



beyond construction

COMMUNITY

ENVIRONMENT

Sustainable Environment

# RUNNING FORWARD

Growing Towards The Golden Age

MARKETPLACE

2008

2009

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# RUNNING FORWARD

## MELAJU PENUH MENUJU TAHUN EMAS

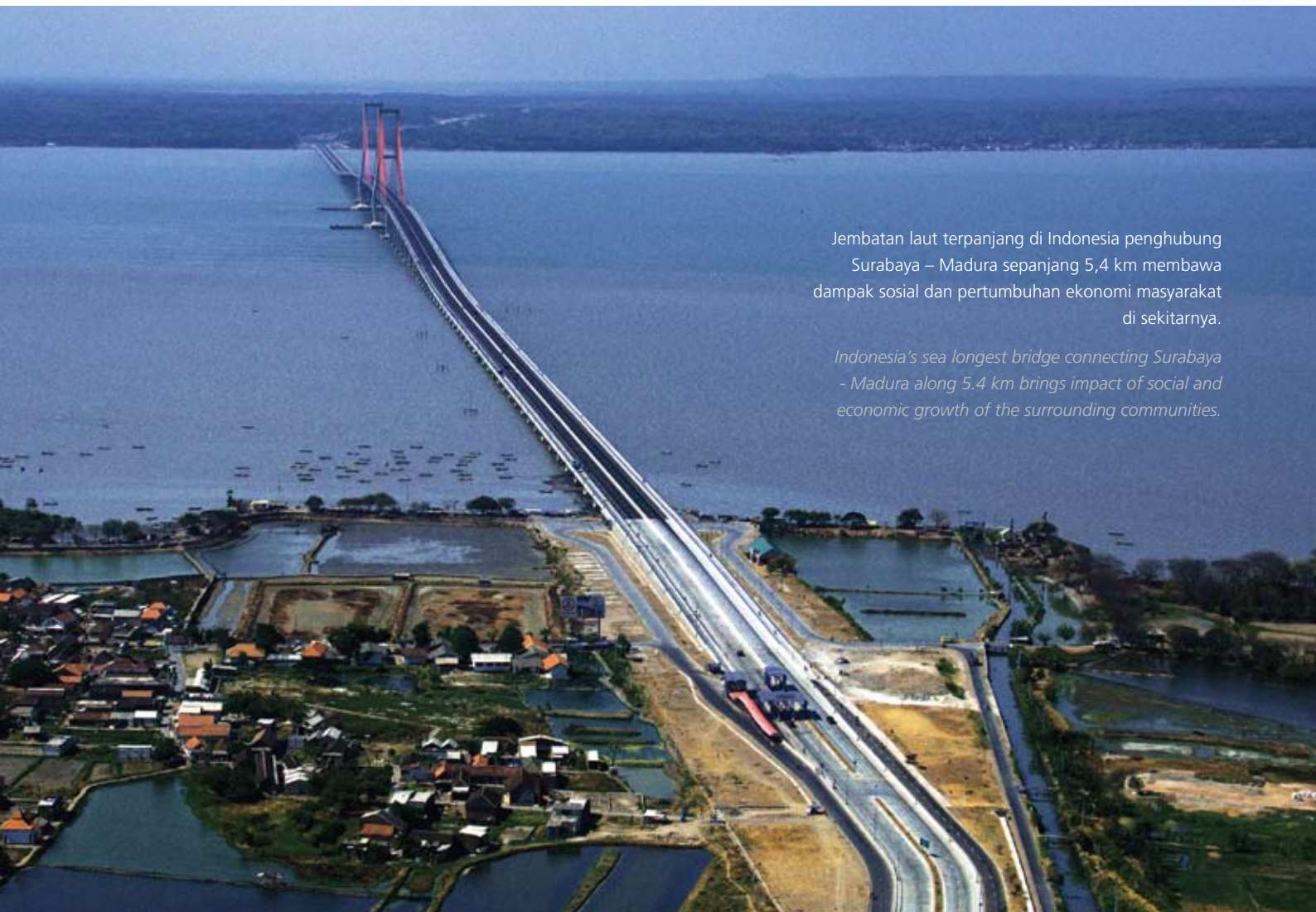
### *GROWING TOWARDS TO THE GOLDEN AGE*

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#### LAPORAN CSR ADHI 2009 - *ADHI 2009 CSR REPORT*

Tanggung Jawab Sosial Korporasi (CSR) telah bertransformasi menjadi strategi terpenting dalam bisnis. ADHI memandang CSR sebagai upaya meningkatkan dan menyelaraskan kinerja di bidang bisnis, sosial dan lingkungan. Sehingga, bagi ADHI, CSR tidak perlu dipandang sebagai beban korporasi, melainkan suatu kesempatan berbuat yang terbaik, yaitu memberikan nilai bagi para pemangku kepentingan korporasi.

Corporate Social Responsibility has transformed into important strategy in business. ADHI considers CSR as an effort to improve and aligned performance in area of business, social and environment. Thus, from ADHI's point of view CSR is not necessarily viewed as corporate's burden, but it is an opportunity to do the best in providing the value to corporate's stakeholders.



Jembatan laut terpanjang di Indonesia penghubung Surabaya – Madura sepanjang 5,4 km membawa dampak sosial dan pertumbuhan ekonomi masyarakat di sekitarnya.

*Indonesia's sea longest bridge connecting Surabaya - Madura along 5.4 km brings impact of social and economic growth of the surrounding communities.*

## Board of Directors' Report

# LAPORAN DIREKSI

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**Bambang Triwibowo,**  
Direktur Utama  
PT Adhi Karya (Persero) Tbk.

***Bambang Triwibowo,***  
*President Director*  
*PT Adhi Karya (Persero) Tbk.*



Kinerja bisnis yang bagus akan mendorong dinamika kinerja sosial dan lingkungan

*Good business performance will encourage dynamic social and environmental performance*

Kinerja bisnis ADHI sepanjang tahun 2009 menunjukkan peningkatan yang memuaskan, dan bahkan melampaui target yang ditetapkan sebelumnya. Krisis perekonomian global di penghujung 2008, seakan tidak mempengaruhi kinerja bisnis ADHI tahun 2009 yang tercermin dalam peningkatan Pendapatan Usaha maupun Laba Bersih yang berhasil dibukukan.

The performance of ADHI business along the year 2009 shows a satisfactory increase and even achieved beyond target. The global economic crisis at the end of 2008, seemed did not disturb ADHI business performance in 2009. It is reflected in the increasing of Revenues and Net Income.

Pendapatan Usaha tahun 2009 tercatat sebesar Rp7,7 triliun atau meningkat sebesar 16% dibanding tahun 2008. Pencapaian ini lebih tinggi 2,5% dari target Pendapatan Usaha tahun 2009. Yang lebih memuaskan lagi adalah Laba Bersih yang berhasil diraih pada tahun 2009, yakni melonjak menjadi Rp165,5 miliar atau sebesar 103% dibanding tahun 2008 (Rp81,4 miliar). Laba Bersih tahun 2009 ini melampaui target 38% dari yang ditetapkan korporasi sebesar Rp120,1 miliar.

Peningkatan Pendapatan Usaha maupun lonjakan Laba Bersih ini dicapai berkat kerja keras jajaran manajemen, karyawan dan seluruh pemangku kepentingan ADHI. Di samping itu, setidaknya ada tiga hal yang berpengaruh signifikan terhadap peningkatan Pendapatan Usaha dan lonjakan Laba Bersih ADHI.

Pertama, adalah berkat efisiensi biaya-biaya. Biaya Produksi berhasil dipangkas sebesar 0,3%, sedangkan Biaya Usaha menurun sebesar 0,3% juga. Kedua, terjadi penurunan suku bunga pinjaman sebesar 0,2%. Penurunan Biaya Bunga ini sangat besar pengaruhnya terhadap industri konstruksi yang sensitif terhadap *cost of fund*. Ketiga, ADHI berhasil memupuk Pendapatan Usaha dari hasil kerjasama dengan pihak lain yang meningkat tajam. Pada tahun 2009, kerjasama dengan pihak lain berhasil meraup Rp96 miliar dibanding tahun 2008 yang Rp28 miliar.

Ketiga faktor inilah – efisiensi biaya, *cost of fund* dan proyek kerjasama – menghasilkan pertumbuhan Pendapatan Usaha yang mantap (*sustainable income growth*) dan menghasilkan Laba Bersih berkualitas (*quality earning*).

Kepercayaan para pelanggan juga semakin meningkat terhadap ADHI, terutama sejak diselesaikannya jembatan Suramadu tahun 2009 (ADHI sebagai *leader* dari *Consortium of Indonesia Contractors*) dan kepercayaan membangun jalan tol Kanci-Pejagan yang baru diresmikan Presiden tahun 2010. Jalan tol Kanci-Pejagan menjadi tonggak penting kiprah ADHI dalam inovasi teknologi beton pracetak. Korporasi telah mematenkan *ADHI Concrete Pavement System* (ACPS) yang diharapkan menjadi standar pembangunan infrastruktur jalan di Indonesia di masa mendatang.

Di sisi pengelolaan usaha, ADHI dengan ketat melaksanakan GCG (Good Corporate Governance); proses-proses bisnis dilaksanakan dengan standar tinggi sehingga mampu membawa ADHI memiliki daya saing yang tinggi pula. ADHI memperoleh skor tinggi 90.13,

Revenues in 2009 recorded as IDR7.7 trillion and increases 16% compared to year 2008. This achievement is 2.5% higher than Revenues target planned 2009. More satisfaction is the achievement of 2009 Net Income, increased to IDR165.5 billion or increased 103% compared to year 2008 (IDR81.4 billion). Net Income in year 2009 is 38% above the corporate target which is IDR120.1 billion.

The increase of Revenues and leap of Net Income are achieved through hard working of management, employees and all of ADHI's stakeholders. In addition, there are at least three factors giving significant contribution to the increment of Revenues and the leap of ADHI Net Income.

Firstly, is cost efficiency, Production Cost has been able cut at 0.3%, while at the same time the management succeeded to reduce the Operating Cost at 0.3%. Secondly, there is a reduction in bank loan interest rate as 0.2%. This Interest expense reduction gives a significant influence especially for construction industry which is very sensitive against the cost of fund. Thirdly, ADHI has been very successful to pile up Revenues from joint operation projects which is sharply improved. In year 2009, the management of ADHI succeeded to grab IDR96 billion from this joint operation projects, compared to IDR28 billion in year 2008.

These three factors – cost efficiency, cost of fund and joint operation projects – results a sustainable income growth and also a quality of earning.

