juni 2014. Sesuai Anggaran Dasar Perusahaan (WTR) Maksud dan tujuan berdirinya PT Waskita Toll Road adalah untuk melakukan pengembangan, bisnis, operasi dan pengelolaan jalan tol dan infrastruktur lainnya di Indonesia, baik yang dilakukan secara langsung atau melalui anak perusahaan.

PT Waskita Toll Road (WTR) was officially established on June 19, 2014 based on the Deed of Establishment of a Limited Liability Company No. 62 dated June 19, 2014, drawn up before Fathiah Helmi, SH, Notary in Jakarta, which was approved by the Minister of Law and Human Rights No. AHU-14734.40.102014 dated June 25, 2014 in accordance with the Company's (WTR) Articles of Association. The purpose and objective of PT Waskita Toll Road establishment is to carry out development, business, operation and management of toll roads and other infrastructure in Indonesia, either directly or through subsidiaries

Daftar Anggota Manajemen Kunci WTR pada 31 Desember 2022

List of WTR Key Management as of December 31, 2022

Nama / Name	Jabatan / Position
Board of Commissioners	
Wiwi Suprihatno	Komisaris Utama / President Commissioner
Diantini Soesilowati	Komisaris / Commissioner
Roni Hanityo Apriyanto	Komisaris / Commissioner
Jodi Mahardi	Komisaris / Commissioner



DAFTAR ENTITAS ANAK SERTA INFORMASI TENTANG ENTITAS ASOSIASI, JOINT VENTURE (JV) DAN SPECIAL PURPOSE VEHICLE (SPV)

List of Subsidiaries and Information on Associates, Joint Venture (JV) and Special Purpose Vehicle (SPV)

Nama / Name	Jabatan / Position
Board of Directors	
Rudi Purnomo	Direktur Utama / President Director
Daniel Fitzgerald Liman	Direktur Portofolio dan Pengembangan Bisnis / Director of Portfolio and Business Management
Mokh. Sadali	Direktur Pengendalian dan K3LMP / Director of Control and K3LMP
Edie Rizliyanto	Direktur Keuangan dan Manajemen Risiko / Director of Finance and Risk Management
Subkhan	Direktur SDM, Hukum, dan TI / Director of HC, Legal, and IT

PT WASKITA KARYA REALTY



Di tahun 2012, PT Waskita Karya Realty selanjutnya disebut dengan "Waskita Realty" atau "WKR", merupakan salah satu bentuk diversifikasi lini bisnis oleh PT Waskita Karya (Persero) Tbk untuk berfokus pada penyediaan layanan yang andal di sektor properti di Indonesia. Baru pada tanggal 16 Oktober 2014, PT Waskita Karya (Persero) Tbk sebagai perusahaan induk melakukan *spin-off* di perusahaan, yang menandai peresmian Waskita Realty sebagai anak perusahaan dari PT Waskita Karya (Persero) Tbk.

Waskita Realty sendiri memiliki 5 (lima) pilar bisnis yaitu *Regular Development*, *AeroCity Development*, *Industrial City Development*, *Transit-Oriented Development*, dan *Township Development*. Sesuai dengan pilar bisnis tersebut, Waskita

In 2012, PT Waskita Karya Realty, hereinafter referred to as "Waskita Realty" or "WKR", is a form of business diversification by PT Waskita Karya (Persero) Tbk to focus on providing reliable services in the property sector in Indonesia. On October 16, 2014, PT Waskita Karya (Persero) Tbk as holding Company did a spin-off on the company, which marked the inauguration of Waskita Realty as a subsidiary of PT Waskita Karya (Persero) Tbk.

Waskita Realty itself has 5 (five) business pillars, namely *Regular Development*, *Aerocity Development*, *Industrial City Development*, *Transit-Oriented Development* and *Township Development*. In accordance with these business pillars,

DAFTAR ENTITAS ANAK SERTA INFORMASI TENTANG ENTITAS ASOSIASI, *JOINT VENTURE (JV)* DAN *SPECIAL PURPOSE VEHICLE (SPV)*

List of Subsidiaries and Information on Associates, Joint Venture (JV) and Special Purpose Vehicle (SPV)

Realty berfokus pada bidang industri developer properti yang mengembangkan usaha Apartemen, *Office Tower*, *Landed Housing*, dan *Mixed Use* di Indonesia.

Waskita Realty focuses on Property Developer industry that develops Apartments, Office Towers, Landed Housing, and Mixed Use businesses in Indonesia.

Daftar Anggota Manajemen Kunci WKR pada 31 Desember 2022

List of WKR Key Management as of December 31, 2022

Nama / Name	Jabatan / Position
Board of Commissioners	
I Ketut Pasek Senjaya Putra	Komisaris Utama / President Commissioner
Bane Raja Manalu	Komisaris / Commissioner
Luki Theta Handayani	Komisaris / Commissioner
Eddy Kristanto	Komisaris / Commissioner
Intan Abdams Katoppo	Komisaris / Commissioner
Board of Directors	
Ratna Ningrum	Direktur Utama / President Director
Anak Agung Gede Oka	Direktur Teknik dan Operasi / Director of Engineering and Operation
Erna Yalesnawati	Direktur Pemasaran dan Penjualan / Director of Marketing and Sales
Darmanta	Direktur Keuangan, SDM, dan Manajemen Risiko / Director of Finance, HC, and Risk Management
Ghozy Perdana	Direktur Pengembangan Bisnis / Director of Business Management

PT WASKITA KARYA INFRASTRUKTUR





DAFTAR ENTITAS ANAK SERTA INFORMASI TENTANG ENTITAS ASOSIASI, JOINT VENTURE (JV) DAN SPECIAL PURPOSE VEHICLE (SPV)

List of Subsidiaries and Information on Associates, Joint Venture (JV) and Special Purpose Vehicle (SPV)

PT Waskita Karya Infrastruktur (WKI) sebelumnya bernama PT Waskita Karya Energi didirikan berdasarkan Akta Notaris No. 5 tanggal 4 Maret 2016 yang dibuat oleh Fathiah Helmi, S.H., Notaris di Jakarta dan disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU.AH.0019486.AH.01.TAHUN 2016 Tanggal 15 April 2016. Sebanyak 99,999% saham WKI dimiliki oleh PT Waskita Karya (Persero) Tbk dan 1 (satu) lembar saham atau setara dengan 0,001% dimiliki oleh Koperasi Waskita. Perubahan nama dan anggaran dasar dari PT Waskita Karya Energi menjadi PT Waskita Karya Infrastruktur disahkan dengan Akta Notaris No. 109 tanggal 26 Februari 2019 oleh Jose Dima Satria, S.H., M.Kn. di Jakarta.

WKI beroperasi dengan maksud dan tujuan untuk menjalankan usaha investasi dalam bidang Industri penciptaan energi yang bermutu tinggi dan infrastruktur yang berdaya saing kuat, menciptakan peluangpekerjaan konstruksi serta mengejar keuntungan guna meningkatkan nilai perseroan dengan menerapkan prinsip-prinsip hukum Perseroan Terbatas dan *Good Corporate Governance*.

PT Waskita Karya Infrastruktur (WKI), previously known as PT Waskita Karya Energi, was established based on Notarial Deed No. 5 dated March 4, 2016 drawn up before Fathiah Helmi, SH, Notary in Jakarta and legalized by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No: AHU.AH.0019486.AH.01. Year 2016 dated April 15, 2016. 99.999% of WKI shares are owned by PT Waskita Karya (Persero) Tbk and 1 (one) or 0.001% share is owned by Koperasi Waskita. The change of name and articles of association from PT Waskita Karya Energi to PT Waskita Karya Infrastruktur was ratified by Notarial Deed No.109 dated February 26, 2019 drawn up before Jose Dima Satria, S.H., M.Kn. in Jakarta.

The purposes and objectives of WKI establishment are to carry out investment businesses in high quality energy creation industry and highly competitive infrastructure, create construction job opportunities and pursue profits in order to increase corporate value by applying the legal principles of Limited Liability Companies and Good Corporate Governance.

Daftar Anggota Manajemen Kunci WKI pada 31 Desember 2022

List of WKI Key Management as of December 31, 2022

Nama / Name	Jabatan / Position
Board of Commissioners	
Septiawan Andri Purwanto	Komisaris Utama / President Commissioner
Ferry Akbar Pasaribu	Komisaris / Commissioner
Sukmawati Soekarno	Komisaris / Commissioner
Graldus Aleksius Marten	Komisaris / Commissioner
Board of Directors	
Oktarina Kartifa Ayu	Direktur Utama / President Director
Adi Sutrisno	Direktur <i>Development, Operation, & QHSE</i> / Director of Developmemnt, Operation, & QHSE

DAFTAR ENTITAS ANAK SERTA INFORMASI TENTANG ENTITAS ASOSIASI, JOINT VENTURE (JV) DAN SPECIAL PURPOSE VEHICLE (SPV)

List of Subsidiaries and Information on Associates, Joint Venture (JV) and Special Purpose Vehicle (SPV)

ENTITAS ANAK TIDAK LANGSUNG

INDIRECT SUBSIDIARIES

Nama / Name	Bidang Usaha / Line of Business	Kepemilikan Saham / Share Onwership	Tanggal dan Tahun Pendirian / Date and Year of Establishment	Status Operasi / Operational Status	Jumlah Aset (Rp Juta) / Total Assets (Rp Million)		Lokasi / Location
					2022	2021	
Entitas Anak Tidak Langsung dari PT Waskita Toll Road / Indirect Subsidiaries from PT Waskita Toll Road							
PT Waskita Bumi Wira	Pengusahaan Jalan Tol/ Investasi Jalan Tol / Toll Road Concession/ Toll Road Investments	99,91%	20 Agustus 2014 / August 20, 2014	Beroperasi secara partial / Partially operating	12.203	12.111	Dalam negeri / Domestic
PT Pemalang Batang Toll Road		60%	15 Juni 2006 / June 15, 2006	Beroperasi / Operating	7.677	7.708	
PT Waskita Sriwijaya Tol		99,49%	18 November 2011 / November 18, 2011	Beroperasi secara partial / Partially operating	16.902	13.948	
PT Trans Jabar Tol		99,99%	19 Juli 2007 / July 19, 2007	Beroperasi secara partial / Partially operating	6.747	6.245	
PT Pejagan Pemalang Toll Road		99,99%	15 Juni 2006 / June 15, 2006	Beroperasi / Operating	7.677	7.439	
PT Trans Jawa Paspro Jalan Tol		99,99%	21 Mei 2017 / May 21, 2017	Beroperasi secara partial / Partially operating	5.627	4.662	
PT Waskita Transjabar Toll Road		99,99%	28 September 2018 / September 28, 2018	Beroperasi / Operating	5.627	-	
PT Tol Teluk Balikpapan		80,00%	16 September 2016 / September 16, 2016	Belum Beroperasi / Not operating yet	33	30	



DAFTAR ENTITAS ANAK SERTA INFORMASI TENTANG ENTITAS ASOSIASI, JOINT VENTURE (JV) DAN SPECIAL PURPOSE VEHICLE (SPV)

List of Subsidiaries and Information on Associates, Joint Venture (JV) and Special Purpose Vehicle (SPV)

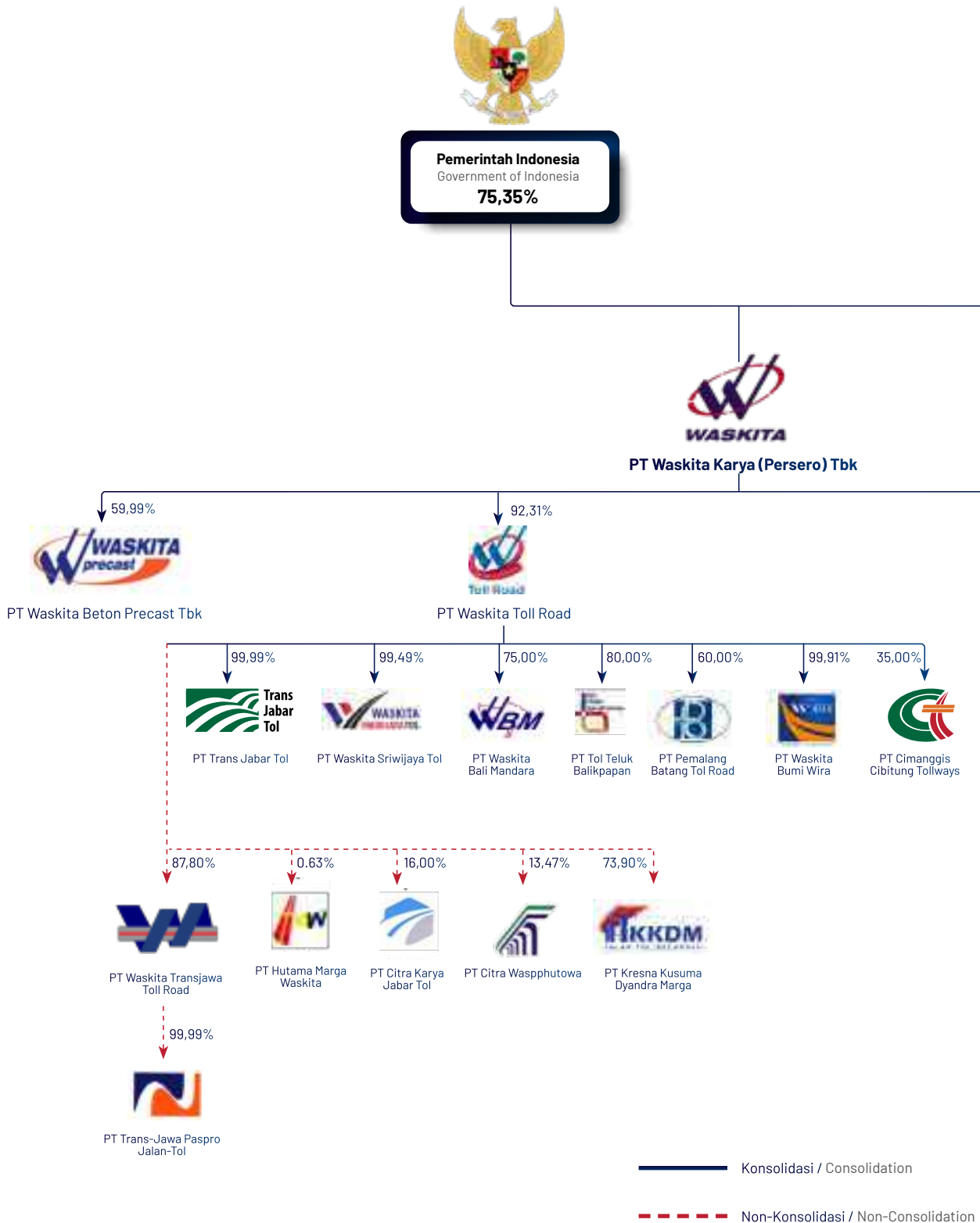
Nama / Name	Bidang Usaha / Line of Business	Kepemilikan Saham / Share Ownership	Tanggal dan Tahun Pendirian / Date and Year of Establishment	Status Operasi / Operational Status	Jumlah Aset (Rp Juta) / Total Assets (Rp Million)		Lokasi / Location
					2022	2021	
Entitas Anak Tidak Langsung dari PT Waskita Karya Realty / Indirect Subsidiaries from PT Waskita Karya Realty							
PT Waskita Fim Perkasa Realty (WFPR)	Pembangunan, Perdagangan dan Pengembangan Proyek Properti / Construction, Trade and Property Project Development	90%	31 Mei 2018 / May 31, 2018	Beroperasi / Operating	1.329	1.183	Dalam negeri / Domestic
PT Waskita Modern Realty (WMR)		60%	17 Mei 2018 / May 17, 2018		471	419	

Nama / Name	Bidang Usaha / Line of Business	Kepemilikan Saham / Share Ownership	Tanggal dan Tahun Pendirian / Date and Year of Establishment	Status Operasi / Operational Status	Jumlah Aset (Rp Juta) / Total Assets (Rp Million)		Lokasi / Location
					2022	2021	
Entitas Anak Tidak Langsung dari PT Waskita Karya Infrastruktur / Indirect Subsidiaries from PT Waskita Karya Infrastruktur							
PT Waskita Sangir Energi	Pengusahaan Pengoperasian Pembangkit Listrik / Power Plant Operations	94%	11 Juli 2013 / July 11, 2013	Beroperasi secara penuh / Fully operating	381	382	Dalam negeri / Domestic
PT Waskita Wado Energi		99%	15 April 2016 / April 15, 2016	Belum Beroperasi / Not operating yet	29	20	