The trust of customers to ADHI is also improving, especially after ADHI accomplished the Suramadu Bridge in year 2009 (ADHI as leader of Consortium of Indonesia Contractors) and the development of Kanci-Pejagan toll road, which is officially opened by President in year 2010. The Kanci-Pejagan toll road becomes an important milestone of ADHI's activities, in particular the innovation of precast concrete pavement technology. The Corporate has patented this work as ADHI Concrete Pavement System (ACPS) and recommends this system to become a standard for road infrastructure construction and development in Indonesia in the future.

In the side of business management, ADHI strictly conducts GCG (Good Corporate Governance), business processes are conducted in high standard, and this situation makes ADHI has a high competitiveness as well. In this case, ADHI succeeded to get high

untuk tata kelola perusahaan yang baik dari badan independen yang dipercaya oleh Kementerian BUMN.

Di samping itu, di pasar modal, kinerja saham ADHI menunjukkan tren positif. Sejak awal tahun 2009 saham ADHI bergerak dari Rp300 per saham menjadi Rp410 per saham pada akhir tahun 2009, naik sekitar 37%.

Dengan kinerja bisnis yang memuaskan ini, maka ADHI bisa lebih leluasa meningkatkan kinerja sosial dan semakin peduli terhadap perubahan lingkungan hidup. Dengan demikian, ketiga elemen ini - kinerja bisnis, sosial dan lingkungan - bergerak lebih dinamis dan akan mampu memberikan nilai lebih kepada para pemangku kepentingan ADHI.

Dalam Misi ADHI 2007-2011 disebutkan, bahwa ADHI harus "berperan aktif dalam program Public Private Partnership (PPP) untuk mendukung pertumbuhan ekonomi dan menjalankan inisiatif-inisiatif CSR dalam rangka pengembangan sumber daya manusia."

Lebih tegas lagi, ADHI menetapkan tiga tujuan pelaksanaan CSR: a) menjadi mitra bagi pengembangan ekonomi masyarakat yang berwatak kemanusiaan dan berkelanjutan (*sustainable*) dengan komitmen mengentaskan kemiskinan b) menjadi agen perubahan sosial demi peningkatan kualitas hidup yang berkaitan dengan pendidikan dan kehidupan sosial. c) mengambil inisiatif dalam pelestarian lingkungan hidup.

Dalam menjalankan program-program CSR tersebut, ADHI dituntun oleh Peraturan Menteri Negara BUMN (sekarang menjadi Kementerian BUMN) No.: PER-05/MBU/2007 tentang Program Kemitraan BUMN dengan Usaha Kecil dan Program Bina Lingkungan, serta petunjuk pelaksanaan yang berupa Surat Edaran Menteri Negara BUMN No.: SE-433/MBU tentang Petunjuk Pelaksanaan Program Kemitraan BUMN dengan Usaha Kecil dan Program Bina Lingkungan.

Pelaksanaan Program Kemitraan dan Bina Lingkungan ini setiap tahun diaudit oleh akuntan publik, dan menjadi salah satu kriteria yang berpengaruh terhadap kinerja perseroan yang bernaung di lingkungan Kementerian BUMN.

Sebagaimana BUMN lain, ADHI menyalurkan kredit mikro dengan jasa administrasi sangat lunak dan murah (6% per tahun) kepada para usahawan mikro yang berkecayaan bersih maksimal Rp200 juta dan beromset maksimal Rp1 miliar per tahun.

score 90.13 for good corporate governance from independent institution appointed by Ministry of SOE.

In the meantime, in stock market, ADHI stock performance shows a positive trend. Since the beginning of year 2009, ADHI stock moves from IDR300 per stock become IDR410 per stock at the end of year 2009, an increase of 37%.

With a satisfactory business performance, ADHI is able to be more confident in improving social performances and gives more attention and care to the changing of natural environment. In doing so, these three elements - business performance, social and environment - move more dynamically and will be able to provide more values to ADHI's stakeholders.

In Mission of ADHI 2007-2011 stated that ADHI should "take the role actively in Public Private Partnership (PPP) program to support economic growth and conduct CSR initiatives in order for human resources development".

In a clearer form, ADHI has defined three goals in CSR implementation: a) to be a partner in humane characterized and sustainable community economic development, with high commitment to eliminate poverty, b) to be agent of social change for the sake of life quality improvement in line with education and social life, c) to take initiative in sustainable natural environment.

In executing the above mentioned CSR programs, ADHI is guided by the Decree of State Minister of SOE (now is Ministry of SOE) No.:PER-05/MBU/2007 regarding SOE Partnership Program with Small Scale Business and Community Development Program, and implementation guidance which is a Circular Letter State Minister of SOE No.:SE-433/MBU regarding Implementation Guidance of SOE Partnership Program with Small Scale Business and Community Development Program.

The implementation of Partnership and Community Development Program is audited yearly by an public accountant, and becomes one of important criteria to assess the corporate performance which are under of Ministry of SOE.

As other SOEs doing, ADHI also channels micro credit with very soft and cheap administration cost (6% per annum) for micro scale businessman who has net asset maximum IDR200 million and has total sales maximum IDR1 billion annually. This loan



Bantuan pinjaman ini umumnya dipakai untuk memperkuat modal usaha ataupun untuk tambahan investasi.

Sepanjang tahun 2009, ADHI telah menyalurkan dana Rp1,71 miliar kepada usaha-usaha mikro yang bergerak di sektor industri kecil, perdagangan, pertanian, peternakan, perkebunan, jasa dan lainnya. Sebaran penyaluran dana ini meliputi provinsi DKI Jakarta, Banten, Jawa Barat, Jawa Tengah, dan Jawa Timur.

Kucuran dana Rp1,71 miliar itu bersumber dari penyisihan 0,25% Laba Bersih ADHI tahun 2008 seperti yang ditentukan oleh Rapat Umum Pemegang Saham, ditambah Angsuran Pokok Pinjaman, Beban Administrasi, dan Saldo Awal tahun 2009 sehingga total dana Program Kemitraan ADHI tahun 2009 sebesar Rp1,892 miliar.

Di samping itu, ADHI juga menyalurkan Rp166,2 juta Dana Pembinaan Kemitraan. Dana ini dipergunakan untuk pelatihan peningkatan produktivitas, kualitas dan kompetensi mitra binaan serta kegiatan pameran yang bisa memperluas pasar para mitra binaan tersebut. Kami membiayai partisipasi para mitra binaan untuk mengikuti pameran Gelar Karya PKBL BUMN dan Inacraft di Jakarta Convention Center setiap tahun.

Ternyata program kemitraan ini telah menunjukkan hasilnya. Paling tidak sepuluh mitra binaan ADHI telah melewati *exit program*, karena mereka sudah layak mentas sebagai mitra binaan serta patut menerima kredit perbankan (*bankable*). Peran BUMN dalam pengembangan ekonomi kerakyatan ini merupakan kekuatan tersembunyi dan berhasil menciptakan lapangan kerja di sektor riil sehingga mereka mampu bertahan dari hantaman badai krisis global di penghujung tahun 2008. Sebagai perusahaan konstruksi yang padat modal, ADHI membuktikan mampu menyerap puluhan ribu tenaga kerja dalam suasana yang masih dibayang-bayangi krisis global 2008.

Sedangkan Program Bina Lingkungan dimaksudkan untuk memberdayakan kondisi sosial masyarakat di sekitar lingkungan operasi kerja korporasi. Sepanjang tahun 2009, ADHI telah menyalurkan dana hibah program Bina Lingkungan sebesar Rp401,28 juta seperti yang ditentukan oleh RUPS yang dialokasikan untuk provinsi DKI Jakarta, Banten, Jawa Barat, Jawa Tengah, Jawa Timur, Lampung, Kalimantan, Sulawesi dan Sumatra Barat.

assistance is generally used to strengthen the business capital or additional investment.

Along the year of 2009, ADHI has channeled fund IDR1.71 billion to micro scale businesses which are engaged in small industry sector, trading, agriculture, livestock, plantation, services and others. The spreading of this fund distribution covers to the provinces of DKI Jakarta, Banten, West Java, Central Java, and East Java.

The Source of fund IDR1.71 billion is from 0.25% of ADHI Net Income in year 2008 as has been decided by General Meeting of Shareholders, and additional of Loan Installment, Administration Cost, and Beginning Balance year 2009. So, the total fund of ADHI Partnership Program year 2009 is IDR1.892 billion.

Meanwhile, ADHI also channeled IDR166.2 million of Partnership Development Fund. This fund is utilized to provide training on productivity improvement, quality and competency of developing partner and also for exhibition activities which enable to enlarge the market of developing partners. We have already funded for developing partner to participate the Gelar Karya PKBL BUMN exhibition and Inacraft at Jakarta Convention Centre yearly.

In fact, this partnership program has already showed its result. At least there are ten developing partners of ADHI has passed the exit program, because they have already fitted independently and deserve loan credit from the bank (bankable). The role of BUMN in this community economic development is the hidden power and succeeded to create employment opportunity in real sector, so they could survive from the strike of global crisis hurricane at the end of year 2008. As a capital solid construction company, ADHI proved to be able to absorb thousand of human labor while at the same time the global economic crisis is shadowing the year 2008.

While the Community Development Program is intended to strengthening the social condition of community in the surrounding area where the corporate has working operational activities. Along the year 2009, ADHI has channeled grant fund for Community Development Program IDR401.28 million as decided by RUPS and allocated for provinces DKI Jakarta, Banten, West Java, Central Java, East Java, Lampung, Kalimantan, Sulawesi, and West Sumatra.

Untuk penanggulangan bencana gempa bumi di Padang dan Garut ADHI menyalurkan hibah masing-masing sebesar Rp100 juta. Juga bantuan hibah untuk pendidikan sebesar Rp106,27 juta berupa beasiswa untuk siswa kurang mampu, renovasi sekolah, pembelian komputer serta keperluan alat tulis.

ADHI juga peduli terhadap pengembangan seni-budaya bangsa. ADHI mensponsori kegiatan lomba seni ketoprak dan vokal group antar divisi ADHI seluruh Indonesia.

Sebagai perusahaan konstruksi yang terus menerus berhubungan dengan masalah keseimbangan alam, ADHI sangat peduli terhadap lingkungan. Sejak tahun 2007, ADHI telah mengantongi Sertifikat Sistem Manajemen Lingkungan berdasar ISO14001: 2004 (sampai 2012), Sertifikat Sistem Manajemen K3 OHSAS 18001: 2007 (sampai 2012), Sertifikat Sistem Manajemen Mutu ISO 9001: 2008 (sampai 2012). PT Chevron Pacific Indonesia bahkan memberikan penghargaan Zero Accident kepada ADHI atas prestasinya mencapai 20 Million Safe Work Hours tanpa kecelakaan untuk periode Maret 2007 – Mei 2008.

Organisasi Kesehatan, Keamanan Kerja dan Lingkungan/K3L di lingkungan ADHI telah terbentuk mulai di tingkat proyek, divisi serta Kantor Pusat ADHI. Dengan organisasi K3L ini, kami bisa lebih efektif mengurangi risiko terjadinya kecelakaan kerja dan mengontrol dampak lingkungan. ADHI mengontrol baku mutu air buangan, memerhatikan standar kebisingan, mengelola limbah B3 dan sampah padat, menyarankan penggunaan lampu hemat energi dan freon ramah lingkungan.

Kami juga juga mencurahkan perhatian terhadap pelestarian alam. Kami melakukan reboisasi di Wonogiri, Jawa Tengah, dan Kabupaten Kulon Progo, DI Yogyakarta sebanyak 10.000 bibit mahoni bernilai Rp85,5 juta. Kami telah menanam 10.000 pohon di sekitar Proyek PLTU Tarahan, Lampung, dan penanaman 1.176 pohon trembesi usia sedang dengan nilai Rp220 juta di Banjir Kanal Timur Jakarta.

Sebagai hasil dari kerja keras untuk mencapai kinerja bisnis, sosial dan lingkungan yang baik, sejumlah penghargaan sepanjang tahun 2009 telah kami peroleh. Penghargaan-penghargaan tersebut baik untuk mempertahankan maupun karena pencapaian kami yang baru datang dari sejumlah lembaga prestisius. Ini menunjukkan bahwa reputasi ADHI di sektor konstruksi, baik reputasi kompetensi maupun secara brand image, telah memperoleh pengakuan yang tinggi dari masyarakat luas.

To overcome the earth quake disaster in Padang and Garut, ADHI has channeled grant fund as IDR100 million each area. Also grant fund has been provided for education IDR106.27 million in form of scholarship for poor student, school renovation, purchase of computers and other writing tool kits.

ADHI is also has attention in developing of arts and national heritage. ADHI has already sponsored competition activity of Ketoprak art and Vocal Group among the division of ADHI all over Indonesia.

As a construction company which has understanding a relation with the problem of natural balance, ADHI has very strong attention to the environment. Since 2007, ADHI has already awarded Environment Management System Certificate based on ISO 14001:2004 (until 2012), HSE Management System Certificate OHSAS 18001:2007 (until 2012), Quality Management System Certificate ISO 9001:2008 (until 2012). PT Chevron Pacific Indonesia even provided Zero Accident Award to ADHI for its achievement in 20 Million Safe Work without accident for period of March 2007-May 2008.

The Health Safety and Environment (HSE) Organization has been established in ADHI area, start in project level, division, and Head Office of ADHI. As HSE organization, we could more effectively reduce the working accident risk and to control the environmental impact. In this case, ADHI take the role to control the standard quality of dumped water, assess the noise standard, toxic/dangerous material (B3) treatment and solid garbage, to recommend the usage of energy safe lamp and environmental friendly Freon.

We also have strong attention in natural conservation. We have already conducted reforestation in Wonogiri, Central Java, and Kabupaten Kulon Progo, DI Yogyakarta about 10,000 seeding of mahoni, valued IDR85.5 million. We also have planted about 10,000 trees in area of PLTU Tarahan Project, Lampung, and planted about 1,176 trembesi tree in East Flood Canal Jakarta valued at IDR200million.

As the results of our hard working to reach the good business performance, social and environmental, a number of awards during the year 2009 have been won. Some of these awards are for our retaining performance of previous years, and some are the new achievement from reputable institution. These awards show that ADHI reputation in construction sector, competency reputation and brand image as well, has been appreciated highly by society in large.



Dan ADHI memandang penghargaan ini sebaiknya ditimpali oleh langkah-langkah strategis yang bisa menciptakan nilai bagi seluruh pemangku kepentingan ADHI dan masyarakat luas, supaya bisa menciptakan bisnis yang berkelanjutan.

Kami menyampaikan terimakasih dan penghargaan setinggi-tingginya kepada para pemangku kepentingan ADHI yang telah bekerja keras demi kemajuan bersama. Tak lupa kami memohon ridho Tuhan yang Maha Kuasa, semoga di tahun-tahun mendatang kami bisa bekerja dengan cara yang terbaik.

In ADHI point of view, these awards should be responded by taking a strategic steps which enable to create values for the whole ADHI's stakeholders and public in large, in order to be able to create sustainable business.

We express our grateful and appreciation highly to ADHI's stakeholders, who have been working so hard for our progression. We also ask for the blessings of God Almighty, and hope we can work using the best method in years to come.

PT Adhi Karya (Persero) Tbk.  
Direksi  
*Board of Directors*



**Bambang Triwibowo**  
Direktur Utama  
*President Director*

## Awards and Certifications

# PENGHARGAAN DAN SERTIFIKASI

### Annual Report Award (ARA)

Yang diselenggarakan oleh Bapepam-LK, Bursa Efek Indonesia, Bank Indonesia, Kementerian BUMN, Ditjend. Pajak, Ikatan Akuntan Indonesia, dan Komite Nasional Kebijakan *Governance*.

- 2008 Juara I** kategori BUMN Non Keuangan *Listed* sekaligus menduduki urutan ke-3 dari 163 peserta.
- 2007 Juara III** untuk kategori BUMN Non Keuangan *Listed* sekaligus menduduki urutan ke-3 dari 167 peserta.
- 2006 Juara III** untuk kategori BUMN Non Keuangan *Listed* sekaligus menduduki urutan ke-3 dari 169 peserta.
- 2005 Juara I** untuk kategori BUMN Non Keuangan *Listed*.
- 2004 Juara II** untuk kategori BUMN Non Keuangan *Listed*.

### Annual Report Award (ARA)

Conducted by Financial Institution and Capital Market Supervisory Board (Bapepam-LK), Indonesia Stock Exchange, Bank Indonesia, State-Owned Enterprise Ministry, Directorate General of Taxes, Indonesia Accounting Institute (IAI), and National Committee for Governance Policy.

- 2008 1st winner** in the category of Public Listed Non-Financial Sector State-Owned Enterprise as well as 3rd place from all 163 participants.
- 2007 3rd winner** in the category of Public Listed Non-Financial Sector State-Owned Enterprise as well as 3rd place from all 167 participants.
- 2006 3rd winner** in the category of Public Listed Non-Financial Sector State-Owned Enterprise as well as 3rd place from all 169 participants.
- 2005 1st winner** in the category of Public Listed Non-Financial Sector State-Owned Enterprise.
- 2004 2nd winner** in the category of Public Listed Non-Financial Sector State-Owned Enterprise.



### Indonesia's Most Admired Company (IMAC)

Yang diselenggarakan oleh *Frontier Consulting Group* bekerja sama dengan Majalah *BusinessWeek*.

- 2009** ADHI raih predikat **"The Best in Building and Managing Corporate Image"** untuk kategori Kontraktor.
- 2008** ADHI raih predikat **"The Best Corporate Image"** untuk kategori Kontraktor.

### Indonesia's Most Admired Company (IMAC)

organized by Frontier Consulting Group in collaboration with BusinessWeek magazine.

- 2009** Awarded as **"The Best in Building and Managing Corporate Image"** in the category of Contractor.
- 2008** Awarded as **"The Best Corporate Image"** in the category of Contractor.



### Indonesian Financial Reporting Award (IFRA) 2008



ADHI sebagai pemenang IFRA 2008 untuk kategori Industri Konstruksi dari FEUI, Bapepam-LK, dan Bisnis Indonesia.

ADHI won IFRA 2008 in the category of Construction Industry from FEUI, Bapepam-LK, and Bisnis Indonesia.

### CEO BUMN Award 2006



Direktur Utama ADHI memperoleh penghargaan untuk kategori **"CEO on Innovation Management"** diberikan oleh Business Review dan didukung oleh Kementerian Negara BUMN.

ADHI's President Director received the SOE CEO award in the category of **"CEO on Innovation Management"** from Business Review magazine and supported by SOE Ministry.

### Zero Accident Achievement



Penghargaan yang diberikan oleh PT Chevron Pacific Indonesia kepada ADHI atas prestasinya yaitu **"20 Million Safe Work Hours"** dengan DAFW Incidence Rate: 0 untuk periode Maret 2007 - Mei 2008.

Award from PT Chevron Pacific Indonesia to ADHI as a result of its achievement in **"20 Million Safe Work Hours"** with DAFW Incidence Rate: 0 for periode March 2007 - May 2008.



### Indonesia Quality Award (IQA) 2009, 2007, 2006

Yang diselenggarakan oleh IQA Foundation.

### Indonesia Quality Award (IQA) 2009, 2007, 2006

held by IQA Foundation.



### Indonesia's Most Trusted Company Award

Berdasarkan Corporate Governance Perception Index yang diselenggarakan oleh The Indonesian Institute for Corporate Governance (IICG).

**2009** ADHI peroleh predikat sebagai **"Perusahaan Terpercaya"**.

**2008** ADHI peroleh predikat sebagai **"Perusahaan Terpercaya"**.

**2007** ADHI peroleh predikat sebagai **"Perusahaan Terpercaya"** sekaligus **"Perusahaan Terbaik"** untuk sektor Properti dan Real Estate.

### Indonesia's Most Trusted Company Award

based on Corporate Governance Perception Index conducted by The Indonesian Institute for Corporate Governance (IICG).

**2009** ADHI received a predicate as **"Trusted Company"**.

**2008** ADHI received a predicate as **"Trusted Company"**.

**2007** ADHI received a predicate as **"Trusted Company"** as well as **"Best Company"** for Property and Real Estate sector.



### Indonesia GCG Award 2009 "Best Disclosure & Transparency"

Yang diselenggarakan oleh Indonesian Institute for Corporate Directorship (IICD) dan Majalah Business Review.

### Indonesia GCG Award 2009 "Best Disclosure & Transparency"

held by the Indonesian Institute for Corporate Directorship (IICD) and Business Review magazine.



### Website BUMN Award 2009 "The Best User Interface"

Situs (*website*) ADHI meraih peringkat II untuk kategori **"The Best User Interface"** yang diselenggarakan oleh Kementerian BUMN.

### Website BUMN Award 2009 "The Best User Interface"

ADHI's website won second place of the award in the category of **"The Best User Interface"** held by SOE Ministry.

#### ISO 14001:2004



Sertifikasi Sistem Manajemen Lingkungan yang dikeluarkan oleh United Register Standard Service pada tanggal 28 Juli 2009 dan berlaku sampai dengan 27 Juli 2012.

Certificate of Environment Management System issued by United Register Standard Service on 28 July 2009 and valid until 27 July 2012.