STRUKTUR GRUP PERUSAHAAN

Group Structure of the Company

Struktur grup Waskita per 31 Desember 2022 adalah sebagai berikut: Waskita's group structure of December 31, 2022 is as follows:

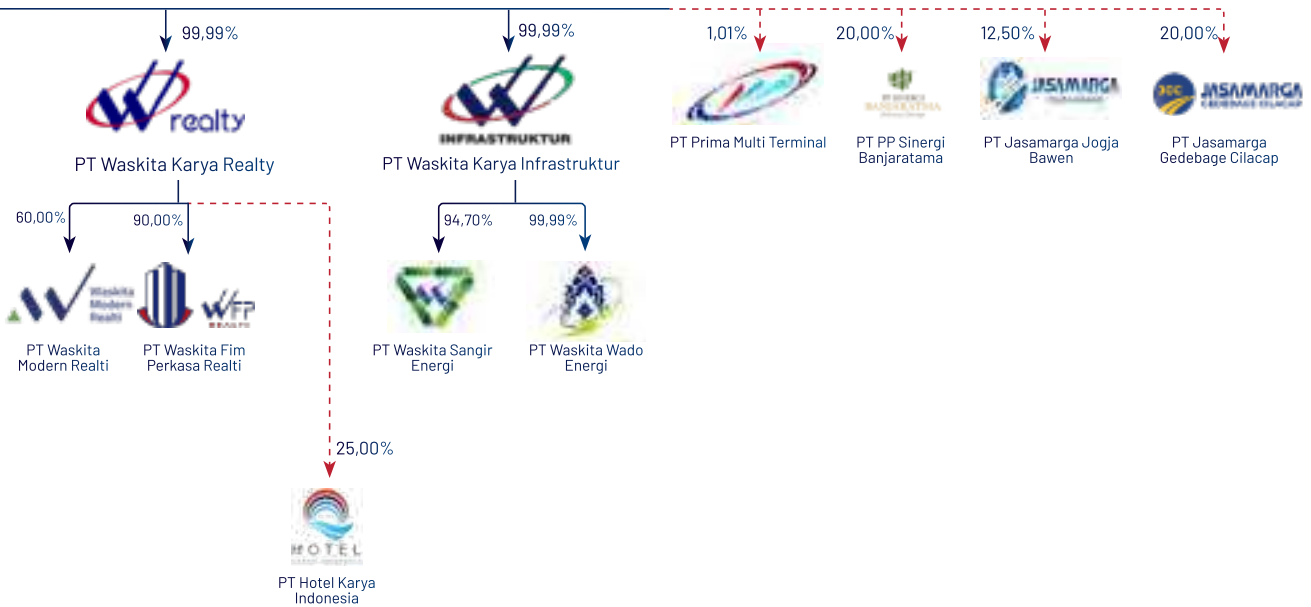




STRUKTUR GRUP PERUSAHAAN

Group Structure of the Company

Publik
Public
24,65%



KRONOLOGI PENERBITAN DAN PENCATATAN SAHAM

Share-Listing Chronology

Pada 10 Desember 2012, Waskita memperoleh pernyataan efektif oleh Ketua badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) berdasarkan Surat Keputusan No. S14012/BL/2012. Pada tanggal 17 Desember 2012, sesuai surat No. S-08414/BEI.PPJ/12-2012. Selanjutnya, PT Bursa Efek Indonesia menyetujui penawaran efek Waskita di Bursa Efek Indonesia kepada masyarakat, terhadap 3.082.315.000 saham dengan nilai nominal Rp100,- per saham dan harga penawaran Rp380,- per saham.

PENAWARAN UMUM TERBATAS

Pada 16 Desember 2021, Waskita melakukan penambahan modal dengan memberikan Hak Memesan Efek Terlebih Dahulu (HMETD) yang diberikan melalui Penawaran Umum Terbatas II (PUT II) dengan menerbitkan saham sebanyak 8.722.695.331 saham seri B dengan nilai nominal Rp100,- per saham. PUT II tersebut dilakukan sesuai POJK HMETD dan telah memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) No. S-236/D.04/2021 tanggal 16 Desember 2021.

Setelah PUT II, jumlah saham Waskita yang tercatat pada Bursa Efek Indonesia adalah sejumlah 28.806.807.016 lembar saham.

BURSA TEMPAT SAHAM PERUSAHAAN DICATATKAN

Waskita mencatatkan saham hanya pada Bursa Efek Indonesia.

On December 10, 2012, Waskita obtained an effective statement from the Head of the Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) based on Decree No. S14012/BL/2012. On December 17, 2012, according to letter No. S-08414/BEI.PPJ/12-2012. Furthermore, PT Bursa Efek Indonesia approved the offering of Waskita securities on the Indonesia Stock Exchange to the public, for 3,082,315,000 shares with a nominal value of Rp100 per share and an offering price of Rp380 per share.

LIMITED PUBLIC OFFERING

On December 16, 2021, Waskita increased its capital by providing Pre-Emptive Rights (HMETD) which was granted through Limited Public Offering II (PUT II) by issuing shares of 8,722,695,331 series B shares with a nominal value of Rp100 per share. The PUT II was carried out in accordance with POJK HMETD and has obtained an effective statement from the Financial Services Authority (OJK) Regulation No. S-236/D.04/2021 dated December 16, 2021.

After the PUT II, the number of shares of Waskita listed on the Indonesia Stock Exchange is a total of 28,806,807,016 shares.

EXCHANGE WHERE COMPANY SHARES ARE LISTED

Waskita listed its shares only on the Indonesia Stock Exchange.

KRONOLOGI PENERBITAN DAN/ATAU PENCATATAN EFEK LAINNYA

Chronology of Other Securities Issuance and/or Listing

Hingga 31 Desember 2022, Waskita tidak menerbitkan dan/atau mencatatkan efek lain dalam bentuk apa pun. Atas hal tersebut, tidak terdapat informasi terkait nama, tahun penerbitan, tingkat bunga/imbalan, tanggal jatuh tempo, nilai penawaran, bursa, hingga peringkat dari efek lainnya, di samping informasi penerbitan dan/atau pencatatan efek yang telah diuraikan sebelumnya.

As of December 31, 2021, the Company did not issued other securities in any form. Therefore, there is no information regarding names of other securities, year of issuance of other securities, interest rates/ returns of other securities, and maturity dates of other securities; issuance value of other securities; name of stock exchange on which other securities are listed; and rating of securities.



KRONOLOGI PENERBITAN DAN/ATAU PENCATATAN OBLIGASI

Bond Issuance and/or Listing Chronology

Pada tahun 2022, Perseroan menerbitkan obligasi sejumlah 2 (dua) kali. Kronologi penerbitan dan/atau pencatatan Waskita hingga 31 Desember 2021 dapat dilihat melalui tabel sebagai berikut:

In 2022, the Company issued bond 2 (two) times. The chronology of issuance and/or listing at Waskita as of December 31, 2022 can be seen in the following table:

No.	Nama / Name	Seri / Series	Denominasi / Denomination	Jumlah Pokok (Rp Juta) / Principle Amount (Rp Million)	Tingkat Bunga / Interest Rate	Jangka Waktu / Tenor	Jatuh Tempo / Due Date	Peringkat / Rating	Status
1	Obligasi Berkelanjutan I Waskita Karya Tahun 2003 / Sustainable Bonds I Waskita Karya of 2003	A	Rupiah	53.750	14,00%	3 (tiga tahun) / 3 (three) years	Minggu, 19 November 2006 / Sunday, November 19, 2006	IdBBB	Lunas / Paid
		B	Rupiah	46.250	14,25%	5 (lima tahun) / 5 (five years)	Rabu, 19 November 2008 / Wednesday, November 19, 2008		Lunas / Paid
2	Obligasi Berkelanjutan II Waskita Karya Tahun 2012 / Sustainable Bonds II Waskita Karya of 2012	A	Rupiah	75.000	8,75%	3 (tiga tahun) / 3 (three) years	Jumat, 5 Juni 2015 / Friday, June 5, 2015	Id A-	Lunas / Paid
		B	Rupiah	675.000	9,75%	5 (lima tahun) / 5 (five years)	Senin, 5 Juni 2017 / Monday, June 5, 2017		Lunas / Paid
3	PUB I Obligasi Waskita Karya Tahap I Tahun 2014 / Sustainable Bonds I Waskita Karya Phase I of 2014	A	Rupiah	500.000	10,40%	3 (tiga tahun) / 3 (three) years	Selasa, 18 November 2014 / Tuesday, November 18, 2014	Id A-	Lunas / Paid
4	PUB I Obligasi Waskita Karya Tahap II Tahun 2015 / Sustainable Bonds I Waskita Karya Phase II of 2015	A	Rupiah	350.000	10,40%	3 (tiga tahun) / 3 (three) years	Selasa, 18 November 2014 / Tuesday, November 18, 2014	Id A	Lunas / Paid
		B	Rupiah	1.150.000	11,10%	5 (lima tahun) / 5 (five years)	Jumat, 16 Oktober 2020 / Friday, October 16, 2020	IdBBB	Lunas / Paid
5	PUB II Obligasi Waskita Karya Tahap I Tahun 2016 / Sustainable Bonds II Waskita Karya Phase I of 2016	A	Rupiah	2.000.000	9,25%	3 (tiga tahun) / 3 (three) years	Senin, 10 Juni 2019 / Monday, June 10, 2019	Id A-	Lunas / Paid
6	PUB II Obligasi Waskita Karya Tahap II Tahun 2016 / Sustainable Bonds II Waskita Karya Phase II of 2016	A	Rupiah	900.000	8,50%	5 (lima tahun) / 5 (five years)	Selasa, 28 September 2021 / Tuesday, September 28, 2021	IdBBB	Lunas / Paid
		B	Rupiah	1.150.000	8,50%	5 (lima tahun) / 5 (five years)	Jumat, 16 Oktober 2020 / Friday, October 16, 2020	IdBBB	Lunas / Paid
7	PUB II Obligasi Waskita Karya Tahap III Tahun 2017 / Sustainable Bonds II Waskita Karya Phase III of 2017	A	Rupiah	747.000	8,50%	3 (tiga tahun) / 3 (three) years	Jumat, 21 Februari 2020 / Friday, February 21, 2020	Id A-	Lunas / Paid
		B	Rupiah	910.000	9,00%	5 (lima tahun) / 5 (five years)	Senin, 21 Februari 2022 / Monday, February 21, 2022	IdBBB	Lunas / Paid
8	PUB III Obligasi Waskita Karya Tahap I Tahun 2017 / Sustainable Bonds II Waskita Karya Phase I of 2017	A	Rupiah	1.369.000	8,00%	3 (tiga tahun) / 3 (three) years	Selasa, 6 Oktober 2020 / Tuesday, October 6, 2020	IdBBB	Lunas / Paid
		B	Rupiah	1.631.000	8,50%	5 (lima tahun) / 5 (five years)	Kamis, 6 Oktober 2022 / Thursday, October 6, 2022		Lunas / Paid
9	PUB III Obligasi Waskita Karya Tahap II Tahun 2018 / Sustainable Bonds III Waskita Karya Phase II of 2018	A	Rupiah	1.175.000	7,75%	3 (tiga tahun) / 3 (three) years	Selasa, 23 Februari 2021 / Tuesday, February 23, 2021	IdBBB	Lunas / Paid
		B	Rupiah	2.276.000	8,25%	5 (lima tahun) / 5 (five years)	Kamis, 23 Februari 2023 / Thursday, February 23, 2023		Belum jatuh tempo / Not yet due
10	PUB III Obligasi Waskita Karya Tahap III Tahun 2018 / Sustainable Bonds III Waskita Karya Phase III of 2018	A	Rupiah	761.000	9,00%	3 (tiga tahun) / 3 (three) years	Selasa, 28 September 2021 / Tuesday, September 28, 2021	IdBBB	Lunas / Paid
		B	Rupiah	941.750	9,75%	5 (lima tahun) / 5 (five years)	Kamis, 28 September 2023 / Thursday, September 28, 2023		Belum jatuh tempo / Not yet due

KOMPOSISI PEMEGANG SAHAM

Shareholder Composition

No.	Nama / Name	Seri / Series	Denominasi / Denomination	Jumlah Pokok (Rp Juta) / Principle Amount (Rp Million)	Tingkat Bunga / Interest Rate	Jangka Waktu / Tenor	Jatuh Tempo / Due Date	Peringkat / Rating	Status
11	PUB III Obligasi Waskita Karya Tahap IV Tahun 2019 / Sustainable Bonds III Waskita Karya Phase IV of 2019	A	Rupiah	484.000	9,00%	5 (lima tahun) / 5 (five years)	Senin, 16 Mei 2022 / Monday, May 16, 2022	IdBBB	Lunas / Paid
		B	Rupiah	1.361.750	9,75%	5 (lima tahun) / 5 (five years)	Kamis, 16 Mei 2024 / Thursday, May 16, 2024		Lunas / Paid
12	Obligasi Berkelanjutan IV Waskita Karya Tahap I Tahun 2020 / Sustainable Bonds IV Waskita Karya Phase I of 2020	A	Rupiah	135.500	10,75%	3 (tiga tahun) / 3 (three) years	Minggu, 6 Agustus 2023 / Sunday, August 6, 2023	IdBBB	Belum jatuh tempo / Not yet due
13	Obligasi III Waskita Karya Tahun 2021 / Sustainable Bonds III Waskita Karya of 2021	A	Rupiah	722.000	6,1%	5 (lima tahun) / 5 (five years)	Kamis, 24 September 2026 / Thursday, September 24, 2026	idAAA	Belum jatuh tempo / Not yet due
		B	Rupiah	1.051.000	6,8%	7 (tujuh) tahun / 7 (seven) years	Minggu, 24 September 2028 / Sunday, September 24, 2028		Belum jatuh tempo / Not yet due
14	Obligasi IV Tahun 2022 / Bond IV of 2022	A	Rupiah	658.000	6,65%	5 (lima tahun) / 5 (five years)	Rabu, 12 Mei 2027 / Wednesday, May 12, 2027	idAAA(gg)	Belum jatuh tempo / Not yet due
		B	Rupiah	1.469.300	7,55%	7 (tujuh) tahun / 7 (seven) years	Sabtu, 12 Mei 2029 / Saturday, May 12, 2029		Belum jatuh tempo / Not yet due

KRONOLOGI PENERBITAN DAN/ATAU PENCATATAN SUKUK

Sukuk Issuance and/or Recordig Chronology

Pada tahun 2022, Perseroan menerbitkan sukuk dengan The Company issued sukuk in 2022 with the following details: perincian sebagai berikut:

No.	Nama / Name	Seri / Series	Denominasi / Denomination	Jumlah Pokok (Rp Juta) / Principle Amount (Rp Million)	Tingkat Bunga / Interest Rate	Jangka Waktu / Tenor	Jatuh Tempo / Due Date	Peringkat / Rating	Status
1	Sukuk Mudharabah I Waskita Karya Tahun 2022 / Sukuk Mudharabah I Waskita Karya of 2022	A	Rupiah	383.000	6,65%	5 (lima tahun) / 5 (five years)	Rabu, 12 Mei 2027 / Wednesday, May 12, 2027	Id(sy)AAA	Belum jatuh tempo / Not yet due
		B	Rupiah	765.100	7,55%	7 (tujuh) tahun / 7 (seven) years	Sabtu, 12 Mei 2029 / Saturday, May 12, 2029		Belum jatuh tempo / Not yet due



NAMA DAN ALAMAT LEMBAGA DAN/ATAU PROFESI PENUNJANG PERUSAHAAN

Name and Address of Supporting Institutions and/or Professionals

KANTOR AKUNTAN PUBLIK (KAP)

PUBLIC ACCOUNTING FIRM (KAP)