#### OHSAS 18001:2007



Sertifikasi Sistem Manajemen K3 yang dikeluarkan oleh United Register Standard Service pada tanggal 28 Juli 2009 dan berlaku sampai dengan 27 Juli 2012.

Certificate of HSE Management System issued by United Register Standard Service on 28 July 2009 and valid until 27 July 2012.

#### ISO 9001:2008



Sertifikasi Sistem Manajemen Mutu yang dikeluarkan oleh United Register Standard Service pada tanggal 28 Juli 2009 dan berlaku sampai dengan 27 Juli 2012.

Certificate of Quality Management System issued by United Register Standard Service on 28 July 2009 and valid until 27 July 2012.

## Significant Events in 2009

# KEJADIAN PENTING 2009



### 12 Januari - January

ADHI menyelesaikan Pembelian Kembali (*Buyback*) Saham ADHI tahap I yang telah dimulai sejak 13 Oktober 2008. Jumlah saham yang di-*buyback* adalah 40.001.000 saham atau senilai Rp8,714 miliar.

ADHI completed the Buyback of ADHI Shares for first period, which was started on 13 October 2008. The amount of buyback shares is 40,001,000 shares or valued at IDR8.714 billion.

### 23 Januari - January

ADHI melanjutkan Pembelian Kembali (*Buyback*) Saham ADHI tahap berikutnya, yang berakhir 22 April 2009. Sehingga total pembelian kembali saham ADHI untuk kedua periode adalah sebanyak 44.094.500 saham atau senilai Rp9,7 miliar.

ADHI continued the Buyback of ADHI Shares for second period, which ended on 22 April 2009. So the total shares buyback by ADHI for both period is 44,094,500 shares or equivalent to IDR9.7 billion.



### 28 April - April

Terminal 3 (T3) Bandara Internasional Soekarno-Hatta, Cengkareng secara resmi dibuka untuk umum oleh Presiden RI Susilo Bambang Yudhoyono. T3 menganut konsep terminal eco modern. T3 dibangun di atas lahan seluas 30.000 meter persegi.

Terminal 3 (T3) of Soekarno-Hatta International Airport, Cengkareng officially opened for public by President of the Republic of Indonesia Susilo Bambang Yudhoyono. T3 is designed based on eco modern terminal concept which built on an area covering 30,000 square meters.



### 1 Mei - May

Penganugerahan GCG Award 2009 sebagai pemenang "**The Best Disclosure & Transparency**". Acara ini diselenggarakan oleh IICD bekerja sama dengan Majalah *Business Review* di Denpasar, Bali.

ADHI won the GCG Award 2009 as "**The Best Disclosure & Transparency**". The event was organized by IICD in collaboration with *Business Review* magazine in Denpasar, Bali.



### 13 Mei - June

ADHI mengadakan *Analyst Meeting* pertama di tahun 2009 di Jakarta.

ADHI held the first Analyst Meeting in 2009 in Jakarta.



### 10 Juni - June

Presiden RI Susilo Bambang Yudhoyono meresmikan Jembatan Suramadu yang dikerjakan oleh *Consortium of Indonesia Contractors (CIC)*, gabungan dari beberapa kontraktor nasional dimana ADHI sebagai *leader* dari konsorsium tsb.

President of the Republic of Indonesia Susilo Bambang Yudhoyono inaugurated the Suramadu bridge built by Consortium of Indonesian Contractors (CIC), a collaboration of several national contractors in which ADHI as leader of the consortium.



**11 Juni - June**

Menyelenggarakan Rapat Umum Pemegang Saham (RUPS) Tahunan untuk Tahun Buku 2008 di Kantor Pusat Jakarta.

The Annual General Meeting of Shareholders (AGMS) for Fiscal Year 2008 held at ADHI's Head Office in Jakarta.

**12 Agustus - August**

ADHI telah menerima penghargaan Annual Report 2008. Sebagai Pemenang Pertama kategori perusahaan BUMN Non Keuangan-Listed

ADHI received Annual Report Award 2008. First winner in the category of **Public Listed Non-Financial sector State-Owned Enterprise**.

**12 Agustus - August**

Penganugerahan Indonesia's Most Admired Company (IMAC) 2009 dengan predikat "The Best in Building and Managing Corporate Image" dari Frontier Consulting Group bekerja sama dengan majalah BusinessWeek

ADHI received Indonesia's Most Admired Company (IMAC) 2009 Award as "**The Best in Building and Managing Corporate Image**" from the *Frontier Consulting Group* in collaboration with *BusinessWeek* magazine.

**23 November - November**

Peresmian jalan tol Bogor Ring Road (BRR) Seksi I oleh Menteri Pekerjaan Umum Djoko Kirmanto. Jalan Tol seksi I sepanjang 3,8 km ini menghubungkan Sentul Selatan dengan Kedung Halang, Bogor.

The inauguration of the Bogor Ring Road toll road (BRR) Section I by Minister of Public Works Djoko Kirmanto. The section I toll road along the 3.8 km connects South Sentul with Kedung Halang, Bogor.

**25 November - November**

Penghargaan Indonesian Quality Award (IQA) 2009 dari IQA Foundation.

ADHI received the Indonesian Quality Award (IQA) 2009 from the *IQA Foundation*.





### 25 November - November

ADHI kembali mengadakan Analyst Meeting di Jakarta.

ADHI held the second Analyst Meeting in Jakarta.



### 1 Desember - December

ADHI mendaftarkan Hak Paten ke Depkumham atas inovasi teknologi di bidang perkerasan jalan beton yang diberi nama ACPS (Adhi Concrete Pavement System).

ADHI registered the Patent Right to the Department of Law and Human Rights on technological innovation in the field of toll road work that is named **ACPS (Adhi Concrete Pavement System)**.



### 2-3 Desember - December

ADHI berpartisipasi dalam acara Investor Summit and Capital Market Expo 2009 di Jakarta.

ADHI participated in the Investor Summit and Capital Market Expo 2009 in Jakarta.



### 3 Desember - December

ADHI menyelenggarakan Paparan Publik yang dihadiri oleh Direksi dan Manajemen pada acara Investor Summit and Capital Market Expo 2009 di Jakarta.

ADHI held Public Expose, which was attended by Board of Directors and Management during the Investor Summit and Capital Market Expo 2009 event in Jakarta.

## Corporate Strategy

# STRATEGI PERSEROAN

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Setelah berhasil menemukan DNA bisnisnya, ADHI seperti terlahir kembali (*Re-Born*) pada tahun 2007, kemudian membangun fondasi bisnis yang kokoh (*Building the Foundation*) pada tahun 2008, dan pada tahun 2009 ADHI Melaju penuh menuju Tahun Emas (*Running Forward*).

*After succeeded to find its DNA business, ADHI seemed Re-Born in year 2007, and then start to establish the strong business foundation in 2008, and in 2009 ADHI running full forward to the golden year.*

### RINGKASAN PERJALANAN ADHI MENUJU TAHUN EMAS

Kiprah ADHI dimulai sejak 11 Maret 1960 saat Menteri Pekerjaan Umum menetapkan Architecten-Ingenieur-en Annemersbedrijf "Associatie Selle en de Bruyn, Reyerse en de Vries N.V. (Associatie N.V.), salah satu perusahaan milik Belanda yang dinasionalisasi, menjadi PN Adhi Karya. Nasionalisasi ini ditujukan untuk memacu pembangunan infrastruktur di Indonesia.

Status ADHI berubah menjadi sebuah Perseroan Terbatas pada tanggal 1 Juni 1974 dan telah mendapatkan pengesahan dari Menteri Kehakiman.

ADHI 100% dimiliki oleh Negara Republik Indonesia sampai pada akhir tahun 2003 saat Negara Republik Indonesia melalui Menteri Negara BUMN, selaku Kuasa Pemegang Saham, melepas 49% kepemilikannya atas saham ADHI untuk ditawarkan kepada masyarakat melalui Initial Public Offering (IPO). Keputusan tersebut diikuti oleh pendaftaran saham ADHI di Bursa Efek Jakarta yang sekaligus menjadikan ADHI sebagai BUMN konstruksi pertama yang terdaftar pada bursa.

### TRISULA, STRATEGI BISNIS YANG JITU

Sejak masuk bursa itu ADHI menetapkan visi dan misi barunya, serta merubah DNA bisnisnya. Sektor konstruksi tetap menjadi bisnis inti, tetapi memperpanjang jangkauannya (*extended*) ke bidang Engineering Procurement and Construction (EPC), serta memperluas cakupan bisnisnya (*expanded*) ke investasi di sektor konstruksi.

### THE SUMMARY OF ADHI'S JOURNEY TO THE GOLDEN YEAR.

The activity of ADHI begun since March 11, 1960 when Minister of Public Works decided that Architecten-Ingenieur-en Annemersbedrijf "Associatie Selle and de Bruyn, Reyerse en de Vries N.V. (Associatie N.V.), one of Dutch owned company nationalized, became PN Adhi Karya. This nationalization is intended to push the infrastructure construction and development in Indonesia.

The status of ADHI changed into a Limited Company on June 1st, 1974 and acquired official legitimate from Minister of Judicial Affairs.

ADHI was 100% owned by Republic of Indonesia until at the end of year 2003, when the government of the Republic of Indonesia through State Minister of SOE, as the Authority of Shareholders, released 49% of ownership over ADHI share to be offered to public via Initial Public Offering (IPO). This decision is followed by listing of ADHI share in Jakarta Stock Exchange, which is at the same time ADHI became the first construction company listed in stock exchange.

### TRIDENT, THE PRECISE BUSINESS STRATEGY.

Since listed in stock exchange, ADHI defined its new vision and mission, and change its DNA business. Construction sector is remained as core business, but extend its arm up to Engineering Procurement and Construction (EPC), and expand its business coverage into investment in construction sector.

Sektor konstruksi meliputi pekerjaan di bidang infrastruktur (jalan, jembatan, pengairan, pelabuhan, pembangkit listrik dan sebagainya) dan bangunan gedung-gedung bertingkat (bangunan komersial, hotel, rumah sakit, sekolah, kawasan industri dan manufaktur, kompleks perumahan atau apartemen) serta pekerjaan elektrikal-mekanikal, otomatisasi bangunan, tata udara, tata suara, radio, telekomunikasi, instrumentasi dan pemipaan.

EPC sangat berkaitan dengan kompetensi ADHI di bidang konstruksi yang justru mampu menciptakan margin keuntungan yang cukup besar. Tetapi pada saat ini, ADHI hanya membatasi pada proyek listrik serta minyak dan gas yang ada di Indonesia-mengingat bisnis EPC relatif baru bagi ADHI.

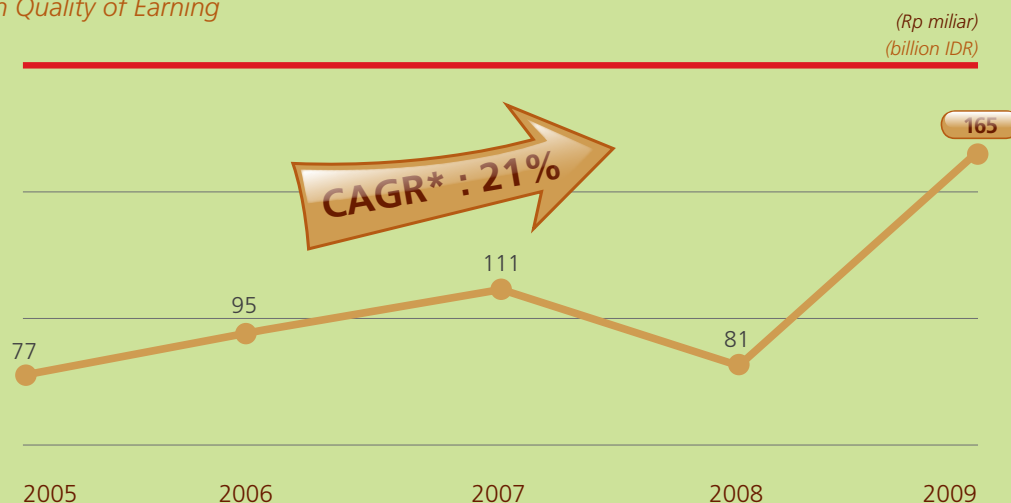
Sedangkan investasi merupakan perluasan (*expanded*) bisnis ADHI di sektor konstruksi yang mampu menciptakan nilai yang tinggi. Namun prinsip kehati-hatian tetap dipegang teguh ADHI, karena bidang investasi infrastruktur memerlukan kajian yang mendalam dan sangat padat modal dengan jangka pengembalian yang lebih lama. ADHI membatasi diri hanya masuk ke bidang investasi infrastruktur seperti jalan tol atau properti lainnya.

Construction sector covers the work in the field of infrastructure (roads, bridges, irrigation, harbor, power plant, etc) and high rise building (commercial building, hotels, hospitals, school, industrial estate and manufacture, housing complex or apartment) and electrical-mechanical works, building automation, air management, sound management, telecommunication, instrumentation and piping.

EPC has very close linkage with the competency that owned by ADHI in the field of construction, and yet this advantage is able to create a quite bigger profit margin. However, at the present time ADHI will only engage in electrical project and also in oil and gas-since EPC business is relatively new for ADHI.

Meanwhile, investment is the expansion business activity of ADHI in construction sector and is able to create high value. However, ADHI is very careful and implement the principle of prudent firmly, because in the field of infrastructure investment require a deep study and assessment and very high capital content and longer term of return. In this case, ADHI only enter into infrastructure investment on toll road and other property.

## Peningkatan Laba Berkualitas *Increase on Quality of Earning*



\* Compound Annual Growth Rate



# Vision & Mission

## VISI & MISI

ADHI dituntut untuk merubah diri, *change*, dalam lingkungan dan model bisnis sektor konstruksi yang terus bergerak, supaya mampu terus berinovasi menciptakan nilai. Untuk itu ADHI merumuskan visi dan misinya sebagai berikut:

### VISI:

Menjadi juara sejati di bisnis jasa konstruksi dan menjadi mitra pilihan dalam bisnis jasa perekayasaan dan investasi infrastruktur di Indonesia dan beberapa negara terpilih.

### MISI:

Membangun sebuah *Great Infrastructure Enterprise* dengan:

1. Menciptakan nilai yang berkesinambungan kepada pelanggan, karyawan, pemegang saham dan berbagai pihak lain yang berkepentingan.
2. Memperkokoh kompetensi inti dalam jasa konstruksi, memperluas kapabilitas dalam jasa perekayasaan, serta mengembangkan kapabilitas dalam jasa investasi secara selektif.
3. Berkecimpung aktif dalam program Public Private Partnership (PPP) untuk mendukung pertumbuhan ekonomi, menjalankan inisiatif-inisiatif *Corporate Social Responsibility (CSR)* dalam rangka pengembangan kemanusiaan.

### CITRA:

Citra Korporasi telah diubah dengan ditetapkan logo baru ADHI yang mencerminkan spirit perubahan pasca transformasi. Logo baru ini akan menjadi nilai-nilai posisi baru ADHI kepada para pemangku kepentingan.

### BUDAYA:

Budaya korporasi (*corporate culture*) membawa implikasi bahwa secara bisnis ADHI harus bertumbuh dari bisnis intinya (*growing from the core*) yakni bidang jasa konstruksi. Demikian halnya dengan EPC dan Investasi. Dalam merentangkan sayap, ADHI hendaknya menetapkan prioritas pertumbuhan bisnisnya (*growth trajectory*) serta mengetahui batas-batas kemampuannya (*understanding the limit*).

## PRINSIP-PRINSIP ADHI

### Nilai-nilai Perusahaan

Dalam rangka menciptakan nilai (*value creation*), ADHI mengandalkan keunggulan yang berasal dari budaya yang dimiliki perusahaan. Oleh karena itu, dilakukanlah perumusan kembali budaya perusahaan yang menggunakan kekuatan nama "ADHI", dan sebagai hasilnya dirumuskanlah ADHI *Principles* yang memiliki nilai:

ADHI is demanded to change in surroundings and business model of construction sector which have been moving, in order to innovate the value creation. For this purpose ADHI formulates its vision and mission as follows:

### VISION:

To become a true champion in construction service business and to be a selected partner in engineering service business and infrastructure investment in Indonesia and some selected countries.

### MISSION:

To build a Great Infrastructure Enterprise by:

1. Creating a sustainable value to the customers, employee, shareholders and other interested parties.
2. Strengthening the core competency in construction services, enlarging the capability in engineering services, and developing the capability investment service selectively.
3. Involved actively in Public Private Partnership (PPP) program in order to support economic growth, conducting Corporate Social Responsibility (CSR) initiatives in order humanity development.

### IMAGE:

The Corporate Image has been changed by defining the new ADHI logo which reflects the spirit of changing in post transformation era. This new logo will become ADHI new position values to stakeholders.

### CULTURE:

The Corporate Culture brings the implication that in term of business ADHI should grow from its core business, which is construction service. So, it should be the way with EPC and Investment. In expanding its business wings, ADHI should define the priority of its growth trajectory, and understand its capability limitations.

## ADHI PRINCIPLES

### Corporate Values

In order to conduct value creation, ADHI rely on the leading power which is rooted from the culture within the company. It is therefore, re-formulation of corporate culture has been defined, and based on the power of "ADHI" name. And the result is the formulation of ADHI Principles which has the following values:



**Advanced**, berarti menjadi maju dan terdepan dalam pikiran (*mind*), perasaan (*heart*) dan jiwa/spiritual (*spirit*).

**Advanced**, meaning to move forward and leading in mind, heart and spirit.



**Determined**, berarti tegas, berkemauan keras, teguh, fokus dan konsisten dalam menghasilkan *Quality, Cost, Delivery (QCD)* di bidang konstruksi, menjunjung tinggi nilai-nilai *Health, Safety and Environment (HSE)* di jasa perekayasaan, dan memegang prinsip nilai-nilai tata kelola perusahaan (*Good Corporate Governance*) di investasi.

**Determined**, meaning firm, strong will, solid, focused and consistent in producing Quality, Cost, Delivery (QCD) in the field of construction, upholding values of Health, Safety, and Environment (HSE) in engineering service, and holding the principles of good corporate governance in investment.



**Humane**, berarti memiliki kepedulian dan empati dalam menjalankan operasi perusahaan dengan menjaga lingkungan hidup sekitar (*preserving environment*), berkomitmen mendukung upaya pengembangan komunitas (*supporting community development*) dan memelihara kelangsungan hidup dunia (*promoting sustainable world*).

**Humane**, meaning care and having empathy in carrying out company operations by preserving the environment, supporting community development, and promoting sustainable world.



**Inspiring**, maksudnya memberikan inspirasi kepada rekan sejawat, pelanggan, dan pemegang saham (*inspiring to the people, customer and shareholder*).

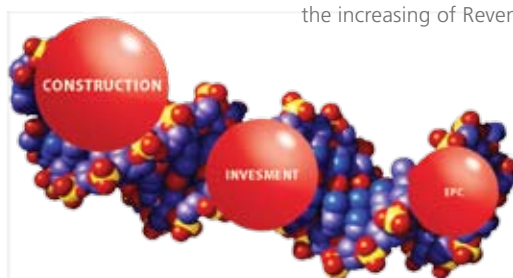
**Inspiring**, meaning to inspire the people, the customers and the shareholders.

## DNA BISNIS ADHI

Untuk memperjelas postur korporasi ADHI, maka tiga elemen startegis: Visi-Misi, Citra dan Budaya, diintegrasikan. Selanjutnya, ADHI menegaskan struktur bisnisnya menjadi: Jasa Konstruksi, Investasi dan Jasa EPC. Dengan mengintegrasikan tiga elemen stategis dan mempertegas struktur bisnisnya ini maka ADHI seperti korporasi yang baru dilahirkan kembali (*Re-Born*) pada tahun 2007. Setelah itu, ADHI bergerak cepat membangun fondasi kukuh korporasi (*Building the Foundation*) pada 2008. Sedangkan tahun 2009 dicanangkan sebagai tahun percepatan pertumbuhan (*Running Forward*) yang ditandai dengan kenaikan Pendapatan Usaha maupun lonjakan Laba Bersih korporasi.

## ADHI DNA BUSINESS

To describe ADHI corporation structure even clearer, it is therefore these three strategic elements: Vision-Mission, Image, and Culture are integrated. In the next step, ADHI emphasize its business structure become: Construction Service, EPC Service, and Investment. By integrating these three strategic elements and emphasize its business structure, therefore ADHI looked like a new Re-Born corporation. And this important event was took place in 2007. The following step, ADHI moved very fast to build a strong corporate foundation (*Building the Foundation*) in 2008. While in the year 2009 is announced as the year of Running Forward to achieve fast growth rate. And this stage is signaled by the increasing of Revenues and Net Income as well.



# RINGKASAN KINERJA PERSEROAN

## Pendapatan Usaha Meningkat, Laba Bersih Melonjak

*Revenues Increased, Net Income Escalate*

Krisis ekonomi global di penghujung tahun 2008 riaknya tidak terlalu berpengaruh terhadap sektor riil Indonesia pada tahun 2009. Ekonomi Indonesia tetap tumbuh cukup bagus setelah China dan India. Sektor konstruksi Indonesia justru mengalami pertumbuhan positif.