Nama KAP / KAP Name	Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan (A Member Of Crowe Global)
Alamat / Address	Cyber 2 Tower Lantai 9 Jl. H.R Rasuna Said Blok X-5 Jakarta 12950
Akuntan Publik / Public Accountant	Henri Arifian
Periode Penugasan / Assignment Period	Tahun buku 2022 / 2022 Fiscal Year
Jasa Audit yang Diberikan / Audit Service Rendered	Melakukan Audit Laporan Keuangan PT Waskita Karya (Persero) Tbk dan Anak Perusahaan Tahun Buku 2022 / Audit the Financial Statements of PT Waskita Karya (Persero) Tbk and its Subsidiaries for the 2022 Fiscal Year
Biaya Jasa Audit / Audit Fee	Rp3.350.000.000,-
Jasa Non-Audit yang Diberikan / Non Audit Service Rendered	-
Biaya Jasa Non-Audit / Non Audit Service Fee	-

BIRO ADMINISTRASI EFEK

SHARE REGISTRAR

Nama Lembaga / Institution Name	PT Datindo Entrycom
Alamat / Address	Jl. Hayam Wuruk No. 28, Jakarta
Nomor & Tanggal STTD / STTD Number & Date	KEP.16/PM/1991 tanggal 19 April 1995 / KEP.16/PM/1991 dated April 19, 1995
Pedoman Kerja / Work Guidelines	Peraturan Pasar Modal Dan Peraturan Otoritas Jasa Keuangan / Capital Market Regulation and Financial Services Authority Regulation
Surat Penunjukan / Letter of Appointment	30/SPK/WK/CORSEC/2022
Periode Penunjukan / Appointment Period	2022
Jasa yang Diberikan / Service Rendered	Jasa penyelenggaraan RUPST Tahun Buku 2021 / AGMS convention service for 2021 Fiscal Year
Biaya Jasa / Service Fee	Rp67.155.000,-

NAMA DAN ALAMAT LEMBAGA DAN/ATAU PROFESI PENUNJANG PERUSAHAAN

Name and Address of Supporting Institutions and/or Professionals

BIRO ADMINISTRASI EFEK

SHARE REGISTRAR

Nama Lembaga / Institution Name	PT Datindo Entrycom
Alamat / Address	Jl. Hayam Wuruk No. 28, Jakarta
Nomor & Tanggal STTD / STTD Number & Date	KEP.16/PM/1991 tanggal 19 April 1995 / KEP.16/PM/1991 dated April 19, 1995
Pedoman Kerja / Work Guidelines	Peraturan Pasar Modal dan Peraturan Otoritas Jasa Keuangan / Regulation of Capital Market and Regulation of Financial Services Authority
Surat Penunjukan / Letter of Appointment	57/SPK/WK/CORSEC/2022
Periode Penunjukan / Appointment Period	2022
Jasa yang Diberikan / Service Rendered	Jasa penyelenggaraan RUPSLB Tahun 2022 / 2022 EGM convention service
Biaya Jasa / Service Fee	Rp69.930.000,-

LEMBAGA PEMERINGKAT

RATING AGENCY

Nama Lembaga / Institution Name	PT Pemeringkat Efek Indonesia (PEFINDO)
Alamat / Address	Panin Tower Senayan City, 17th Floor, Jl. Asia Afrika Lot.19, Gelora, RT.1/RW.3, Gelora, Kecamatan Tanah Abang, Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 12220
Nomor & Tanggal STTD / STTD Number & Date	1487/24.3.4/31.71.07.1001/1.826.42/2016 tanggal 26 Agustus 2016 / 1487/24.3.4/31.71.07.1001/1.826.42/2016 dated August 26, 2016
Pedoman Kerja / Work Guidelines	124/PPJP/PEF-DIR/XI/2021
Surat Penunjukan / Letter of Appointment	2168/WK/DIR/2021
Periode Penunjukan / Appointment Period	Selama Obligasi & Sukuk <i>Outstanding</i> / During Outstanding Bonds & Sukuk
Jasa yang Diberikan / Service Rendered	Jasa Rating Instrumen & Pemantauan Tahunan / Instrument Rating Services & Annual Monitoring
Biaya Jasa / Service Fee	Rp 2.104.850.000,00,-

WALI AMANAT

TRUSTEE

Nama Lembaga / Institution Name	PT Bank Mega
Alamat / Address	Menara Bank Mega Lt. 16, Jl. Kapten P. Tendean No. 12-14A, Jakarta 12790
Nomor & Tanggal STTD / STTD Number & Date	No. 20/STTD-WA/PM/2000 tanggal 2 Agustus 2000 / No. 20/STTD-WA/PM/2000 dated August 2, 2000
Pedoman Kerja / Work Guidelines	12/SPK/WK/FIN/2020
Surat Penunjukan / Letter of Appointment	7704.3/WK/FIN/2020
Periode Penunjukan / Appointment Period	27 Oktober 2020 s.d selesai / October 27, 2020 until completion
Jasa yang Diberikan / Service Rendered	Jasa Wali Amanat / Trustee Service
Biaya Jasa / Service Fee	Rp75.000.000,-



NAMA DAN ALAMAT LEMBAGA DAN/ATAU PROFESI PENUNJANG PERUSAHAAN

Name and Address of Supporting Institutions and/or Professionals

WALI AMANAT

TRUSTEE

Nama Lembaga / Institution Name	PT Bank KB Bukopin Tbk
Alamat / Address	MT. Haryono Kav 50-51, Jakarta 12770
Nomor & Tanggal STTD / STTD Number & Date	21/PM/STTD-WA/2005 tanggal 26 Agustus 2005 / 21/PM/STTD-WA/2005 dated August 26, 2005
Pedoman Kerja / Work Guidelines	<ul style="list-style-type: none"> Perjanjian Perwalianamanatan Obligasi IV Waskita Karya Tahun 2022 beserta perubahan-perubahannya / Waskita Karya Bond IV Trusteeship Agreement for 2022 and its amendments Perjanjian Perwalianamanatan Sukuk Mudharabah I Waskita Karya Tahun 2022 beserta perubahan-perubahannya / Waskita Karya Sukuk Mudharabah I Trusteeship Agreement for 2022 and its amendments
Surat Penunjukan / Letter of Appointment	1099/WK/FIN/2021 tanggal 22 Oktober 2021 / 1099/WK/FIN/2021 dated October 22, 2021
Periode Penunjukan / Appointment Period	27 Oktober 2020 s.d selesai / October 27, 2020 until completion
Jasa yang Diberikan / Service Rendered	Wali Amanat / Trustee Service
Biaya Jasa / Service Fee	0.0175% p.a dari Nilai Penerbitan atau minimum Rp 140 Juta p.a (Belum termasuk PPN) / 0.0175% p.a of Issuance Amount or minimum Rp140 Million p.a (Not including VAT)

INFORMASI PERDAGANGAN DAN PENCATATAN SAHAM

INFORMATION ON STOCK TRADING AND SHARE-LISTING

Nama Lembaga / Institution Name	Bursa Efek Indonesia / Indonesia Stock Exchange
Alamat / Address	Gedung Bursa Efek Indonesia Jl. Jend Sudirman Kav. 52-53 Jakarta 12190, Indonesia Tel: +62 21 515 0515 Email: callcenter@idx.co.id Website: www.idx.co.id
Periode / Period	2012-sekarang / 2012-present
Jasa yang Diberikan / Service Rendered	Menyediakan infrastruktur perdagangan dan pencatatan efek. / Provision of securities listing and trading infrastructure.
Biaya Jasa / Service Fee	Rp1.356.036.001,-

KONSULTAN HUKUM

LEGAL CONSULTANT

Nama Lembaga / Institution Name	Wardhana Kristanto Lawyers
Alamat / Address	Pulomas Office Park, Building II, 3rd Floor Suite 01-02, Jl. Jend. A. Yani No. 2, Jakarta 13210
Nomor & Tanggal STTD / STTD Number & Date	STTD.KH-166/PM.2/2018 tanggal 26 Juni 2018 / STTD.KH-166/PM.2/2018 dated June 26, 2018
Pedoman Kerja / Work Guidelines	L.61.1/P/WK/2021 sebagaimana diubah terakhir dengan L.23/ADD/WK/2022 / L.61.1/P/WK/2021 as last amended by L.23/ADD/WK/2022
Surat Penunjukan / Letter of Appointment	232/WK/LEGAL/2021
Periode Penunjukan / Appointment Period	Oktober 2021-April 2022 / October 2021 - April 2022
Jasa yang Diberikan / Service Rendered	Jasa Konsultan Hukum dalam rangka Penerbitan Obligasi IV dan Sukuk Mudharabah I / Legal Consulting Services for the Issuance of Bonds IV and Sukuk Mudharabah I
Biaya Jasa / Service Fee	Rp610.000.000,- (enam ratus sepuluh juta Rupiah), tidak termasuk PPN dan PPh / Rp610,000,000 (six hundred and ten million Rupiah), excluding VAT and Income Tax

NAMA DAN ALAMAT LEMBAGA DAN/ATAU PROFESI PENUNJANG PERUSAHAAN

Name and Address of Supporting Institutions and/or Professionals

KONSULTAN HUKUM

LEGAL CONSULTANT

Nama Lembaga / Institution Name	Wardhana Kristanto Lawyers
Alamat / Address	Pulomas Office Park, Building II, 3rd Floor Suite 01-02, Jl. Jend. A. Yani No. 2, Jakarta 13210
Nomor & Tanggal STTD / STTD Number & Date	STTD.KH-166/PM.2/2018 tanggal 26 Juni 2018 / STTD.KH-166/PM.2/2018 dated June 26, 2018
Pedoman Kerja / Work Guidelines	L. 86/P/WK/2022
Surat Penunjukan / Letter of Appointment	01/SPK/WK/TPW/2022
Periode Penunjukan / Appointment Period	Tahun 2022 / For 2022
Jasa yang Diberikan / Service Rendered	Jasa Konsultan Hukum dalam rangka Penerbitan Hak Memesan Efek Terlebih Dahulu / <i>Rights Issue</i> Tahun 2022 / Legal Consulting Services for Issuance of Preemptive Rights / Rights Issue in 2022
Biaya Jasa / Service Fee	Rp308.000.000,- (tiga ratus delapan juta Rupiah), tidak termasuk PPN dan PPh (dari Total Biaya Jasa: Rp440.000.000,- (empat ratus empat puluh juta Rupiah) sesuai Perjanjian Pemberian Jasa Hukum yaitu 70% dari Total Biaya Jasa). / Rp308,000,000 (three hundred eight million Rupiah), excluding VAT and Income Tax (of Total Service Fees: Rp440,000,000 (four hundred and forty million Rupiah) according to the Legal Services Provision Agreement, which is 70% of the Total Service Fees).

KONSULTAN HUKUM

LEGAL CONSULTANT

Nama Lembaga / Institution Name	Wardhana Kristanto Lawyers
Alamat / Address	Pulomas Office Park, Building II, 3rd Floor Suite 01-02, Jl. Jend. A. Yani No. 2, Jakarta 13210
Nomor & Tanggal STTD / STTD Number & Date	STTD.KH-166/PM.2/2018 tanggal 26 Juni 2018 / STTD.KH-166/PM.2/2018 dated June 26, 2018
Pedoman Kerja / Work Guidelines	L. 86/P/WK/2022
Surat Penunjukan / Letter of Appointment	07/SPK/WK/LEGAL/2022
Periode Penunjukan / Appointment Period	Tahun 2022 / For 2022
Jasa yang Diberikan / Service Rendered	Jasa Konsultan Hukum dalam rangka Penerbitan Obligasi V dan Sukuk Mudharabah II / Legal Consulting Services for Issuance of Bonds V and Sukuk Mudharabah II
Biaya Jasa / Service Fee	Rp308.000.000,- (tiga ratus delapan juta Rupiah), tidak termasuk PPN dan PPh (dari Total Biaya Jasa: Rp 440.000.000,- (empat ratus empat puluh juta Rupiah) sesuai Perjanjian Pemberian Jasa Hukum yaitu 70% dari Total Biaya Jasa) / Rp308,000,000 (three hundred eight million Rupiah), excluding VAT and PPh (of Total Service Fees: Rp440,000,000 (four hundred forty million Rupiah) according to the Legal Services Provision Agreement, which is 70% of the Total Service Fees)



NAMA DAN ALAMAT LEMBAGA DAN/ATAU PROFESI PENUNJANG PERUSAHAAN

Name and Address of Supporting Institutions and/or Professionals

NOTARIS

NOTARY

Nama Lembaga / Institution Name	Ashoya Ratam, S.H., M.Sc., M.Kn
Alamat / Address	Jl. Suryo No. 54, RT.4/RW.4, Rw.Bar., Kby Baru, Jakarta Selatan, 12180
Nomor & Tanggal STTD / STTD Number & Date	STTD.N-54/PM.22/2018 tanggal 26 Maret 2018 / STTD.N-54/PM.22/2018 dated March 26, 2018
Pedoman Kerja / Work Guidelines	07.2/SPK/WK/LEGAL/2021 sebagaimana diubah terakhir dengan 02.1/ADD/SPK/WK/LEGAL/2022 / 07.2/SPK/WK/LEGAL/2021 as last amended by 02.1/ADD/SPK/WK/LEGAL/2022
Surat Penunjukan / Letter of Appointment	07.2/SPK/WK/LEGAL/2021 sebagaimana diubah terakhir dengan 02.1/ADD/SPK/WK/LEGAL/2022 / 07.2/SPK/WK/LEGAL/2021 as last amended by 02.1/ADD/SPK/WK/LEGAL/2022
Periode Penunjukan / Appointment Period	Oktober 2021-April 2022 / October 2021 – April 2022
Jasa yang Diberikan / Service Rendered	Jasa Notaris dalam rangka Penerbitan Obligasi IV dan Sukuk Mudharabah I / Notary services for Issuance of Bonds IV and Sukuk Mudharabah I
Biaya Jasa / Service Fee	Rp770.000.000,- (tujuh ratus tujuh puluh juta Rupiah) / Rp770.000.000 (seven hundred and seventy million Rupiah)

NOTARIS

NOTARY

Nama Lembaga / Institution Name	Ashoya Ratam, S.H., M.Sc., M.Kn
Alamat / Address	Jl. Suryo No. 54, RT.4/RW.4, Rw.Bar., Kby Baru, Jakarta Selatan, 12180
Nomor & Tanggal STTD / STTD Number & Date	STTD.N-54/PM.22/2018 tanggal 26 Maret 2018 / STTD.N-54/PM.22/2018 dated March 26, 2018
Pedoman Kerja / Work Guidelines	04.1/SPK/WK/LEGAL/2022
Surat Penunjukan / Letter of Appointment	04.1/SPK/WK/LEGAL/2022
Periode Penunjukan / Appointment Period	Tahun 2022 / For 2022
Jasa yang Diberikan / Service Rendered	Jasa Notaris dalam rangka Rapat Umum Pemegang Saham Tahunan / Notary services for the Annual General Meeting of Shareholders
Biaya Jasa / Service Fee	Rp42.000.000,- (empat puluh dua juta Rupiah), tidak termasuk PPN dan PPh / Rp42,000,000 (forty two million Rupiah), excluding VAT and PPh

NOTARIS

NOTARY

Nama Lembaga / Institution Name	Ashoya Ratam, S.H., M.Sc., M.Kn
Alamat / Address	Jl. Suryo No. 54, RT.4/RW.4, Rw.Bar., Kby Baru, Jakarta Selatan, 12180
Nomor & Tanggal STTD / STTD Number & Date	STTD.N-54/PM.22/2018 tanggal 26 Maret 2018 / STTD.N-54/PM.22/2018 dated March 26, 2018
Pedoman Kerja / Work Guidelines	06.1/SPK/WK/LEGAL/2022
Surat Penunjukan / Letter of Appointment	06.1/SPK/WK/LEGAL/2022
Periode Penunjukan / Appointment Period	Tahun 2022 / For 2022
Jasa yang Diberikan / Service Rendered	Jasa Notaris dalam rangka Rapat Umum Pemegang Saham Luar Biasa / Notary Services for the Extraordinary General Meeting of Shareholders
Biaya Jasa / Service Fee	Rp25.000.000,- (dua puluh lima juta Rupiah), tidak termasuk PPN dan PPh / Rp25,000,000 (twenty five million Rupiah), excluding VAT and PPh