Tahun 2009 ADHI bisa membuktikan diri sebagai perseroan yang berhasil meningkatkan Pendapatan Usahanya menjadi sebesar Rp7,71 triliun atau naik sebesar 16,18 % dibanding tahun 2008 (Rp6,60 triliun). Peningkatan Pendapatan Usaha ini disumbangkan terutama oleh Jasa Konstruksi (85,15%), Jasa EPC sebesar 2,79%, dan Investasi sebesar 9,06%. Pendapatan Usaha berasal dari sisa kontrak tahun 2008 sebesar Rp5,66 triliun, sedangkan dari kontrak tahun 2009 sebesar Rp2,05 triliun. Pada tahun 2008, Jasa Konstruksi menyumbang Pendapatan Usaha 90,31%, EPC 4,52% dan Investasi 5,17%.

Jasa Konstruksi tetap menyumbangkan Pendapatan Usaha yang dominan, terutama dari proyek-proyek besar pemerintah dan BUMN serta proyek besar dari kalangan swasta seperti jalan tol Kanci-Pejagan.

Di jalan tol ini ADHI mengaplikasikan beton pracetak pertama kali. *ADHI Concrete Pavement System (ACPS)* yang telah dipatenkan. Pendapatan dari bidang Jasa EPC, proyek PLTU Tarahan, Lampung, masih berkontribusi signifikan. Sedangkan bisnis Investasi terutama disumbangkan oleh bidang properti dan realti.

The global economic crisis at the end of 2008 created bad impact to many countries in the world, however, it did not influence much to the real business sector of Indonesian economy at the end of 2009. Indonesian economy retained to grow in quite good shape following China and India. Yet the Indonesian construction sector was on positive growth.

In 2009, ADHI was able to prove as a company succeeded to increase its Revenues by IDR7.71 trillion or increased by 16.18% as compared to previous year, 2008, by IDR6.60 trillion. This Revenues increment was contributed mainly by Construction Service 85.15%, EPC Service by 2.79%, and Investment by 9.06%. Revenues from Carry Over contract of year 2008 by IDR5.66 trillion, while the contribution of year 2009 contract by IDR2.05 trillion. In year 2008, Construction Service contributes the Revenue by 90.31%, EPC 4.52%, and Investment 5.17%.

Construction Service remains as dominant in providing contribution for Revenues, in particular from government big projects and state-owned enterprise (SOE), and also from big projects of private sector such as Kanci-Pejagan toll road.

In this toll road project, ADHI has applied for the first time precast concrete pavement (ACPS), so called ADHI Concrete Pavement System, and now has been patented. In EPC Service sector, Revenue was significantly contributed by PLTU Tarahan project, Lampung. While Investment side was contributed mainly by property and realty.



Tol Kanci – Pejagan sepanjang 35 km. menggunakan ACPs (Adhi Concrete Pavement System) hasil inovasi teknologi beton pracetak yang menjadi andalan Infrastruktur masa depan karena keunggulan mutu lebih tinggi, waktu lebih cepat, serta sumberdaya dan perawatan yang kompetitif.

*Kanci - Pejagan Toll Road along 35 km using ACPs (Adhi Concrete Pavement System) as innovation of precast concrete pavement system that will be the basis of Infrastructure future due to higher quality, faster, as well as a competitive resource and maintenance.*

Peningkatan Pendapatan Usaha ini berkaitan dengan upaya efisiensi yang dilakukan perseroan-- baik Biaya Produksi maupun Biaya Usaha (masing-masing berhasil dipangkas sebesar 0,3%), peningkatan Laba yang berasal dari proyek kerjasama sebesar Rp96 miliar, serta penurunan beban bunga sebesar 0,2%.

Yang paling mencolok adalah lonjakan Laba Bersih perseroan pada tahun 2009 yang meningkat 103,15% (Rp165,5 miliar) dibanding tahun 2008 (Rp81,4 miliar) atau 38% melebihi target Laba Bersih tahun 2009 (Rp120,1 miliar).

The increasing of Revenues is also resulted from the efficiency effort done by the company- Production Cost and Operating Cost (was cut up to 0.3% each) as well as, increasing in profit from joint operation projects by IDR96 billion, and also the reduction of interest expense by 0.2%.

The most striking fact is that Net Income in year 2009, jumped up into 103.15% (IDR165.5 billion) compared to previous year, 2008, was IDR81.4 billion. This achievement is beyond the 2009 Net Income planned target, was IDR120.1 billion.



## ADHI Five-Year Performance

# KINERJA LIMA TAHUN ADHI

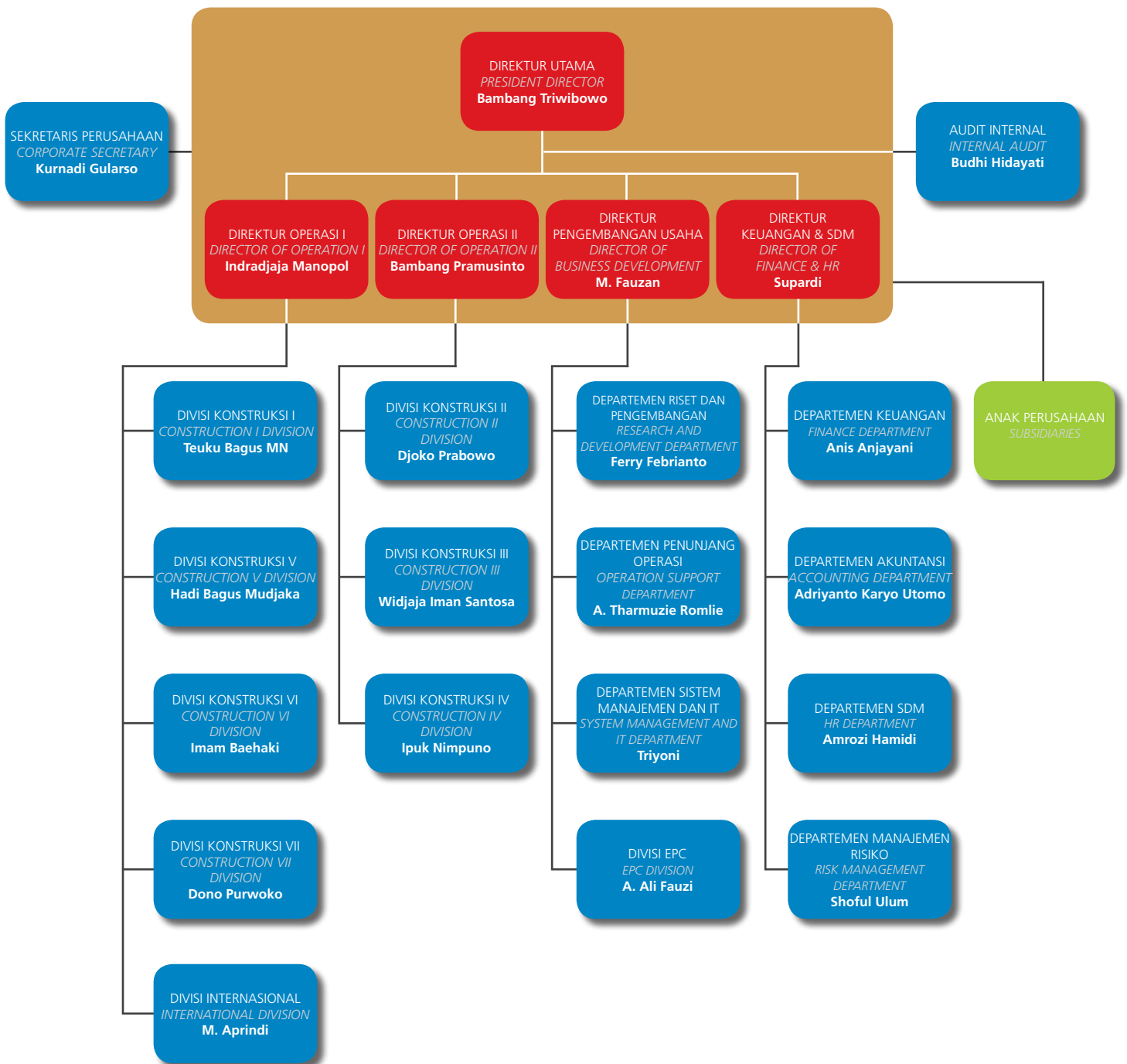
Krisis ekonomi dan keuangan global tahun 2008 tidak memberikan dampak yang signifikan terhadap kinerja ADHI. Selama Tahun Buku 2009 ADHI telah membukukan Laba Bersih sebesar Rp165,5 miliar atau naik 103,15% dari Laba Bersih Tahun Buku 2008. Sedangkan Pendapatan Usaha tahun 2009 meningkat 16,19% dari tahun 2008 yaitu dari Rp6,6 triliun menjadi Rp7,7 triliun. Beberapa faktor yang mendorong peningkatan kinerja tersebut antara lain adalah efisiensi biaya produksi, penghematan biaya usaha serta peningkatan laba dari proyek kerja sama.

*The global financial and economic crisis in 2008 did not give a significant impact on the performance of ADHI. During Fiscal Year 2009 ADHI Net Income has recorded the amount of IDR165, 5 billion or an increase of 103.15% from Fiscal Year 2008 Net Income. While the year 2009 Revenues increased by 16.19% from the year 2008, with value of IDR6.6 trillion to IDR7 trillion. Some of the factors that improve the performance are among others the production cost efficiencies, operating cost savings and increased profit from joint operation projects.*

dalam juta rupiah, kecuali dinyatakan lain	2009	2008	2007	2006	2005	in million rupiah, unless state otherwise
Pendapatan Usaha	7.714.614	6.639.942	4.973.867	4.328.860	3.027.081	Revenues
Beban Kontrak	7.059.135	6.095.669	4.516.924	3.926.033	2.716.777	Cost of Contract
Laba (Rugi) Kotor	655.479	544.273	456.943	402.827	310.304	Gross Profit
Laba (Rugi) Proyek Kerja Sama	96.401	28.248	38.513	34.160	39.932	Profit (Loss) from Join Operation
Laba (Rugi) Kotor Sesudah Proyek Kerja Sama	751.880	572.521	495.456	436.987	350.236	Gross Profit after Join Operation
Laba (Rugi) Usaha	536.819	367.908	291.094	251.700	173.885	Income (Loss) from Operations
Laba (Rugi) Sebelum Bunga, Pajak, Depresiasi, dan Amortisasi	429.983	258.715	309.492	287.544	225.722	Income before interest, tax, depreciation, and amortisation
Beban Bunga	107.846	106.289	135.061	141.388	94.207	Interest Expense
Laba (Rugi) Bersih	165.530	81.482	111.601	95.581	77.919	Net Income (Loss)
Laba (Rugi) Bersih per Saham (Rupiah penuh)	94,20	46,04	61,96	53,06	43,26	Net Income (Loss) per Share (in full Rupiah)
Modal Kerja Bersih	852.098	689.926	684.113	419.420	534.872	Net Working Capital
Jumlah Investasi	61.545	61.948	73.460	51.260	24.052	Investment
Jumlah Aset	5.629.454	5.125.369	4.333.167	2.869.948	2.413.950	Total Assets
Jumlah Kewajiban	4.888.581	4.525.469	3.787.812	2.425.550	2.039.031	Total Liabilities
Jumlah Ekuitas	731.200	584.279	531.235	440.661	370.850	Total Equity
Hutang Berbunga	852.536	715.563	1.008.516	931.347	758.395	Interest Bearing Debt
Hak Minoritas Pada Anak Perusahaan	9.673	15.620	14.121	3.737	4.069	Minority Interest in Subsidiaries
Jumlah Saham Beredar (ribu saham)	1.757.225	1.769.847	1.801.320	1.801.320	1.801.320	Outstanding Shares (in thousands)
Dividen per saham (Rupiah penuh)	11,51	15,04	12,98	10,61	25,96	Dividend per Share (in full Rupiah)
Arus Kas Operasi	(150.792)	(3.306)	605.832	(155.990)	53.664	Operating Cash Flow
Belanja Modal	9.072	51.448	33.966	9.377	35.315	Capital Expenditure
Kapitalisasi Pasar (juta Rp)	738.541	477.859	2.449.795	1.441.056	1.332.977	Market Capitalization (in million Rp)
Enterprise Value	1.284.175	828.518	2.688.134	2.260.460	1.899.873	Enterprise Value

## Organization Structure

# STRUKTUR ORGANISASI





Senja Keemasan di Samudra yang luas memotivasi kita  
tetap optimis bahwa esok akan lebih baik

*Golden Sunset in a vast ocean motivation us remain  
optimistic that tomorrow will be better*

## The Approach of ADHI CSR

# PENDEKATAN CSR ADHI

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Kalimat kunci dalam pendekatan CSR ADHI adalah: “Penciptaan Nilai Bagi Seluruh Pemangku Kepentingan.”

*The Key Phrase in ADHI CSR approach is: “Value Creation For The Whole Stakeholders”*

ADHI memandang CSR bukan sekadar sebagai beban ongkos atau biaya sosial yang harus dikeluarkan dari laba perusahaan. CSR dipandang ADHI sebagai investasi yang secara kreatif dan berkelanjutan menciptakan nilai bagi semua pemangku kepentingan, sehingga mereka merasa puas dan bisa mengapresiasi kehadiran ADHI.

Sebagai warga perusahaan yang baik (*good corporate citizen*) di lingkungan bisnis di Indonesia, ADHI tidak mau sekadar menjadi *enclave* bisnis yang terpisah dari lingkungan dan masyarakatnya. ADHI berusaha mentaati semua komitmen yang dibuat bagi para pemangku kepentingan di dalam dan di luar korporasi. Proses-proses bisnis dijalankan dengan komitmen yang tercermin dalam Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) yang selalu mengacu pada prinsip-prinsip transparan, akuntabel, tanggung jawab, mandiri, dan adil.

Sedangkan bagi para pemangku kepentingan di luar korporasi, telah dinyatakan dalam Misi ADHI 2007-2011, bahwa ADHI harus “berperan aktif dalam program Public Private Partnership (PPP) untuk mendukung pertumbuhan ekonomi dan menjalankan inisiatif-inisiatif CSR dalam rangka pengembangan sumber daya manusia.”

Pernyataan ini dipertegas lagi, bahwa ADHI menetapkan tiga tujuan pelaksanaan CSR:

- Menjadi mitra bagi pengembangan ekonomi masyarakat yang berwatak kemanusiaan dan berkelanjutan (*sustainable*) dengan komitmen mengentaskan kemiskinan
- Menjadi agen perubahan sosial demi peningkatan kualitas hidup yang berkaitan dengan pendidikan dan kehidupan sosial.
- Mengambil inisiatif dalam pelestarian lingkungan hidup.

Jelas bahwa implementasi CSR ADHI bersama para pemangku kepentingan bahu membahu menciptakan nilai (*value creation*) yang hasilnya bisa dinikmati dan diapresiasi bersama. ADHI

From ADHI point of view, CSR is not merely as cost burden that corporate should carry as an obligation, nor it is a social cost that should be paid from corporate profit. In ADHI point of view, CSR is considered as an investment which creatively and sustainability creates values for the whole ADHI stakeholders. Therefore, they are satisfy and happy to what ADHI has been doing for them, and they could appreciate the existence of ADHI.

As a good corporate citizen in business environment in Indonesia, ADHI has no intention to be merely a business enclave and isolated from its surrounding and its society. ADHI has been trying to comply all the commitments made for the interest of whole stakeholders within inside of corporation, and also outside as well. Business processes is conducted in committed manner and this is reflected in Good Corporate Governance which always refer to the following principle: transparent, accountable, responsible, independent, and fair.

In the meantime, for the interest of stakeholders who are outside of corporation, it has been stated in ADHI Mission 2007-2011, that ADHI should “take the role actively in the implementation of Public Private Partnership (PPP) program in order to support the economic growth and execute the CSR initiatives in order human resources development.

This statement is again emphasized that ADHI defined three goals of CSR implementation:

- To be partner for community economic development that humanity characterized and sustainable, with high commitment to poverty elevation
- To be a social change agent in order life quality improvement in line with education and social life
- To take initiatives in life environmental conservation.

It is very clear that ADHI CSR implementation together with the cooperation of stakeholders is value creation, and the results could be seen and appreciated. Work together with shareholders,





bahu membahu dengan para pemegang saham menciptakan kinerja keuangan yang baik, misalnya. ADHI bersama karyawan melakukan inovasi teknologi pekerjaan sipil, masuk ke bidang investasi dan EPC.

ADHI bersama masyarakat menggerakkan roda perekonomian, menciptakan lapangan kerja, mengentaskan kemiskinan, memperbaiki sarana pendidikan, meningkatkan kualitas lingkungan sekitar operasi perseroan, mendorong kehidupan sosial dan agama yang harmonis.

Sebagai perusahaan konstruksi yang banyak bersentuhan dengan pekerjaan pembangunan fisik di lapangan, ADHI telah membentuk lembaga Kesehatan Keselamatan Kerja dan Lingkungan (K3L). Lembaga ini dibentuk dengan penginternalisasian seperangkat aturan yang ketat berkaitan dengan K3L, dan terus menerus ditularkan secara rutin di level proyek (setiap hari), level divisi maupun korporat.

Dengan adanya lembaga K3L ini, ADHI bisa lebih efektif mengurangi risiko terjadinya kecelakaan kerja dan mengontrol dampak lingkungan. Di samping itu, ADHI benar-benar memberi perhatian terhadap pelestarian alam, dengan prioritas di sekitar lokasi proyek-proyek ADHI.

## PENGHIJAUAN DI PROYEK ADHI

Perubahan cepat yang terjadi di Bumi dibarengi dengan anomali cuaca menimbulkan dampak bencana alam akhir-akhir ini sering terjadi. Seringkali dengan skala kerusakan yang massif. ADHI mempedulikan dampak bencana alam ini dan selalu mengulurkan tangan membantu menanggulangi bencana alam sesuai ekspertise ADHI dan dana yang dimiliki.

Pemerintah sebagai pemegang 51% saham ADHI mendapat bagian dividen dan pajak perseroan setiap tahun. Namun, sebagaimana BUMN lain, ADHI bergandengan tangan dengan pemerintah melalui Kementerian BUMN mengimplementasikan Program Kemitraan dan Bina Lingkungan untuk pengembangan masyarakat. Tercatat sebanyak 141 BUMN (belum termasuk anak-anak perusahaan) yang wajib mengimplematasikan PKBL ini di seluruh Indonesia. BUMN jelas menstimulir pertumbuhan ekonomi, mengentaskan kemiskinan, memajukan pendidikan dan membangun masyarakat yang taqwa kepada Tuhan Yang Maha Esa.

ADHI creates good financial performances such as conducting technology innovation in civil works, entering construction investment, and EPC.

Work together with the community, ADHI rotates the economy wheel, creates employment opportunity, poverty elevation, education facilities improvement, neighborhood quality improvement, to urge the harmony relation within social and religious life.

As a construction company which involved in physical building in the field, ADHI has established an institution so called Health Safety and Environment (HSE). This institution is formed by conducting internalization of a set of tightly rules in terms of HSE, and has been informed continuously to project level (every day), division level, and corporate as well.

With the existence of this HSE institution, ADHI could effectively reduce the risk of work accident occurrence and also could control environmental impact. In addition, ADHI has strong attention and care to natural conservation, especially in the area where ADHI projects located.

## REFORESTING ON ADHI'S PROJECT

The climate change that rapidly occurred on Earth accompanied by un-normal weather creates natural disaster impact, and frequently happened lately. And the damage caused by this disaster is often in massive scale. ADHI cares this natural disaster impact and always extend its arm in order to help the victims in line with ADHI expertise and available fund.

The Government as the holder of 51% ADHI shares gets portion regarding the dividend and corporate tax annually as well. However, as other SOEs, ADHI holds hand in hand with government through Ministry of SOE in executing the Partnership and Community Development Program (PKBL) in order community development. There are 141 SOEs (not included subsidiaries) has obligation to implement PKBL all over Indonesia. It is very obvious that SOE stimulates the economy growth, poverty elevation, support the education and to develop the society in line with the obedience to Almighty God.

ADHI dituntun oleh Peraturan Menteri Negara BUMN (sekarang menjadi Kementerian BUMN) No.: PER-05/MBU/2007 tentang Program Kemitraan BUMN dengan Usaha Kecil dan Program Bina Lingkungan, serta petunjuk pelaksanaan yang berupa Surat Edaran Menteri Negara BUMN No.: SE-433/MBU tentang Petunjuk Pelaksanaan Program Kemitraan BUMN dengan Usaha Kecil dan Program Bina Lingkungan. Pelaksanaan Program Kemitraan dan Bina Lingkungan ini setiap tahun harus diaudit oleh akuntan publik, dan menjadi salah satu kriteria yang berpengaruh terhadap kinerja perseroan yang bernaung di lingkungan Kementerian BUMN.