NAMA DAN ALAMAT LEMBAGA DAN/ATAU PROFESI PENUNJANG PERUSAHAAN

Name and Address of Supporting Institutions and/or Professionals

NOTARIS

NOTARY

Nama Lembaga / Institution Name	Ashoya Ratam, S.H., M.Sc., M.Kn
Alamat / Address	Jl. Suryo No. 54, RT.4/RW.4, Rw.Bar., Kby Baru, Jakarta Selatan, 12180
Nomor & Tanggal STTD / STTD Number & Date	STTD.N-54/PM.22/2018 tanggal 26 Maret 2018 / STTD.N-54/PM.22/2018 dated March 26, 2018
Pedoman Kerja / Work Guidelines	174/WK/LEGAL/2022
Surat Penunjukan / Letter of Appointment	174/WK/LEGAL/2022
Periode Penunjukan / Appointment Period	Tahun 2022 / For 2022
Jasa yang Diberikan / Service Rendered	Jasa Notaris dalam rangka Penerbitan Obligasi V dan Sukuk Mudharabah II / Notary services for Issuance of Bonds V and Sukuk Mudharabah II
Biaya Jasa / Service Fee	Rp267.500.000,- (dua ratus enam puluh tujuh juta lima ratus ribu Rupiah), tidak termasuk PPN dan PPh (dari Total Biaya Jasa: Rp535.000.000,- (lima ratus tiga puluh lima juta Rupiah) sesuai surat konfirmasi Notaris yaitu 50% dari Total Biaya Jasa) / Rp267,500,000 (two hundred sixty seven million five hundred thousand Rupiah), excluding VAT and PPh (of Total Service Fees: Rp535,000,000 (five hundred thirty five million Rupiah) according to the Notary's confirmation letter, which is 50% of Total Service Fee)

NOTARIS

NOTARY

Nama Lembaga / Institution Name	Ashoya Ratam, S.H., M.Sc., M.Kn
Alamat / Address	Jl. Suryo No. 54, RT.4/RW.4, Rw.Bar., Kby Baru, Jakarta Selatan, 12180
Nomor & Tanggal STTD / STTD Number & Date	STTD.N-54/PM.22/2018 tanggal 26 Maret 2018 / STTD.N-54/PM.22/2018 dated March 26m 2018
Pedoman Kerja / Work Guidelines	02/SPK/WK/TPW/2022
Surat Penunjukan / Letter of Appointment	02/SPK/WK/TPW/2022
Periode Penunjukan / Appointment Period	Tahun 2022 / For 2022
Jasa yang Diberikan / Service Rendered	Jasa Notaris dalam rangka Penerbitan Hak Memesan Efek Terlebih Dahulu / <i>Rights Issue</i> Tahun 2022 / Notary Services for Issuance of Preemptive Rights / <i>Rights Issue</i> in 2022
Biaya Jasa / Service Fee	Rp37.500.000,- (tiga puluh tujuh juta lima ratus ribu Rupiah), tidak termasuk PPN dan PPh dari Total Biaya Jasa: Rp 75.000.000,- (tujuh puluh lima juta Rupiah) sesuai surat konfirmasi Notaris yaitu 50% dari Total Biaya Jasa) / Rp37,500,000 (thirty seven million five hundred thousand Rupiah), excluding VAT and PPh of the Total Service Fee: Rp75,000,000 (seventy five million Rupiah) according to the Notary's confirmation letter, which is 50% of the Total Service Fee)



KEANGGOTAAN PERUSAHAAN DALAM ASOSIASI/ORGANISASI INDUSTRI

Membership in Industry Association/Organization

Untuk periode yang berakhir pada 31 Desember 2022, Waskita terdaftar sebagai anggota pada asosiasi atau organisasi dengan perincian sebagai berikut:

For the period ending on December 31, 2022, Waskita is registered as a member of an association or organization with the following details:

Daftar Asosiasi/Organisasi Industri Waskita

List of Waskita Industry Associations/Organizations

Asosiasi atau Organisasi / Association or Organization	Alamat / Address	Posisi di Asosiasi atau Organisasi / Position in Association or Organization
Asosiasi Kontraktor Indonesia (AKI) / Indonesian Contractors Association (AKI)	Wijaya Graha Puri Blok D-1, Jl. Darmawangsa Raya No. 2 Telepon: +62 21 7200794 Fax: +62 21 7206805 Email: akinet@aki.or.id, akinet@cbn.net.id Website: www.aki.or.id	Komite Bidang Pengembangan Kapasitas Anggota / Member Capacity Building Committee
Asosiasi Kontraktor Listrik Indonesia (AKLI) / Indonesian Electricity Contractor Association (AKLI)	Jl. KH Abdullah Sjafei No. 36 Kel. Lapangan Roos, Kec. Tebet Jakarta Selatan 12840 Telepon: +62 21 83782201 Fax: +62 21 83702607 Email: dppakli@indosat.net.id	Anggota / Member
Asosiasi Kontraktor Air Indonesia (AKAINDO) / Indonesian Water Contractors Association (AKAINDO)	Komplek Ruko Perkantoran Jl. Raden Saleh Raya No. 18L Telepon: +62 21 3162871 Fax: +62 21 362873 Email: akaindopusat@yahoo.com	Anggota / Member
Asosiasi Perusahaan Perawatan Bangunan Gedung Indonesia (APBI) / Indonesian Building Maintenance Companies Association (APBI)	Jl. Kebayoran Lama No. 3 Jakarta Selatan	Anggota / Member
Gabungan Perusahaan Nasional Rancang Bangun Indonesia (GAPENRI) / Indonesian National Design and Build Companies Association (GAPENRI)	Grand Duren Tiga Office Building, Blok A Lt.2 Jl. Duren Tiga Raya No. 9, Jakarta 12760 Telepon: +62 21 2291870 Fax: +62 21 22791870	Anggota / Member
Gabungan Perusahaan Kontraktor Indonesia (GAPEKSINDO) / Indonesian Contracting Companies Association (GAPEKSINDO)	Jl. Bungur Besar Raya Blok B3 No. 83 Gunung Sahari, Kemayoran, Jakarta Pusat 10620 Telepon: +62 21 4262278, 70901153 Fax: +62 21 4262278	Wakil Sekjen / Deputy Secretary General
Asosiasi Pengusaha Air Tanah Indonesia (APPATINDO) / Indonesian Groundwater Entrepreneurs Association (APPATINDO)	Kompleks Perkantoran Majapahit Permai Blok B 21-23 Jl. Majapahit No. 18-20, Jakarta 10160 Telepon: +62 21 3808091	Anggota / Member
Kamar Dagang dan Industri (KADIN) / Indonesian Chamber of Commerce and Industry (KADIN)	Jl. Pemuda Komplek Ruko Graha Mas Blok AD No. 21, Rawamangun Jakarta Timur 12540 Telepon: +62 21 78847247 Fax: +62 21 7806119	Anggota / Member
Gabungan Pelaksana Konstruksi Nasional Indonesia (GAPENSI) / Indonesian National Construction Executors Association (GAPENSI)	Komplek Maisonette, Jl. Percetakan Negara II Blok B No. 21 Johar Baru, Jakarta Pusat Telepon: +62 21 42888715 - 42888752 Email: bpggapensi@yahoo.com, bpggapensi@link.net.id	Anggota / Member
Asosiasi Pengusaha Pengadaan Barang dan Jasa (ASPANJI) / Goods and Services Procurement Entrepreneurs Association (ASPANJI)	Jl. KH Hasyim Ashari No. 33 - 0, Jakarta 10130 Telepon: +62 21 6323672, 6303637 Email: dppaspanji@yahoo.com	Anggota / Member
Association (ASPANJI)	Jl. Asia Afrika - Pintu IX Gd. Senayan Trade Center Lt. 01 No. 1051 Jakarta Pusat Telepon: +62 21 49777848 Fax: + 62 21 5381104 Email: dpp_aklinas@yahoo.com	Anggota / Member
Asosiasi Kontraktor Listrik Nasional (AKLINAS) / National Association of Electrical Contractors (AKLINAS)	Jl. Tanjung Barat Raya No. 158 Tanjung Barat, Jagakarsa, Jakarta 12530 Telepon: +62 21 7808143 Fax: +62 21 78842244 Email: dp.hikkmi@gmail.com	Anggota / Member
Himpunan Kontraktor Ketenagalistrikan (HIKMI) / Electricity Contractors Association (HIKMI)	Gedung Office 8, Lantai 18 Jl. Jenderal Sudirman Kav. 52-53 Jakarta Selatan Telepon: +62 21 29608012	Anggota / Member

PENGHARGAAN DAN SERTIFIKASI

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PENGHARGAAN TAHUN 2022

AWARDS IN 2022

Tanggal / Date	Uraian / Description	Pemberi Penghargaan / Awarded by
PENGHARGAAN UMUM / GENERAL AWARD		
24 Maret 2022 / March 24, 2022	Anugerah BUMN 2022 dengan kategori Pengembangan Talenta Unggul / BUMN Award 2022 in the category of Excellent Talent Development	BUMN Track
25 Maret 2022 / March 25, 2022	Bronze Winner PR Indonesia Award 2022, Kategori BUMN Sub-Kategori Media Sosial / Bronze Winner PR Indonesia Award 2022, SOE Category, Social Media Sub-Category	PR Indonesia
25 Maret 2022 / March 25, 2022	Bronze Winner PR Indonesia Award 2022, Kategori BUMN Sub-Kategori Video Profile / Bronze Winner PR Indonesia Award 2022, BUMN Category, Video Profile Sub-Category	PR Indonesia
25 Maret 2022 / March 25, 2022	Bronze Winner PR Indonesia Award 2022, Kategori BUMN Sub-Kategori Department PR / Bronze Winner PR Indonesia Award 2022, BUMN Category, PR Department Sub-Category	PR Indonesia
11 Agustus 2022 / August 11, 2022	Bintang Empat TJSL & CSR Award 2022, Kategori Pilar Ekonomi & Pilar Lingkungan / TJSL & CSR Award 2022 Four Stars, Economic Pillars & Environmental Pillars Category	BUMN Track
6 September 2022 / September 6, 2022	Top GRC Awards 2022	Top Business
6 September 2022 / September 6, 2022	The Most Committed GRC Leader 2022	Top Business
27 Oktober 2022 / October 27, 2022	Best Brand Image in Construction Category pada BUMN Awards 2022 / Best Brand Image in Construction Category at the 2022 BUMN Awards	The Iconomic
28 Oktober 2022 / October 28, 2022	Pemenang Institusi Terpopuler 2022 di Media Digital Sub-Kategori BUMN / Winner of the 2022 Most Popular Institution in the Digital Media SOEs Sub-Category	Anugerah Humas Indonesia
28 Oktober 2022 / October 28, 2022	Direktur Utama Waskita Karya meraih Kategori Pemimpin Terpopuler 2022 di Media Digital Sub-Kategori BUMN / President Director of Waskita Karya won the Most Popular Leader Category in 2022 in the Digital Media SOE Sub-Category	Anugerah Humas Indonesia
20 Oktober 2022 / October 20, 2022	"The Best Green Company Award" dalam Indonesia Safety Excellence Awards 2022	First Indonesia Magazine
20 Oktober 2022 / October 20, 2022	"The Best Safety Management in BUMN Construction Company" dalam Indonesia Safety Excellence Awards 2022	First Indonesia Magazine
20 Oktober 2022 / October 20, 2022	"The Best Leadership on Safety Culture" dalam Indonesia Safety Excellence Awards 2022 - I Ketut Pasek Senjaya Putra	First Indonesia Magazine
PENGHARGAAN PANITIA PEMBINA KESELAMATAN KERJA DAN KESEHATAN KERJA (P2K3) / AWARD FROM THE OCCUPATIONAL SAFETY AND HEALTH ADVISORY COMMITTEE (P2K3)		
2 Februari 2022 / February 2, 2022	Penghargaan Panitia Pembina Keselamatan Kerja dan Kesehatan Kerja (P2K3) PT Waskita Karya (Persero) Tbk, Proyek Pengaman Pantai Tanjung Lesung Kab. Pandeglang / PT Waskita Karya (Persero) Tbk Occupational Safety and Health Advisory Committee Award, Tanjung Lesung Beach Safety Project, Kab. Pandeglang	Gubernur Banten / Governor of Banten
22 Maret 2022 / March 22, 2022	Penghargaan Panitia Pembina Keselamatan Kerja dan Kesehatan Kerja (P2K3) PT Waskita Karya (Persero) Tbk, Proyek Makassar Sewerage C2 Sulawesi Selatan / PT Waskita Karya (Persero) Tbk Work Safety and Occupational Health (P2K3) Advisory Committee Award, Makassar Sewerage C2 Project South Sulawesi	Gubernur Sulawesi Selatan / Governor of South Sulawesi
12 Desember 2022 / December 12, 2022	Penghargaan Panitia Pembina Keselamatan Kerja dan Kesehatan Kerja (P2K3) PT Waskita Karya (Persero) Tbk, Proyek Rentang Irigasi Modernization Project LMS-03 dengan kategori PLATINUM / PT Waskita Karya (Persero) Tbk Occupational Safety and Health Advisory Committee Award, LMS-03 Range Irrigation Modernization Project in the PLATINUM category	Gubernur Jawa Barat / Governor of West Java
PENGHARGAAN P2 (PENCEGAHAN DAN PENANGGULANGAN) COVID-19 DI TEMPAT KERJA / P2 (PREVENTION AND MANAGEMENT) OF COVID-19 AWARD IN THE WORKPLACE		
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk Proyek Sarana dan Prasarana UIN STS, Jambi / Award for Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk for UIN STS Infrastructure and Project Project, Jambi	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk Proyek Gedung Kampus UII Depok, Jawa Barat / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk for UII Depok Campus Building Project, West Java	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia

PENGHARGAAN DAN SERTIFIKASI

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Tanggal / Date	Uraian / Description	Pemberi Penghargaan / Awarded by
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk Proyek Rumah Dinas dan Town House Duren Tiga Tahap 2 DKI Jakarta / Award for Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk for Duren Tiga Phase 2 Office House and Town House Project DKI Jakarta	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk Unit Bisnis Division Proyek Nives Plaza And Residence, Banten / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk for Business Unit Division of the Nives Plaza And Residence Project, Banten	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk Proyek Pengembangan Fasilitas Sisi Udara Tahap 1, Nusa Tenggara Barat / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk for Phase 1 Air Side Facility Development Project, West Nusa Tenggara	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk - Gala Karya, KSO / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk - Gala Karya, KSO	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk Site SUTT 150 KV Sangatta Maloy Section 2,3 Kalimantan Timur / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk for Site SUTT 150 KV Sangatta Maloy Section 2,3 East Kalimantan	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk Site SUTT 150 KV Sangatta Maloy Section 1, Kalimantan Timur / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk for Site SUTT 150 KV Sangatta Maloy Section 1, East Kalimantan	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk Proyek Pengadaan Transmisi 500 KV Paket I: New Aurduri - Peranap (Struktur Atas), Jambi / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk for 500 KV Package I Transmission Procurement Project: New Aurduri - Peranap (Upper Structure), Jambi	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk Proyek Jalan Tol Prabumulih Muara Enim Zona 6 Sumatera Selatan / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk for Muara Enim Toll Road Project Zone 6 South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk Proyek Paket 3 Transmisi 500 KV Sumatera Muara Enim - New Aur Duri (Zona 1 & 2) Sumatera Selatan / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk for 500 KV Transmission Package 3 Project Sumatra Muara Enim - New Aur Duri (Zone 1 & 2) South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk, Proyek Paket KAPB IV Seksi 3B Sumatera Selatan / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk, KAPB IV Package Project Section 3B South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk, Proyek Paket KAPB Paket 2 Seksi 3 Sumatera Selatan / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk, KAPB Package Project Package 2 Section 3 South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk, Proyek Pembangunan Koneksi Jalan Tol Becakayu dengan Jalan Tol Wiyoto Wiyono DKI Jakarta / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk, Becakayu Toll Road Connection Development Project with DKI Jakarta Wiyoto Wiyono Toll Road	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia



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Tanggal / Date	Uraian / Description	Pemberi Penghargaan / Awarded by
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk, Proyek Pembangunan Jalan Tol Becakayu Seksi 2A Ujung DKI Jakarta / Award for the Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk, Becakayu Toll Road Development Project Section 2A Ujung DKI Jakarta	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Jalan Tol Cibitung-Cilincing Seksi 1 DKI Jakarta / Award for the Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Section 1 DKI Jakarta Cibitung-Cilincing Toll Road Project	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Jalan Tol Cibitung-Cilincing Seksi 2 DKI Jakarta / Award for Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Cibitung-Cilincing Toll Road Project Section 2 DKI Jakarta	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk, Proyek Tol Cimanggis-Cibitung Seksi 2 Jawa Barat / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk, Cimanggis-Cibitung Toll Road Project Section 2 West Java	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk, Proyek Pembangunan Jalan Japek II Selatan Paket 3 / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk, Japek II South Road Development Project Package 3	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Pembangunan Jembatan Ploso (MYC) Kabupaten Jombang / Award for Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Ploso Bridge Construction Project (MYC) Jombang Regency	Gubernur Jawa Timur / Governor of East Java
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Jalan Tol Pasuruan-Probolinggo Seksi 4 Kabupaten Probolinggo / Award for Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Section 4 of the Pasuruan-Probolinggo Toll Road Project, Probolinggo Regency	Gubernur Jawa Timur / Governor of East Java
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Adhi KSO, Proyek Pembangunan Bendungan Margatiga Lampung / Award for Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Adhi KSO, Margatiga Dam Development Project Lampung	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk, Proyek Jembatan Musi Tol KAPB Seksi II Sumatera Selatan / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk, KAPB Toll Road Bridge Project Section II South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk, Infrastruktur I Division DKI Jakarta / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk, Infrastructure I Division DKI Jakarta	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "SILVER" - PT Waskita Karya (Persero) Tbk, Proyek Makassar Sewerage B2 Sulawesi Selatan / Award for Covid-19 Prevention and Management Program in the Workplace in the "SILVER" category - PT Waskita Karya (Persero) Tbk, Makassar Sewerage B2 Project, South Sulawesi	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Makassar Sewerage C2 Sulawesi Selatan / Award for Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Makassar Sewerage C2 Project, South Sulawesi	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Pengaman Pantai di Jakarta Tahap 4 Paket 2 DKI Jakarta / Award for Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Coastal Safety Project in Jakarta Phase 4 Package 2 DKI Jakarta	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia

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Tanggal / Date	Uraian / Description	Pemberi Penghargaan / Awarded by
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Jawa Barat / Award for Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, West Java	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
12 Desember 2022 / December 12, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Rentang Irigasi Modernization Project LMS-03 / Award for Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, LMS-03 Project Range Irrigation Modernization Project	Gubernur Jawa Barat / Governor of West Java
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk, Sulawesi Utara / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk, North Sulawesi	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk, Proyek Gedung Kampus UII Depok Jawa Barat / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk, UII Depok Campus Building Project, West Java	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Sarana & Prasarana UIN STS Jambi / Award for Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, UIN STS Jambi Facilities & Infrastructure Project	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Rumah Dinas dan Town House Duren Tiga Tahap 2 DKI Jakarta / Award for Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Duren Tiga Phase 2 Office House and Town House Project DKI Jakarta	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Unit Bisnis Division Proyek Nines Plaza and Residence Banten / Award for Covid-19 Prevention and Management Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Nines Plaza and Residence Project Division Business Unit Banten	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan Covid-19 di Tempat Kerja dengan kategori "PLATINUM" - PT Waskita Karya (Persero) Tbk, Proyek Pembangunan Pengembangan Fasilitas Sisi Udara Tahap I Nusa Tenggara Barat / Award for Covid-19 Prevention and Management Program in the Workplace in the "PLATINUM" category - PT Waskita Karya (Persero) Tbk, Phase I Air Side Facility Development Project, West Nusa Tenggara	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
PENGHARGAAN P2 (PENCEGAHAN DAN PENANGGULANGAN) HIV-AIDS DI TEMPAT KERJA / P2 (PREVENTION AND CONTROL) OF HIV-AIDS AWARD IN THE WORKPLACE		
Mei 2022 / May 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "SILVER" - PT Waskita Karya (Persero) Tbk Proyek Sarana dan Prasarana UIN STS, Jambi / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "SILVER" category - PT Waskita Karya (Persero) Tbk, UIN STS Infrastructure and Project Project, Jambi	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
Mei 2022 / May 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk Proyek Rumah Dinas dan Town House Duren Tiga Tahap 2, DKI Jakarta / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Duren Tiga Phase 2 Official House and Town House Project, DKI Jakarta	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
Mei 2022 / May 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk Unit Bisnis Division Proyek Nives Plaza And Residence, Banten / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Nives Plaza And Residence Business Unit Project Division, Banten	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
Mei 2022 / May 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "SILVER" - PT Waskita Karya (Persero) Tbk Proyek Gedung Kampus UII Depok, Jawa Barat / Award for HIV-AIDS Prevention and Control in the Workplace Program in the "SILVER" category - PT Waskita Karya (Persero) Tbk, UII Depok Campus Building Project, West Java	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk Proyek Jambi Sewer System B2, Jambi / Award for HIV-AIDS Prevention and Control in the Workplace Program in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Jambi Sewer System B2 Project, Jambi	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia



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Tanggal / Date	Uraian / Description	Pemberi Penghargaan / Awarded by
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "SILVER" – PT Waskita Karya (Persero) Tbk Proyek Jalan Tol Kayuagung-Palembang-Betung Paket II Seksi 3, Sumatera Selatan / Award for HIV-AIDS Prevention and Control in the Workplace Program in the "SILVER" category – PT Waskita Karya (Persero) Tbk, Kayuagung-Palembang-Betung Toll Road Project Package II Section 3, South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" – PT Waskita Karya (Persero) Tbk – Gala Karya, KSO / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category – PT Waskita Karya (Persero) Tbk – Gala Karya, KSO	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "SILVER" – PT Waskita Karya (Persero) Tbk Proyek Jalan Tol Kayuagung – Palembang – Betung Paket IV Seksi 3B Sumatera Selatan / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "SILVER" category – PT Waskita Karya (Persero) Tbk, Kayuagung – Palembang – Betung Toll Road Project Package IV Section 3B South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "SILVER" – PT Waskita Karya (Persero) Tbk Proyek Jalan Tol Kayuagung – Palembang – Betung Paket IV Seksi 2A Sumatera Selatan / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "SILVER" category – PT Waskita Karya (Persero) Tbk, Kayuagung – Palembang – Betung Toll Road Project Package IV Section 2A South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" – PT Waskita Karya (Persero) Tbk Site SUTT 150 KV Sangatta Maloy Section 2,3 Kalimantan Timur / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category – PT Waskita Karya (Persero) Tbk, Site SUTT 150 KV Sangatta Maloy Section 2,3 East Kalimantan	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" – PT Waskita Karya (Persero) Tbk Site SUTT 150 KV Sangatta Maloy Section 1, Kalimantan Timur / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category – PT Waskita Karya (Persero) Tbk, Site SUTT 150 KV Sangatta Maloy Section 1, East Kalimantan	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" – PT Waskita Karya (Persero) Tbk, Proyek Paket 3 Transmisi 500 KV Sumatera Muara Enim – New Aur Duri (Zona 1 & 2) Sumatera Selatan / Award for HIV-AIDS Prevention and Control in the Workplace Program in the "GOLD" category – PT Waskita Karya (Persero) Tbk, 500 KV Transmission Package 3 Project Sumatra Muara Enim – New Aur Duri (Zone 1 & 2) South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "SILVER" – PT Waskita Karya (Persero) Tbk, Proyek Jalan Tol Kayu Agung-Palembang-Betung Paket IV Seksi 3B Sumatera Selatan / Award for HIV-AIDS Prevention and Control in the Workplace Program in the "SILVER" category – PT Waskita Karya (Persero) Tbk, Kayu Agung-Palembang-Betung Toll Road Project Package IV Section 3B South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "SILVER" – PT Waskita Karya (Persero) Tbk, Proyek Jalan Tol Kayu Agung – Palembang – Betung Paket IV Seksi 2A Sumatera Selatan / Award for HIV-AIDS Prevention and Control in the Workplace Program in the "SILVER" category – PT Waskita Karya (Persero) Tbk, Kayu Agung – Palembang – Betung Toll Road Project Package IV Section 2A South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "SILVER" – PT Waskita Karya (Persero) Tbk, Proyek Jalan Tol Kayu Agung – Palembang – Betung Paket II Seksi 3 Sumatera Selatan / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "SILVER" category – PT Waskita Karya (Persero) Tbk, Kayu Agung – Palembang – Betung Toll Road Project Package II Section 3 South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" – PT Waskita Karya (Persero) Tbk, Proyek Pembangunan Koneksi Jl. Tol Becakayu dengan Jl. Tol Wiyoto Wiyono DKI Jakarta / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category – PT Waskita Karya (Persero) Tbk, Connection Development Project Jl. Becakayu Toll Road with Jl. DKI Jakarta Wiyoto Wiyono Toll Road	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" – PT Waskita Karya (Persero) Tbk, Proyek Pembangunan Jalan Tol Becakayu Seksi 2A Ujung DKI Jakarta / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category – PT Waskita Karya (Persero) Tbk, Becakayu Toll Road Development Project Section 2A Ujung DKI Jakarta	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia

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Tanggal / Date	Uraian / Description	Pemberi Penghargaan / Awarded by
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Tol Cibitung-Cilincing Seksi 1 DKI Jakarta / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Section 1 DKI Jakarta Cibitung-Cilincing Toll Road Project	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Tol Cimanggis-Cibitung Seksi 2 DKI Jakarta / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Section 2 DKI Jakarta Cimanggis-Cibitung Toll Road Project	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Pembangunan Jalan Japek II Selatan Paket 3 Jawa Barat / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Japek II South Package 3 Road Development Project West Java	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
12 Januari 2022 / January 12, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "SILVER" - PT Waskita Karya (Persero) Tbk, Kabupaten Probolinggo / Award for HIV-AIDS Prevention and Control in the Workplace Program in the "SILVER" category - PT Waskita Karya (Persero) Tbk, Probolinggo Regency	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Jembatan Musi Tol Kayuagung-Palembang-Betung Seksi II Sumatera Selatan / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Section II of the Kayuagung-Palembang-Betung Toll Road Bridge Project, South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
12 Desember 2022 / December 12, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Rentang Irigasi Modernisasi Project LMS-03 / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, LMS-03 Project Irrigation Modernization Range Project	Gubernur Jawa Barat / Governor of West Java
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "SILVER" - PT Waskita Karya (Persero) Tbk, Proyek Sarana & Prasarana UIN STS Jambi / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "SILVER" category - PT Waskita Karya (Persero) Tbk, UIN STS Jambi Infrastructure & Project Project	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Rumah Dinas dan Town House Duren Tiga Tahap 2 DKI Jakarta / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Duren Tiga Office Home and Town House Phase 2 DKI Jakarta	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Unit Bisnis Division Proyek Nines Plaza and Residence Banten / Award for HIV-AIDS Prevention and Control Program in the Workplace in the "GOLD" category - PT Waskita Karya (Persero) Tbk, Nines Plaza and Residence Project Division Business Unit Banten	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori "GOLD" - PT Waskita Karya (Persero) Tbk, Proyek Gedung Kampus UIII Depok Jawa Barat / Award for HIV-AIDS Prevention and Control in the Workplace Program in the "GOLD" category - PT Waskita Karya (Persero) Tbk, UIII Depok Campus Building Project, West Java	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
PENGHARGAAN KECELAKAAN NIHIL / ZERO ACCIDENT AWARD		
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil atas prestasi dalam melaksanakan program Keselamatan dan Kesehatan Kerja (K3) - PT Waskita Karya (Persero) Tbk, Kab. Lombok Tengah, Provinsi Nusa Tenggara Barat / Zero Accident Award for achievement in implementing the Occupational Safety and Health (K3) program - PT Waskita Karya (Persero) Tbk, Central Lombok Regency, West Nusa Tenggara Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil atas prestasi dalam melaksanakan program Keselamatan dan Kesehatan Kerja (K3) - PT Waskita Karya (Persero) Tbk, Proyek Sarana dan Prasarana UIN Jambi, Kabupaten Muaro Jambi, Provinsi Jambi / Zero Accident Award for achievement in implementing the Occupational Safety and Health (K3) program - PT Waskita Karya (Persero) Tbk, UIN Jambi Facilities and Infrastructure Project, Muaro Jambi Regency, Jambi Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
Februari 2022 / February 2022	Penghargaan Kecelakaan Nihil atas Proyek Rehabilitasi dan Rekonstruksi Bangunan Gedung Kantor Kejaksaan Tinggi Provinsi Sulawesi Tengah / Zero Accident Award for the Project for the Rehabilitation and Reconstruction of the High Prosecutor's Office Building in Central Sulawesi Province	Gubernur Sulawesi Tengah / Governor of Central Sulawesi



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Tanggal / Date	Uraian / Description	Pemberi Penghargaan / Awarded by
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil atas Proyek Jambi Sewer System B2, Kota Jambi, Provinsi Jambi / Zero Accident Award for the Jambi Sewer System B2 Project, Jambi City, Jambi Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk – Gala Karya, KSO / Zero Accident Award to PT Waskita Karya (Persero) Tbk – Gala Karya, KSO	Gubernur Riau / Governor of Riau
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk Proyek Jalan Tol Kayuagung – Palembang – Betung Paket IV Seksi 3B Kota Palembang, Provinsi Sumatera Selatan / Zero Accident Award to PT Waskita Karya (Persero) Tbk Kayuagung – Palembang – Betung Toll Road Project Package IV Section 3B Palembang City, South Sumatra Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk Proyek Jalan Tol Kayuagung – Palembang – Betung Paket IV Seksi 2A Kota Palembang, Provinsi Sumatera Selatan / Zero Accident Award to PT Waskita Karya (Persero) Tbk Kayuagung – Palembang – Betung Toll Road Project Package IV Section 2A Palembang City, South Sumatra Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk Kabupaten Kutai Timur, Provinsi Kalimantan Timur / Zero Accident Award to PT Waskita Karya (Persero) Tbk East Kutai Regency, East Kalimantan Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Pembangunan Jalan Tol Ruas Simpang Indralaya-Muara Enim Seksi Prabumulih-Muara Enim, Provinsi Sumatera Selatan / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Construction Project for the Prabumulih-Muara Enim Section of Simpang Indralaya-Muara Enim Toll Road Section, South Sumatra Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Paket 3 Transmisi 500 KV Sumatera Muara Enim – New Aur Duri (Zona 1 & 2) Sumatera Selatan / Zero Accident Award to PT Waskita Karya (Persero) Tbk, 500 KV Sumatra Muara Enim – New Aur Duri Package 3 Transmission Project (Zone 1 & 2) South Sumatra	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Tol Cibitung – Cilincing Seksi 2 Kota Adm. Jakarta Timur Provinsi DKI Jakarta / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Cibitung – Cilincing Toll Road Project Section 2 Adm. East Jakarta DKI Jakarta Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Tol Cibitung – Cilincing Seksi 1 Kota Adm. Jakarta Timur Provinsi DKI Jakarta / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Cibitung – Cilincing Toll Project Section 1 City Adm. East Jakarta DKI Jakarta Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Pembangunan Jalan Becakayu 2A Ujung Kota Bekasi Provinsi Jawa Barat / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Becakayu 2A Road Construction Project at the End of Bekasi City, West Java Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Tol Cimanggis – Cibitung Seksi 2 Kabupaten Bogor Provinsi Jawa Barat / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Cimanggis – Cibitung Toll Project Section 2, Bogor Regency, West Java Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Pembangunan Jalan Japek II Selatan Paket Kabupaten Karawang Provinsi Jawa Barat / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Japek II South Package Road Development Project, Karawang Regency, West Java Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
12 Januari 2022 / January 12, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Pembangunan Jembatan Ploso (MYC) Kabupaten Jombang / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Jombang Regency Ploso Bridge Construction Project (MYC).	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
12 Januari 2022 / January 12, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Jalan Tol Pasuruan- Probolinggo Seksi 4 Kabupaten Probolinggo / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Section 4 of the Pasuruan- Probolinggo Toll Road Project, Probolinggo Regency	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Jalan Tol Kayuagung-Palembang-Betung Paket II Seksi 1 Kota Palembang, Provinsi Sumatera Selatan / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Kayuagung-Palembang-Betung Toll Road Project Package II Section 1 Palembang City, South Sumatra Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Jalan Tol Kayuagung-Palembang-Betung Paket IV Seksi 3B Kota Palembang, Provinsi Sumatera Selatan / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Kayuagung-Palembang-Betung Toll Road Project Package IV Section 3B Palembang City, South Sumatra Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia

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Tanggal / Date	Uraian / Description	Pemberi Penghargaan / Awarded by
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Jalan Tol Kayuagung-Palembang-Betung Paket IV Seksi 2A Kota Palembang, Provinsi Sumatera Selatan / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Kayuagung-Palembang-Betung Toll Road Project Package IV Section 2A Palembang City, South Sumatra Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Bendungan Jlantah Karanganyar Kab. Karanganyar, Provinsi Jawa Tengah / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Jlantah Karanganyar Dam Project, Kab. Karanganyar, Central Java Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, HK BRP KSO (Proyek Bendungan Leuwi Keris Paket 4) Kab. Ciamis, Provinsi Jawa Barat / Zero Accident Award to PT Waskita Karya (Persero) Tbk, HK BRP KSO (Leuwi Keris Dam Project Package 4) Kab. Ciamis, West Java Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Adhi KSO Proyek Pembangunan Bendungan Margatiga Kab. Lampung Timur, Provinsi Lampung / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Adhi KSO Margatiga Dam Development Project, Kab. East Lampung, Lampung Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, KSO Proyek Pembangunan Rukoh Paket 2 (Waskita-Adhi-Andesmont) Kabupaten Pidie, Provinsi Aceh / Zero Accident Award to PT Waskita Karya (Persero) Tbk, KSO Package 2 Rukoh Development Project (Waskita-Adhi-Andesmont) Pidie Regency, Aceh Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Makassar Sewerage B2 Kota Makassar, Provinsi Sulawesi Selatan / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Makassar Sewerage B2 Project, Makassar City, South Sulawesi Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Makassar Sewerage C2 Kota Makassar, Provinsi Sulawesi Selatan / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Makassar Sewerage C2 Project, Makassar City, South Sulawesi Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Kabupaten Indramayu, Provinsi Jawa Barat / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Indramayu Regency, West Java Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
12 Desember 2022 / December 12, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Rentang Irrigation Modernization Project LMS-03, Provinsi Jawa Barat / Zero Accident Award to PT Waskita Karya (Persero) Tbk, LMS-03 Irrigation Modernization Project Range Project, West Java Province	Gubernur Jawa Barat / Governor of West Java
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek TPA Sampah Regional Kota Manado Kab. Minahasa Utara, Provinsi Sulawesi Utara / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Manado City Regional Waste TPA Project, Kab. North Minahasa, North Sulawesi Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Kab. Lombok Tengah, Provinsi Nusa Tenggara Barat / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Kab. Central Lombok, West Nusa Tenggara Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
13 Mei 2022 / May 13, 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Sarana & Prasarana UIN Jambi Kabupaten Muaro Jambi, Provinsi Jambi / Zero Accident Award to PT Waskita Karya (Persero) Tbk, UIN Jambi Facilities & Infrastructure Project, Muaro Jambi Regency, Jambi Province	Menteri Ketenagakerjaan Republik Indonesia / Ministry of Manpower of the Republic of Indonesia
Februari 2022 / February 2022	Penghargaan Kecelakaan Nihil kepada PT Waskita Karya (Persero) Tbk, Proyek Rehabilitasi & Rekonstruksi Bangunan Gedung Kantor Kejaksaan Tinggi Provinsi Sulawesi Tengah / Zero Accident Award to PT Waskita Karya (Persero) Tbk, Project for the Rehabilitation & Reconstruction of the High Prosecutor's Office Building in Central Sulawesi Province	Gubernur Sulawesi Tengah / Governor of Central Sulawesi



PENGHARGAAN DAN SERTIFIKASI

Awards and Certification

SERTIFIKASI TAHUN 2022

CERTIFICATIONS IN 2022

Tanggal Perolehan / Certification Date	Uraian / Description	Pemberi Sertifikasi / Certified by	Masa Berlaku / Validity Period
20 Juni 2022 / June 20, 2022	Sertifikat Sistem Manajemen Pengamanan (SMP) / Security Management System Certificate (SMP)	Kepala Kepolisian Negara Republik Indonesia / Head of the Indonesian National Police	20 Juni 2022-19 Juni 2025
25 November 2022 / November 25, 2022	ISO 45001:2018 Sistem Manajemen Kesehatan dan Keselamatan Kerja -UKAS Management Systems / ISO 45001:2018 Occupational Health and Safety Management System -UKAS Management Systems	SGS United Kingdom Ltd	25 November 2022-25 November 2025 / November 25, 2022 - November 25, 2025
28 Februari 2020 / Februari 28, 2020	Sertifikat <i>GreenShip</i> Gedung Baru V.1.2 untuk salah satu proyek Waskita - Gedung Waskita Rajawali Tower / New Building <i>GreenShip</i> Certificate V.1.2 for one of Waskita projects -Waskita Rajawali Tower Building	Green Building Council Indonesia	28 Februari 2020- 28 Februari 2023 / February 28, 2020 - February 28, 2023
Januari 2022 / Januari, 2022	Kualifikasi Vendor Pertamina Pusat	Pertamina Pusat	Januari 2022 - Januari 2024 / January 2022 - January 2024
13 Mei 2022 / May 13, 2022	Sertifikat SMK3 (PP No. 50 Tahun 2012) / SMK3 Certificate (PP No. 50 of 2012)	Sucofindo	13 Mei 2022-13 Mei 2025 / May 13, 2022 - May 13, 2025
20 Oktober 2023 / October 20, 2023	SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan / SNI ISO 37001:2016 Anti-Bribery Management System	ASRICERT	20 Oktober 2020-20 Oktober 2023 / October 23, 2020 - October 20, 2023
23 November 2022 / November 23, 2022	ISO 9001:2015 Sistem Manajemen Mutu - Komite Akreditasi Nasional (KAN) / ISO 9001:2015 Quality Management System - National Accreditation Committee (KAN)	PT SGS Indonesia	23 November 2022-23 November 2025 / November 23, 2022 - November 23, 2025
23 November 2022 / November 23, 2022	ISO 9001:2015 Sistem Manajemen Mutu - UKAS Management Systems / ISO 9001:2015 Quality Management System - UKAS Management System	SGS United Kingdom Ltd	23 November 2022-23 November 2025 / November 23, 2022 - November 23, 2025
24 Maret 2021 / March 24, 2021	<ul style="list-style-type: none"> ISO 19650-1:2018 BIM Design ISO 19650-2:2018 Standard Following 	SGS United Kingdom Ltd	24 Maret 2021 - 24 Maret 2024 / March 24, 2021 - March 24, 2024
Maret 2022 / March 2022	<i>Letter of Comformance</i> ISO 31000:2018	PT SGS Indonesia	Maret 2022-Maret 2025 / March 2022 - March 2025

DAFTAR NAMA DAN ALAMAT ENTITAS ANAK, ENTITAS ASOSIASI, STRATEGIC BUSINESS UNIT, KANTOR BRANCH OVERSEAS, DAN KANTOR WILAYAH

Name and Address of Subsidiaries, Associates, Strategic Business Units, Branch Overseas Offices and Regional Offices

<p>KANTOR PUSAT / HEAD OFFICE Gedung Waskita Heritage Jl. MT Haryono Kav. No. 10 Cawang Jakarta 13340 Telp. +6221 8508510/8508520 Fax. +6221 8508506 Email: waskita@waskita.co.id Website: www.waskita.co.id</p>	<p>KANTOR CABANG AREA REPRESENTATIVE II SEMARANG & YOGYAKARTA / SEMARANG & YOGYAKARTA AREA REPRESENTATIVE II BRANCH OFFICE Perumahan Sronдол Bumi Indah Blok D No. 3B Sumurboto Banyumanik - Semarang 50269 Telp. +6224 7465894 Fax. +6224 7465896 Email: wk-wt.jateng@waskita.co.id Email cc: marketingdivision.wk@waskita.co.id Website: www.waskita.co.id</p>
<p>KANTOR AREA REPRESENTATIVE I MEDAN / MEDAN AREA REPRESENTATIVE I OFFICE Jl. Patriot No. 10 Kp Lalang Medan 20127 Telp. +6261 8447000 / 8447002 Fax. +6261 8447001 Email: wilbar_sumut@waskita.co.id Email cc: marketingdivision.wk@waskita.co.id Website: www.waskita.co.id</p>	<p>KANTOR AREA REPRESENTATIVE III MAKASSAR / MAKASSAR AREA REPRESENTATIVE III OFFICE Teraskita Hotel lantai 3 Jl. AP Petarani No. 88 - Makasar 90222 Telp. +62411 871131 Fax. +62411 852526 Email: makassar@waskita.co.id Email cc: marketingdivision.wk@waskita.co.id Website: www.waskita.co.id</p>
<p>KANTOR CABANG AREA REPRESENTATIVE I PALEMBANG / PALEMBANG AREA REPRESENTATIVE I BRANCH OFFICE Jl. Kikim I W.1 No.1 Palembang 30137 Telp. +62711 418197 Fax. +62711 413477 Email: waskitadiv.infra1@waskita.co.id Email cc: marketingdivision.wk@waskita.co.id Website: www.waskita.co.id</p>	<p>KANTOR CABANG AREA REPRESENTATIVE III BALIKPAPAN / BALIKPAPAN AREA REPRESENTATIVE III BRANCH OFFICE Komplek Perumahan Balikpapan Baru Blok F1 No. 2 Balikpapan Kalimantan Timur 76121 Telp. +62542 8727000 Fax. +62542 871845 Email: wk-wt.kaltim@waskita.co.id Email cc: marketingdivision.wk@waskita.co.id Website: www.waskita.co.id</p>
<p>KANTOR AREA REPRESENTATIVE II SURABAYA / SURABAYA AREA REPRESENTATIVE II OFFICE Jl. Jemursari Selatan II No. 2A-2B Surabaya 60237 Telp. +6231 8439091 Fax. +6231 8416538 Email: surabaya@waskita.co.id Email cc: marketingdivision.wk@waskita.co.id Website: www.waskita.co.id</p>	<p>KANTOR AREA REPRESENTATIVE IV DENPASAR / DENPASAR AREA REPRESENTATIVE IV OFFICE Jl. Hayam Wuruk 191, Denpasar 80235 Telp. +62361 235372 Fax. +62361 235161 Email: denpasar@waskita.co.id Email cc: marketingdivision.wk@waskita.co.id Website: www.waskita.co.id</p>
<p>KANTOR CABANG AREA REPRESENTATIVE IV LOMBOK / LOMBOK AREA REPRESENTATIVE IV BRANCH OFFICE Jl. Langko No 50, Ampenan, Mataram 83425 Telp. +62370 633350 Fax. +62370 621282 Email: mataram@waskita.co.id Email cc: marketingdivision.wk@waskita.co.id Website: www.waskita.co.id</p>	<p>KANTOR AREA REPRESENTATIVE IV KUPANG / KUPANG AREA REPRESENTATIVE IV OFFICE Jl. Timor Raya 116 Kupang NTT Telp. +62380 831925 Fax. +62380 833048 Email: kupang@waskita.co.id Email cc: marketingdivision.wk@waskita.co.id Website: www.waskita.co.id</p>
<p>KANTOR AREA REPRESENTATIVE V AMBON / AMBON AREA REPRESENTATIVE V OFFICE Jl. Laksdya Leo Wattimena Negeri Lama - Ambon 97232 Telp. +62911 3869014 Email: ambon@waskita.co.id cabang_maluku@yahoo.com Email cc: marketingdivision.wk@waskita.co.id Website: www.waskita.co.id</p>	<p>CABANG AREA REPRESENTATIVE V PAPUA / PAPUA AREA REPRESENTATIVE V BRANCH Jl. Laksdya Leo Wattimena, Negeri Lama, Ambon, 97232 Email: papua@waskita.co.id Email cc: marketingdivision.wk@waskita.co.id Website: www.waskita.co.id</p>
<p>DUBAI - CABANG UEA / DUBAI - UAE BRANCH <i>Binladin Contracting Building</i> PO BOX 1555 Dubai - Uni Emirat Arab Telp. +97 142 691 500 Fax. +97 142 688 678 Hp. +971 566 258 060 Email: dubai_branch@waskita.co.id Website: www.waskita.co.id</p>	<p>JEDDAH - CABANG ARAB SAUDI / JEDDAH - KSA BRANCH <i>Al Sharbatly Building</i> Gate 1, 1st Floor, Office No. 2 Al Hail Street, Al Ruwais District 1 Jeddah, Kingdom of Saudi Arabia Telp. +966 12 651 8595 Fax. +966 12651 8624 Email: ksa_branch@waskita.co.id Website: www.waskita.co.id</p>



DAFTAR NAMA DAN ALAMAT ENTITAS ANAK, ENTITAS ASOSIASI, STRATEGIC BUSINESS UNIT, KANTOR BRANCH OVERSEAS, DAN KANTOR WILAYAH

Name and Address of Subsidiaries, Associates, Strategic Business Units, Branch Overseas Offices and Regional Offices

UNIT BISNIS

BUSINESS UNITS

<p>BUILDING DIVISION Gedung Waskita Rajawali Tower Jl. MT. Haryono No. 12 Jakarta 13330 Telp. +62 21 80600902 Email: div-gedung@waskita.co.id Website: www.waskita.co.id</p>	<p>INFRASTRUCTURE I DIVISION Gedung Waskita Rajawali Tower Jl. MT. Haryono No. 12 Jakarta 13330 Email: infrastruktur1@waskita.co.id Website: www.waskita.co.id</p>
<p>INFRASTRUCTURE II DIVISION Gedung Waskita Rajawali Tower Jl. MT. Haryono No. 12 Jakarta 13330 Telp. +6221 80600861 Email: infratructure2@waskita.co.id Website: www.waskita.co.id</p>	<p>EPC DIVISION Gedung Waskita Rajawali Tower Jl. MT. Haryono No. 12 Jakarta 13330 Telp. +6221 80600891 Email: epc.division@waskita.co.id Website: www.waskita.co.id</p>
<p>OVERSEAS DIVISION Gedung Waskita Rajawali Tower Jl. MT. Haryono No. 12 Jakarta 13330 Telp. +6221 8508520 Email: overseas@waskita.co.id Website: www.waskita.co.id</p>	

ALAMAT KANTOR ENTITAS ANAK DAN ASOSIASI

ADDRESS OF SUBSIDIARY AND ASSOCIATE OFFICES

No.	Nama Perusahaan / Company Name	Alamat / Address
Entitas Anak / Subsidiaries		
1	PT Waskita Beton Precast Tbk	Gedung Dafam Teraskita 3 & 3A floor Jl. MT. Haryono Kav No. 10 Cawang Jakarta 13340 Telp. +6221 22892999 Email: sekdir@waskitaprecast.com Website: www.waskitaprecast.co.id
2	PT Waskita Toll Road	Gedung Waskita Rajawali Tower 7 Floor Jl. MT. Haryono No. 12 Jakarta 13330 Telp. +6221 8515556 / 8515558 Email: waskitatollroad@wtr.co.id Website: www.wtr.co.id
3	PT Waskita Karya Realty	Gedung Waskita Rajawali Tower 6 Floor Jl. MT. Haryono No. 12 Jakarta 13330 Telp. +6221 80600880 Fax. +6221 8198070 Email: info@waskitarealty.co.id Website: www.waskitarealty.co.id
	PT Waskita Karya Infrastruktur (sebelumnya bernama PT Waskita Karya Energi)	Gedung Waskita Rajawali Tower 5 Floor Jl. MT. Haryono No. 12 Jakarta 13330 Telp. +6221 80602821 Fax. +6221 80602820 Email: wki@waskitainfrastruktur.co.id Website: www.waskita.co.id
Entitas Anak Tidak Langsung / Indirect Subsidiaries		
1	PT Kresna Kusuma Dyandra Marga	Graha KKDM, Jl. Inspeksi Saluran Kalimantan No. 1, Kel. Cipinang Besar Selatan Kec. Jatinegara, Jakarta Timur
2	PT Cimanggis Cibitung Tollways	Komplek Citra Grand Cluster Nusa Dua Blok E7 No. 33, Cibubur
3	PT Waskita Bumi Wira	Gedung Waskita Rajawali Tower Lt. 7 Jl. MT Haryono Kav. 12-13 Jakarta Timur 13330

DAFTAR NAMA DAN ALAMAT ENTITAS ANAK, ENTITAS ASOSIASI, STRATEGIC BUSINESS UNIT, KANTOR BRANCH OVERSEAS, DAN KANTOR WILAYAH

Name and Address of Subsidiaries, Associates, Strategic Business Units, Branch Overseas Offices and Regional Offices

No.	Nama Perusahaan / Company Name	Alamat / Address
4	PT Pemalang Batang Toll Road	Gd. Graha Irama Lt. 14, Jl. HR Rasuna Said Kav. X-1, 1-2, Kuningan, Setiabudi, Jakarta Selatan
5	PT Waskita Sriwijaya Tol	Gedung W askita Rajawali Tower Lt. 7 Jl. MT Haryono Kav. 12-13 Jakarta Timur 13330
6	PT Trans Jabar Tol	Jl. Cawang Baru Utara No.10, Jakarta Timur 13340
7	PT Citra Waspptutowa	Jl. Andara No. 12C, Pondok Labu, Cilandak, Jakarta
8	PT Citra Karya Jabar Tol	Jl. Raya Jatinangor No. 333 Km. 23, Hegarmanah, Jatinangor, Sumedang, Jawa Barat 45363
9	PT Pejagan Pemalang Toll Road	Graha MIR Lt.8, Jl. Pemuda No. 9 RT 001/RW 003Rawamangun, Jakarta Timur 13220
10	PT Semesta Marga Raya	Jl. Cawang Baru Utara No.10, Jakarta Timur 13340
11	PT Trans Jawa Paspro Jalan Tol	Dusun Prisesn R T. 18/RW .03, Desa Wringinanom, Kec. Tongas Kab. Probolinggo 67252
12	PT Utama Marga Waskita	Komp. Bina Marga Jl. Bina Marga No. 21, Cipayung 13840
13	PT Waskita Fim Perkasa Realti (WFPR)	Pejaten Office Park Blok E, Jl. Warung Buncit Raya No. 79, Pejaten Barat, Pasar Minggu, Jakarta Selatan
14	PT Waskita Modern Realti (WMR)	Gedung Graha Persada 1 Lantai 1 Jl. KH N oer Ali 3A, Kayuringin Jaya, Kota Bekasi
15	PT Hotel Karya Indonesia	Plaza PP Lantai 7, Jl. Letjen TB Simatupang No. 57, Pasar Rebo, Jakarta 13760
16	Waskita Steel Division	Gedung Waskita Jl. MT Haryono Kav.10, Cawang, Jakarta Timur
17	PT Waskita Sangir Energi	Jl. MT Haryono Kav. 10 Kel. Cipinang Cempedak, Kec. Jatinegara, Jakarta Timur 13340
18	PT Waskita Wado Energi	Jl. MT Haryono Kav. No.10 Kel Cipinang, Kec. Cempedak Jatinegara, Jakarta Timur 13340
Entitas Asosiasi / Associates		
1	PT Prima Multi Terminal	Jl. Sri Bengawan No.37 Medan 20121
2	PT PP Sinergi Banjartma	Rest Area KM 260 B, Cipugur, Banjartma, Bulakamba, Brebes 5
3	PT Jasamarga Jogja Bawen	Jl. Tol Bawen - Salatiga, Barukan, Kec. Tingkir, Kota Salatiga, Jawa Tengah 50775



INFORMASI PADA SITUS WEB PERUSAHAAN

Information on the Company Website

Waskita berkomitmen untuk senantiasa memberikan kemudahan akses informasi bagi seluruh pemegang saham dan pemangku kepentingan, sebagai bagian dari pelaksanaan prinsip transparansi sesuai *best practices* GCG. Atas komitmen tersebut, Waskita memastikan ketersediaan akses atas informasi perusahaan secara akurat dan aktual di antaranya melalui situs web resmi, yaitu www.waskita.co.id.

Seluruh informasi pada situs web resmi Waskita telah disajikan dalam 2 (dua) bahasa, yaitu bahasa Indonesia dan Inggris. Lebih dari itu, penyediaan informasi melalui situs web resmi Waskita dipastikan telah sesuai dengan peraturan perundang-undangan yang berlaku, khususnya Undang-Undang No. 14 Tahun 2008 tentang Keterbukaan Informasi Publik dan Peraturan Otoritas Jasa Keuangan No. 8/POJK.4/2015 tanggal 25 Juni 2015 tentang Situs Web Emiten atau Perusahaan Publik.

Uraian mengenai informasi-informasi yang tersedia pada situs web Perseroan adalah sebagai berikut:

Waskita is committed to always providing easy access to information for all shareholders and stakeholders, as part of implementing the principle of transparency according to GCG best practices. Therefore, Waskita ensures the availability of access to accurate and up-to-date company information, including through the official website, namely www.waskita.co.id.

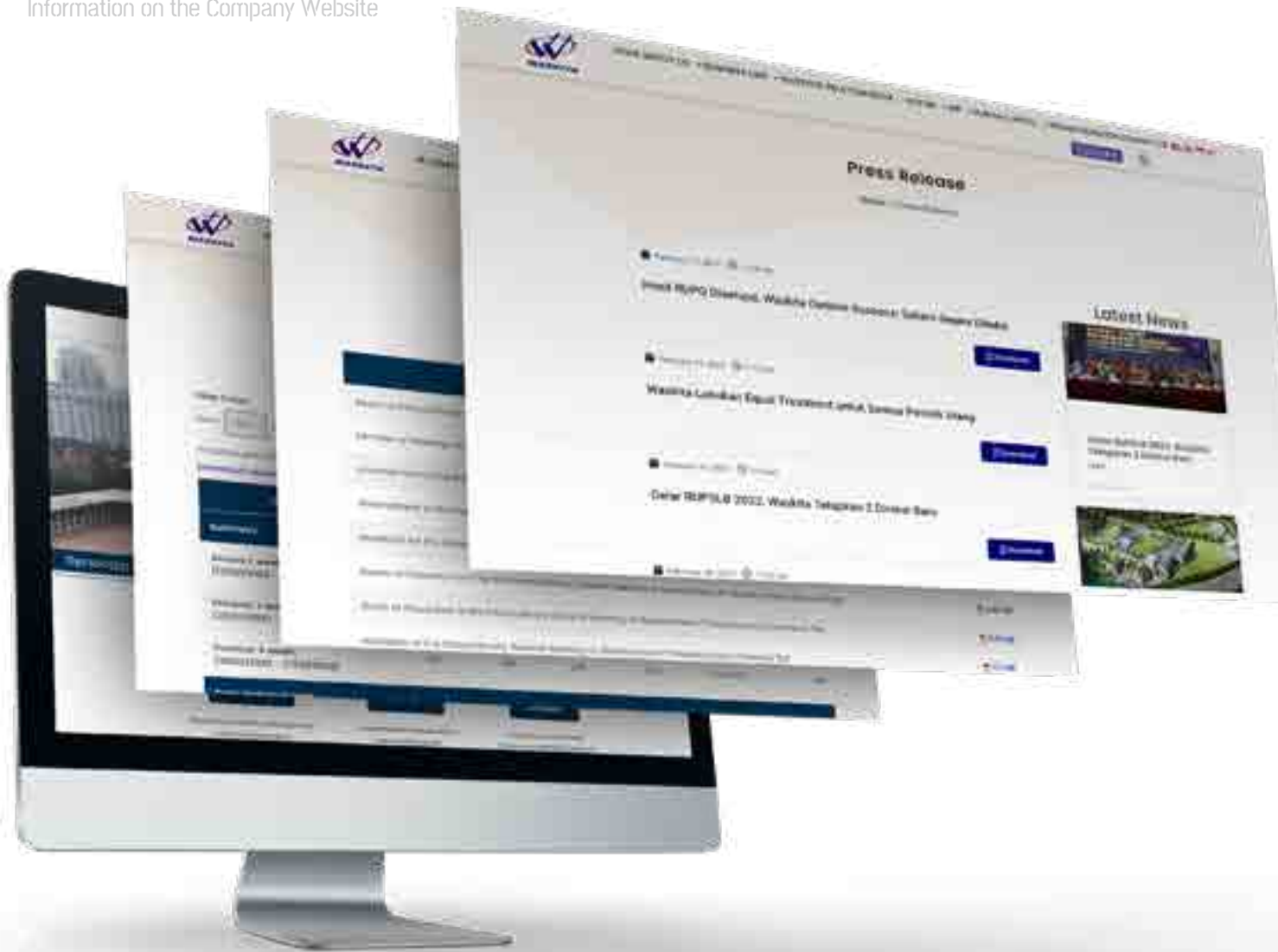
All information on Waskita's official website is presented in 2 (two) languages, namely Indonesian and English. Moreover, the provision of information through Waskita's official website is ensured in accordance with applicable laws and regulations, in particular Law No. 14 of 2008 concerning Public Information Disclosure and Financial Services Authority Regulation No. 8/POJK.4/2015 dated June 25, 2015 concerning Issuer or Public Company Websites.

Description of the information available on the Company's website is as follows:

Peta Direktori Situs Web / Website Directory Map at www.waskita.co.id		
Beranda / Home	Tentang Kami / About Us	Lini Bisnis / Line of Business
Berita Terkini / Latest News	Profil Perusahaan / Company Profile	Konstruksi / Construction
Proyek Berjalan / Ongoing Project	Pesan / Message	Jalan Tol / Toll Road
Laporan Tahunan / Annual Report	Sepatah Kata / In Brief	Beton Pracetak / Precast Concrete
Struktur Pemegang Saham / Shareholder Structure	Sejarah Perusahaan / Milestone	Realty
Siaran Pers / Press Release	Struktur Organisasi / Organizational Structure	Pabrikasi Baja / Steel Manufacturing
Laporan Keuangan / Financial Statements	Manajemen, memuat profil: / Management, Including the Profile of: <ul style="list-style-type: none"> Dewan Komisaris / Board of Commissioner Direksi / Board of Director Sekretaris Perusahaan / Corporate Secretary Komite Audit / Audit Committee Komite Audit Manajemen Risiko / Risk Management 	Unit Bisnis, meliputi Divisi Gedung, Divisi Luar Negeri, Divisi Infrastruktur I, Divisi Infrastruktur II, dan Divisi Infrastruktur III / Business Units, including Building Division, Overseas Division, Infrastructure I Division, Infrastructure II Division, and Infrastructure III Division
Ikhtisar Keuangan / Financial Highlights	Kebijakan Perusahaan / Corporate Policy	

INFORMASI PADA SITUS WEB PERUSAHAAN

Information on the Company Website



<p><i>Whistleblowing System</i></p>	<p>Tata Kelola Perusahaan, memuat:</p> <ul style="list-style-type: none"> • Ikhtisar • Komitmen GCG • Struktur GCG • Pedoman GCG • Arah Implementasi GCG di Masa Depan • Manajemen Risiko • Whistleblowing dan Gratifikasi • Tata Kelola IT • Audit Eksternal • Insider Trading • Piagam Komite Audit dan Komite GCG. 	<p>Corporate Governance, including</p> <ul style="list-style-type: none"> • Overvie • GCG Commitment • GCG Structure • GCG Guidance • GCG Roadmap • Risk Management • Whistleblowing and Gratification • Information Technology Governance • External Auditor • Insider Trading • Audit Committee Charter and GCG Committee
<p>Unit Pengendalian Gratifikasi / Gratification Control Unit</p>		
<p><i>Waskita Application Vendor Excellence</i></p>		
<p>Pengumuman / Announcement</p>		
<p>Kegiatan / Activities</p>		
<p>Video Perusahaan / Corporate Video</p>		
<p>Anak Perusahaan / Subsidiaries</p>		
<p>Investasi / Investment</p>		



INFORMASI PADA SITUS WEB PERUSAHAAN

Information on the Company Website

Hubungan Investor / Investor Relations	Media	Sosial / Social
Beranda IR (<i>Investor Relation</i>) / IR Home	Berita / News	Aktivitas TJSL / SER Activities
Informasi Perseroan / Corporate Information	Siaran Pers / Press Release	WBS
Informasi Finansial / Financial Information	Kegiatan / Activities	UPG
Keterbukaan / Disclosure	Pengumuman / Announcement	
Permintaan Informasi / Information Request		

KIP	SDM / Human Capital	Transformasi / Transformation	Hubungi Kami / Contact Us
Profil / Profile	Ikhtisar / Overview	Beranda / Home	Alamat Kontak / Contact Address
Regulasi / Regulation	Pengumuman / Announcement	Tentang Transformasi / About Transformation	Lokasi pada <i>Google Maps</i> / Location on Google Maps
Daftar Informasi / List of Information	Kesempatan berkarier / Career Opportunities	Pencapaian Transformasi / Transformation Achievements	Berita Terkini / Lates News
Layanan Informasi / Information Service		<i>Project Awards</i>	
		<i>Trends Update</i>	

Lebih dari itu, Waskita memenuhi ketentuan terkait ketersediaan informasi pada situs web sesuai kriteria *Annual Report Awards* (ARA), dengan penjelasan sebagai berikut:

In addition, Waskita complies with the provisions of information availability on the website in accordance with the *Annual Report Awards* (ARA) criteria, as follows:

Uraian / Description	Ketersediaan / Availability	Keterangan / Information
Informasi pemegang saham sampai dengan pemilik akhir individu / Information about shareholders up to individual final owners	✓	https://investor.waskita.co.id/shareholding.html
Isi Kode Etik / Contents of the Code of Conduct	-	Belum diungkapkan pada web Perseroan dan akan segera ditindaklanjuti. / Not yet available on the Company's website and will be followed up soon.
Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan / Information on the General Meeting of Shareholders (GMS) at least includes the material for agenda discussed in the GMS, the summary of GMS minutes, and important date such as the date of GMS announcement, the date of GMS summons, the date of GMS holding, the date of announcement of summary of GMS	✓	https://investor.waskita.co.id/gms.html
Laporan keuangan tahunan terpisah (5 tahun terakhir)	✓	https://investor.waskita.co.id/financials.html
Profil Dewan Komisaris dan Direksi / Board of Commissioner and Board of Directors Profile	✓	https://www.waskita.co.id/about/commissioner https://www.waskita.co.id/about/director
Piagam/ <i>Charter</i> Dewan Komisaris, Direksi, Komite-Komite, dan Unit Audit Internal / Board of Commissioner, Board of Director, Committees, and Internal Audit Unit Charter	- / ✓	<ul style="list-style-type: none"> Belum diungkapkan Piagam/<i>Charter</i> Dewan Komisaris, Direksi, dan Unit Audit Internal. Untuk hal ini, akan ditindaklanjuti. / Board of Commissioner, Board of Directors, other Committees Charters are not yet available and will be followed up. https://www.waskita.co.id/tentang-kami/piagam-komite-audit-komite-gcg/

PENDIDIKAN DAN/ATAU PELATIHAN BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, COMMITTEES, CORPORATE SECRETARY, DAN INTERNAL AUDIT

Education and/or Training of Board Of Commissioners, Board Of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Nama dan Jabatan / Name and Position	Jenis Pendidikan dan Pelatihan / Type of Education and Training	Materi Pendidikan dan Pelatihan / Material of Education and Training	Tempat/Tanggal / Place/Date	Penyelenggara / Organizer
Board of Commissioners				
Heru Winarko <i>President Commissioner</i>	Pengembangan / Development	Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
I Gede Made Kartikajaya <i>Commissioner</i>	Pengembangan / Development	Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
Dedi Syarif Usman <i>Commissioner</i>	Pengembangan / Development	Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
T. Iskandar <i>Commissioner</i>	Pengembangan / Development	Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
Muhamad Salim <i>Independent Commissioner</i>	Pengembangan / Development	Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
		Diskusi Hukum "Perlindungan Hukum dari Kasus Korupsi dan Kewajiban Membayar Kerugian Bagi Manajemen Perusahaan yang Menerapkan Business Judgment Rule dan Fiduciary Duty" / Legal Discussion "Legal Protection from Corruption Cases and the Obligation to Pay Losses for Company Management that Implements Business Judgment Rule and Fiduciary Duty"	14 Oktober 2022	PT Visi Integritas Nusantara
Ahmad Erani Yustika <i>Commissioner</i>	Pengembangan / Development	Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
Muradi <i>Independent Commissioner</i>	Pengembangan / Development	Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
Board of Directors				
Destiawan Soewardjono <i>President Director</i>	Pengembangan / Development	BOD Executive Training for Waskita Leadership	8-9 April 2022 / April 8-9, 2022	McKinsey & Aberkyn
		BOD Executive Training	19-20 Agustus 2022 / August 19-20, 2022	McKinsey & Aberkyn
		Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
Wiwi Suprihatno <i>Director of Finance and Risk Management</i>	Pengembangan / Development	BOD Executive Training	19-20 Agustus 2022 / August 19-20, 2022	McKinsey & Aberkyn
		Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
Mursyid <i>Director of Human Capital Management and System Development</i>	Pengembangan / Development	BOD Executive Training	19-20 Agustus 2022 / August 19-20, 2022	McKinsey & Aberkyn
		Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
		Konferensi Federation of Asian & Western Pasific Contractor's Associations (IFAWPCA) Ke 45th / 45th Federation of Asian & Western Pasific Contractor's Associations (IFAWPCA) Conference	15-19 November 2022 / November 15-19, 2022	IFAWPCA
Septian Andri Purwanto <i>Director of Business Development</i>	Pengembangan / Development	Directorship Development Program Batch I	10 Jan-26 Feb 2022 / January 10 - February 26, 2022	PPM Manajemen
		BOD Executive Training	19-20 Agustus 2022 / August 19-20, 2022	McKinsey & Aberkyn
		Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
I Ketut Pasek Senjaya Putra <i>Director of Operation I and Quality, Safety, Health & Environment</i>	Pengembangan / Development	BOD Executive Training for Waskita Leadership	8-9 April 2022 / April 8-9, 2022	McKinsey & Aberkyn
		BOD Executive Training	19-20 Agustus 2022 / August 19-20, 2022	McKinsey & Aberkyn
		Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant



PENDIDIKAN DAN/ATAU PELATIHAN BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, COMMITTEES, CORPORATE SECRETARY, DAN INTERNAL AUDIT

Education and/or Training of Board Of Commissioners, Board Of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Nama dan Jabatan / Name and Position	Jenis Pendidikan dan Pelatihan / Type of Education and Training	Materi Pendidikan dan Pelatihan / Material of Education and Training	Tempat/Tanggal / Place/Date	Penyelenggara / Organizer
Bambang Rianto Director of Operation II	Pengembangan / Development	BOD Executive Training for Waskita Leadership	8-9 April 2022 / April 8-9, 2022	McKinsey & Aberkyn
		BOD Executive Training	19-20 Agustus 2022 / August 19-20, 2022	McKinsey & Aberkyn
		Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
Warjo Director of Operation III	Pengembangan / Development	BOD Executive Training	19-20 Agustus 2022 / August 19-20, 2022	McKinsey & Aberkyn
		Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
Komite / Committees				
Bambang Setyo Wahyudi Audit Committee	Pengembangan / Development	Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
Ihda Muktiyanto Audit Committee	Pengembangan / Development	Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
Suyanto Audit Committee	Pengembangan / Development	Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
Muradi Risk Management Committee	Pengembangan / Development	Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
Djaka Kusmartata Risk Management Committee	Pengembangan / Development	Workshop Peningkatan Sinergitas BOC-BOD dengan Mengembangkan Sistem Tata Kelola Terintegrasi / Workshop on Increasing BOC-BOD Synergy by Developing an Integrated Governance System	19 Oktober 2022 / October 19, 2022	IICD Consultant
Sekretaris Perusahaan / Corporate Secretary				
Idi Heryadi	Pelatihan & Pengembangan / Training & Development	Training ERM Workshop : Monte-Carlo Simulation	6 April 2022 / April 6, 2022	McKinsey
		Pelatihan Dasar Intelijen dan Anti Terorisme / Basic Intelligence and Anti-Terrorism Training	18-19 November 2022 / November 18-19, 2022	PT Jaya Karta Jasa Bhakti
Didik Krisdianto	Pelatihan & Pengembangan / Training & Development	Pelatihan Investor Relation & Public Relations / Investor Relation & Public Relations Training	25 Oktober 2022 / October 25, 2022	PT Waskita Karya (Persero) Tbk
		Training Management of Change	6-7 Desember 2022 / December 6-7, 2022	PT NQA Indonesia
Mohammad Bayu Edigani Putra	Pelatihan & Pengembangan / Training & Development	Sertifikasi Kompetensi Public Relations 2022 / Public Relations Competency Certification 2022	17 Maret 2022 / March 17, 2022	Forum Humas BUMN
Farhan Nuril Huda	Pelatihan & Pengembangan / Training & Development	elatihan Dasar Intelijen dan Anti Terorisme / Basic Intelligence and Anti-Terrorism Training	18-19 November 2022 / November 18-19, 2022	PT Jaya Karta Jasa Bhakti
Novianto Ari Nugroho	Pelatihan & Pengembangan / Training & Development	Leadership Effectiveness Communication	4 Februari 2022 / February 4, 2022	McKinsey
		Strategic of Excellence (SEO)	10 Juni 2022 / June 10, 2022	McKinsey
		Tindakan Terhadap Wanprestasi / Action Against Default SVP-BOD Retreat 2022	12 Agustus 2022 / August 12, 2022	PT Waskita Karya (Persero) Tbk
		SVP-BOD Retreat 2022	23 September 2022 / September 23, 2022	Aberkyn
Alvina Kusumawardani	Pelatihan & Pengembangan / Training & Development	Finance for Non-Finance Professionals	15-16 Maret 2022 / March 15-16, 2022	PT Prasetya Mulya ELI
		Pelatihan Investor Relation & Public Relations / Investor Relations & Public Relations Training	25 Oktober 2022 / October 25, 2022	PT Waskita Karya (Persero) Tbk
Imam Supradja	Pelatihan & Pengembangan / Training & Development	Pelatihan & Sertifikasi Gada Utama / Main Mace Training & Certification	6-20 Februari 2022 / February 6-20, 2022	PT Bharata Satya Sejahtera
		Pelatihan Dasar Intelijen dan Anti Terorisme / Basic Intelligence and Anti-Terrorism Training	18-19 November 2022 / November 18-19, 2022	PT Jaya Karta Jasa Bhakti

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE, SEKRETARIS PERUSAHAAN, DAN INTERNAL AUDIT

Education and/or Training of Board Of Commissioners, Board Of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Nama dan Jabatan / Name and Position	Jenis Pendidikan dan Pelatihan / Type of Education and Training	Materi Pendidikan dan Pelatihan / Material of Education and Training	Tempat/Tanggal / Place/Date	Penyelenggara / Organizer
Yudo Bayu Samodro	Pelatihan & Pengembangan / Training & Development	Pelatihan & Sertifikasi Gada Utama / Main Mace Training & Certification	6-20 Februari 2022 / February 6-20, 2022	PT Bharata Satya Sejahtera
		Pelatihan Dasar Intelijen dan Anti Terorisme / Basic Intelligence and Anti-Terrorism Training	18-19 November 2022 / November 18-19, 2022	PT Jaya Karta Jasa Bhakti
Agustina Nur Salamah	Pelatihan & Pengembangan / Training & Development	Bimtek Nasional K3 / OHS National Technical Guidance	29-30 Juni 2022 / June 29-30, 2022	Lembaga Pusat Study Pengembangan Informasi Nasional
Ahmad Chairuddin	Pelatihan & Pengembangan / Training & Development	Bimtek Online Pengelolaan Arsip Negara/Dokumen Negara Berbasis Elektronik / Online Technical Guidance on Electronic-Based Management of State Archives/ State Documents	23-25 Februari 2022 / February 23-25, 2022	Asosiasi Arsiparis Indonesia
		Bimtek Kearsipan (Pengelolaan Arsip Terjaga dan Aset Nasional) / Technical Guidance on Archives (Management of Archives Protected and National Assets)	19 Mei 2022 / May 19, 2022	Arsip Nasional Republik Indonesia (ANRI)
Dyah Savitri	Pelatihan & Pengembangan / Training & Development	Sertifikasi Kompetensi Public Relations 2022 / Public Relations Competency Certification 2022	19 dan 24 Agustus 2022 / August 19 and 24, 2022	Forum Humas BUMN
		4D Leadership Training Program	21 Oktober 2022 / October 21, 2022	PT Waskita Karya (Persero) Tbk
Jalu Respati	Pelatihan & Pengembangan / Training & Development			
Angelina Pane	Pelatihan & Pengembangan / Training & Development	Hands-on Aplikasi E-Office / Hands-on E-Office Applications	26 Januari 2022 / January 26, 2022	PT Waskita Karya (Persero) Tbk
		Pelatihan E-Office Modul Sekretaris / Secretary Module E-Office Training	31 Januari 2022 / January 31, 2022	PT Waskita Karya (Persero) Tbk
		Training Kesekretariatan / Secretarial Training	16-18 Februari 2022 / February 16-18, 2022	Pertamina Training & Consulting (PTC)
Filsa Cahyani	Pelatihan & Pengembangan / Training & Development	Hands-on Aplikasi E-Office / Hands-on E-Office Applications	26 Januari 2022 / January 26, 2022	PT Waskita Karya (Persero) Tbk
		Pelatihan E-Office Modul Sekretaris / Secretary Module E-Office Training	31 Januari 2022 / January 31, 2022	PT Waskita Karya (Persero) Tbk
Imelda Clarissa	Pelatihan & Pengembangan / Training & Development	Hands-on Aplikasi E-Office / Hands-on E-Office Applications	26 Januari 2022 / January 26, 2022	PT Waskita Karya (Persero) Tbk
		Pelatihan E-Office Modul Sekretaris / Secretary Module E-Office Training	31 Januari 2022 / January 31, 2022	PT Waskita Karya (Persero) Tbk
Yessica Meliana	Pelatihan & Pengembangan / Training & Development	Hands-on Aplikasi E-Office / Hands-on E-Office Applications	26 Januari 2022 / January 26, 2022	PT Waskita Karya (Persero) Tbk
		Pelatihan E-Office Modul Sekretaris / Secretary Module E-Office Training	31 Januari 2022 / January 31, 2022	PT Waskita Karya (Persero) Tbk
		Training Kesekretariatan / Secretarial Training	16-18 Februari 2022 / February 16-18, 2022	Pertamina Training & Consulting (PTC)
Arin Safira	Pelatihan & Pengembangan / Training & Development	Hands-on Aplikasi E-Office / Hands-on E-Office Applications	26 Januari 2022 / January 26, 2022	PT Waskita Karya (Persero) Tbk
		Pelatihan E-Office Modul Sekretaris / Secretary Module E-Office Training	31 Januari 2022 / January 31, 2022	PT Waskita Karya (Persero) Tbk
		Training Kesekretariatan / Secretarial Training	16-18 Februari 2022 / February 16-18, 2022	Pertamina Training & Consulting (PTC)
Internal Audit / Internal Audit Unit				
Dwi Agus Rahsetiyo	Pelatihan & Pengembangan / Training & Development	Leadership Effectiveness Communication	4 Februari 2022 / February 4, 2022	McKinsey
		Strategic of Excellence (SEO)	10 Juni 2022 / June 10, 2022	McKinsey
		SVP-BOD Retreat 2022	23 September 2022 / September 23, 2022	Aberkyn
Rahman Hafiz	Pelatihan & Pengembangan / Training & Development	QIA Tingkat Manajerial / QIA Managerial Level	17-26 Januari 2022 / January 17-26, 2022	YPIA
		Pelatihan Peluit Integritas 2022 KPK / Integrity Whistle Training 2022 KPK	20-24 Juni 2022 / June 20-24, 2022	KPK
Evy Purwanty	Pelatihan & Pengembangan / Training & Development	Pengawasan Keuangan Negara / State Financial Supervision	17 Februari 2022 / February 17, 2022	PT Waskita Karya (Persero) Tbk
		Webinar "The Process of Strategic Thinking and Critical Thinking in Solving High Risk Problem"	6 Oktober 2022 / October 6, 2022	PT Waskita Karya (Persero) Tbk



PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE, SEKRETARIS PERUSAHAAN, DAN INTERNAL AUDIT

Education and/or Training of Board Of Commissioners, Board Of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Nama dan Jabatan / Name and Position	Jenis Pendidikan dan Pelatihan / Type of Education and Training	Materi Pendidikan dan Pelatihan / Material of Education and Training	Tempat/Tanggal / Place/Date	Penyelenggara / Organizer
Dhyka Dwi Saputra	Pelatihan & Pengembangan / Training & Development	Wangsit (Waskita Sharing Intellectual) #1	29 Desember 2022 / December 29, 2022	PT Waskita Karya (Persero) Tbk
Erna Dwi Iriana	Pelatihan & Pengembangan / Training & Development	Hands-on Aplikasi E-Office / Hands-on E-Office Applications	26 Januari 2022 / January 26, 2022	PT Waskita Karya (Persero) Tbk
		Pelatihan E-Office Modul Sekretaris / Secretary Module E-Office Training	31 Januari 2022 / January 31, 2022	PT Waskita Karya (Persero) Tbk
Happy Indra Setiawan	Pelatihan & Pengembangan / Training & Development	Webinar "The Process of Strategic Thinking and Critical Thinking in Solving High Risk Problem"	6 Oktober 2022 / October 6, 2022	PT Waskita Karya (Persero) Tbk
		Pengawasan Keuangan Negara / State Financial Supervision	17 Februari 2022 / February 17, 2022	PT Waskita Karya (Persero) Tbk
Teddy Irijanto	Pelatihan & Pengembangan / Training & Development	Sosialisasi Aplikasi Monitoring Transformasi / Dissemination of the Transformation Monitoring Application	26 Oktober 2022 / October 26, 2022	PT Waskita Karya (Persero) Tbk
Sutriman	Pelatihan & Pengembangan / Training & Development	Training Tingkat Komponen Dalam Negeri (TKDN) pada BUMN Karya / Domestic Component Level Training (TKDN) for BUMN Karya	24-25 Agustus 2022 / August 24-25, 2022	PT Utama Karya (Persero)
		QIA Tingkat Dasar / Basic Level QIA	5-17 September 2022 / September 5-17, 2022	YPIA
Lalu Hasmi Bahtiar	Pelatihan & Pengembangan / Training & Development	Program Development untuk PM dan Calon PM (Modul Manajemen Risiko) / Development Program for PM and Candidate PM (Risk Management Module)	18 Januari 2022 / January 18, 2022	PT Waskita Karya (Persero) Tbk
		Program Development Untuk PM & Calon PM (Modul Pengendalian Biaya, Pengendalian Adkon dan Pengendalian Produksi) / Development Program for PM & PM Candidates (Modules for Cost Control, Adcon Control and Production Control)	22 Maret 2022 / March 22, 2022	PT Waskita Karya (Persero) Tbk
		Awareness ISO 21502 - Project Management System	20 Mei 2022 / May 20, 2022	PT Intersys Indonesia
Gilang Ichramsyah Prasetyo	Pelatihan & Pengembangan / Training & Development	Wangsit (Waskita Sharing Intellectual) #1	29 Desember 2022 / December 29, 2022	PT Waskita Karya (Persero) Tbk
Budhi Jafroni	Pelatihan & Pengembangan / Training & Development	Certified Internal Audit Executive (CIAE) Batch 5	10 Oktober - 9 November 2022 / October 10 - November 9, 2022	BPKP
Analita Hayuningtyas	Pelatihan & Pengembangan / Training & Development	Internal Audit ISO 27001 (SMPI)	20-21 Oktober 2022 / October 20-21, 2022	PT CBQA Global Indonesia
		QIA Tingkat Dasar / Basic Level QIA	5-17 September 2022 / September 5-17, 2022	YPIA
Fredy Suprasyono	Pelatihan & Pengembangan / Training & Development	QIA Tingkat Dasar / Basic Level QIA	5-17 September 2022 / September 5-17, 2022	YPIA
Desi Erika Idawaty	Pelatihan & Pengembangan / Training & Development	ERM Workshop:Monte-Carlo Simulation	6 April 2022 / April 6, 2022	McKinsey
		Certified Internal Audit Executive (CIAE) Batch 5	10 Oktober - 9 November 2022 / October 10 - November 9, 2022	BPKP
Lisa Tri Claudia Ketaren	Pelatihan & Pengembangan / Training & Development	ERM Workshop:Monte-Carlo Simulation	6 April 2022 / April 6, 2022	McKinsey
Rizki Ilmawan	Pelatihan & Pengembangan / Training & Development	QIA Tingkat Dasar / Basic Level QIA	17-29 Januari 2022 / January 17-29, 2022	YPIA
		elatihan Peluit Integritas 2022 KPK / Integrity Whistle Training 2022 KPK	20-24 Juni 2022 / June 20-24, 2022	KPK
		4D Leadership Training Program	21 Oktober 2022 / October 21, 2022	PT Waskita Karya (Persero) Tbk
Arfan Aryanto Dalimunthe	Pelatihan & Pengembangan / Training & Development	Certified Internal Audit Executive (CIAE) Batch 5	10 Oktober - 9 November 2022 / October 10 - November 9, 2022	BPKP