Juga, dalam mempraktekkan CSR, ADHI menghormati dan mendukung prinsip-prinsip gerakan moral Global Compact sebagai gerakan yang bersifat sukarela yang digagas Perserikatan Bangsa-Bangsa. Global Compact bertujuan mengajak para pimpinan perusahaan, institusi dan LSM di seluruh dunia untuk mendukung dan melaksanakan 10 prinsip Global Compact yang bersandar pada nilai-nilai hak asasi manusia, ketenagakerjaan, pelestarian lingkungan hidup dan anti korupsi. Tujuan akhir dari gerakan moral ini adalah untuk menciptakan kondisi ekonomi global yang stabil dan berkelanjutan.

ADHI is guided by Decree of State Minister of BUMN (now Ministry of BUMN) No.: PER-05/MBU/2007 regarding BUMN Partnership Program with Small Scale Business and Community Development Program, and also implementation guideline of Circular Letter of State Minister of SOE No.: SE-433/MBU regarding Implementation Guideline of Partnership Program of BUMN with Small Scale Business and Community Development Program. The implementation of Partnership Program and Community Development Program should be audited yearly by a public accountant, and become a critical factor for assessing the corporation performance within the umbrella of Ministry of BUMN.

Also, in order to put CSR into action, ADHI honors and respects the principles of moral movement of Global Compact as a volunteer movement sponsored by United Nations. The Global Compact is intending to appeal the corporation leaders, institution leaders and Non Government Organization all over the world to support and implement the 10 principles of Global Compact which based on the values of human rights, employment, natural conservation and anti corruption. The end goal of this moral movement is to create sustainable and stable global economy condition.



## SEPULUH PRINSIP GLOBAL COMPACT

### HAM

- Prinsip 1 : Bisnis harus menghargai perlindungan HAM yang disepakati secara internasional dalam segala lingkaran pengaruh kekuasaan.
- Prinsip 2 : Memastikan bahwa bisnis perusahaan tidak terlibat dalam pelanggaran HAM

### BURUH

- Prinsip 3 : Bisnis seharusnya mendorong kebebasan berserikat dan pengakuan tentang hak melakukan negosiasi secara kolektif.
- Prinsip 4 : Penghapusan segala bentuk kekerasan dan beban kepada buruh
- Prinsip 5 : Penghapusan segala bentuk buruh anak
- Prinsip 6 : Penghapusan diskriminasi untuk menghargai semua buruh

### LINGKUNGAN

- Prinsip 7 : Bisnis seharusnya mendukung pendekatan kehati-hatian dalam perubahan lingkungan.
- Prinsip 8 : Mengambil inisiatif untuk mendorong lebih luas pertanggungjawaban bisnis terhadap lingkungan
- Prinsip 9 : Mendorong pembangunan dan menyebarkan teknologi akrab lingkungan

### KORUPSI

- Prinsip 10: Bisnis seharusnya melawan semua bentuk korupsi, termasuk pemerasan dan penyuapan

## THE TEN PRINCIPLES OF GLOBAL COMPACT

### HUMAN RIGHTS

- Principle 1 : Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2 : make sure that they are not complicit in human rights abuses.

### LABOUR:

- Principle 3 : Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4 : The elimination of all forms of forced and compulsory labour;
- Principle 5 : The effective abolition of child labour; and
- Principle 6 : The elimination of discrimination in respect of employment and occupation.

### ENVIRONMENT

- Principle 7 : Businesses should support a precautionary approach to environmental challenges;
- Principle 8 : Undertake initiatives to promote greater environmental responsibility; and
- Principle 9 : Encourage the development and diffusion of environmentally friendly technologies.

### CORRUPTION

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery



Pertumbuhan ekonomi yang sangat cepat di masyarakat dengan terhubungnya Pulau Madura dan Pulau Jawa dengan terbukanya banyak peluang usaha.

*Very rapid economic growth of the community with a connection of Madura island to Java island opened many new business opportunities.*

# ADHI CSR Commitment

## KOMITMEN CSR ADHI:

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### 1. PROGRAM PENCIPTAAN NILAI BAGI PASAR

#### A. PEMEGANG SAHAM:

Pemerintah Indonesia menyetujui pelepasan 49% saham ADHI pada 7 November 2003. Prioritas pertama penjualan saham diberikan kepada Koperasi Pesaham Karyawan ADHI untuk membeli maksimal 49% saham perseroan dalam program EMBO (Employee Management Buy Out) dengan harga nominal Rp100,- pada harga Rp150,- per lembar saham, tetapi saham harus di-lock-up sampai secepat-cepatnya pada triwulan ke-2 tahun 2006 Program Employee Management Buy Out (EMBO) ini dilaksanakan pada 4 Maret 2004. Sedangkan Initial Public Offering dilaksanakan pada 18 Maret 2004 dan selanjutnya dicatatkan dan diperdagangkan di Bursa Efek Jakarta (sekarang Bursa Efek Indonesia)

Pada 31 Desember 2009 komposisi pemegang saham ADHI terdiri dari Pemodal Nasional sebesar 86,02 % (52,28% di antaranya dipegang Negara Republik Indonesia), dan pemodal Asing sebanyak 13,98% dari total saham yang diterbitkan 1.801.320.000 lembar.

Meskipun dibayang-bayangi krisis global pada penghujung tahun 2008, ADHI tetap mampu meningkatkan Pendapatan Usaha. Pendapatan Usaha tahun 2009 tercatat sebesar Rp7,71 triliun atau meningkat sebesar 16.18% dibanding tahun 2008. Pencapaian ini lebih tinggi 2,5% dari target Pendapatan Usaha tahun 2009. Yang lebih memuaskan lagi adalah Laba Bersih yang berhasil diraih pada tahun 2009, yakni melonjak menjadi Rp165,5 miliar atau sebesar 103.15% dibanding tahun 2008 (Rp81,4 miliar). Laba Bersih tahun 2009 ini melampaui target 38% dari yang ditetapkan korporasi sebesar Rp120,1 miliar.

Peningkatan Pendapatan Usaha dan Laba Bersih ini dapat dicapai berkat beberapa faktor yang berpengaruh. Biaya Produksi dan Biaya Usaha bisa berkurang sebesar 0,3%. Sedangkan cost of fund tahun 2009 menurun 0,2%. Kemudian diikuti oleh peningkatan laba dari kerjasama dengan pihak lain sebesar Rp96 miliar yang antara lain berasal dari Pengadaan Tabung Gas Pertamina 3 Kg, Jembatan Suramadu, Rigid Taxiway Bandara Kualanamu, Dermaga Pantoloan dan Bojonegoro Barrage LRSIP II. Ketiga faktor ini (pemangkasan biaya-biaya, menurunnya cost of fund dan meningkatnya laba kerjasama) telah menghasilkan pertumbuhan Pendapatan Usaha yang mantap (sustainable income growth) dan menghasilkan Laba Bersih berkualitas (quality earning).

### 1. VALUE CREATION PROGRAM FOR MARKET:

#### A. SHAREHOLDER:

The Government of Indonesia agreed to release 49% of ADHI shares on November 7th, 2003. The first priority of shares buyer was given to ADHI Employee Share Cooperatives to buy up to maximum total of shares released, which is 49%, in EMBO Program (Employee Management Buy Out) with nominal price IDR100,- on IDR150,- selling price per share. But the shares must be locked up until at least in the second quarter of year 2006. The EMBO Program was implemented on March 4th, 2004. While the Initial Public Offering was done on March 18th, 2004, and listed respectively and traded in Jakarta Stock Exchange (now Indonesia Stock Exchange)

On December 31, 2009 the composition of ADHI shareholder consisted of National Holder as 86.02% (52.28% was held by Government of Indonesia), and Foreign Holder as 13.98% from total of shares, which issued 1.801.320.000 pieces of share.

Although the global economic crisis was shadowing many countries and business world in particular at the end of year 2008, ADHI remained to be able to increase its Revenue. The revenue in 2009 recorded as IDR7.71 trillion, an increasing of 16.18% compared to previous year, 2008. This figure is 2.5% higher than of planned target in 2009. To be more satisfaction is the Net Income grabbed in 2009, which is leaping up into IDR165.5 billion, or 103.15% compared of previous year figure in 2008 with IDR81.4 billion. This 2009 Net Income was 38% beyond the corporate planned target, which was defined in IDR120.1 billion.

The increment of this revenue and Net income was able to be reached due to several influencing factors. The Production Cost and Business Cost were able to decrease by 0.3%. While the Cost of Fund in 2009 declined by 0.2%. And this situation was followed by the increment of profit resulted from the working co-operation with other parties as much as IDR96 billion. This figure was sourced from procurement of 3 kgs Gas Tube/Tank from Pertamina, Suramadu Bridge, Rigid Taxiway Kualanamu Airport, Pantoloan harbour pier, and LRSIP II Bojonegoro Barrage. These three factors (cost cutting, cost of fund declining, and co-operation profit increment) has resulted the sustainable income growth, and quality earning.



Sepanjang tahun 2009, Saham ADHI terus mengalami kenaikan. Pada bulan Januari 2009, saham ADHI diperdagangkan pada kisaran harga Rp300,- per lembar, naik menjadi Rp410,- per lembar pada Desember 2009.

During the year 2009, ADHI stock had been quite improving. In January 2009, ADHI stock was traded in price range IDR300,- each share, and upward in IDR410,- per share in December 2009.



Komposisi Kepemilikan Saham per 31 Desember 2009  
Shareholders Composition as of 31 December 2009

Pemegang Saham	Jumlah Saham Number of Shares	Kepemilikan Ownership	Shareholders
<b>Pemodal Nasional</b>			<b>National Shareholders</b>
Negara Republik Indonesia	918.680.000	52,28%	Government of the Republic of Indonesia
Perorangan Indonesia	283.301.500	16,12%	Indonesia citizens
Reksa Dana	160.346.000	9,12%	Mutual Funds
Dana Pensiun	94.447.000	5,37%	Pension Funds
Asuransi	31.255.000	1,78%	Insurance
Perseroan Terbatas	18.076.312	1,03%	Companies
Yayasan	5.506.000	0,31%	Foundations
Karyawan	10.000	0,00%	Employees
<b>Sub Total I</b>	<b>1.511.621.812</b>	<b>86,02%</b>	<b>Sub Total I</b>
<b>Pemodal Asing</b>			<b>Foreign Shareholders</b>
Badan Usaha Asing	240.080.188	13,66%	Foreign institutions
Perorangan Asing	5.523.500	0,31%	Foreign citizens
<b>Sub Total II</b>	<b>245.603.688</b>	<b>13,98%</b>	<b>Sub Total II</b>
<b>Sub Total I + II (Saham Beredar)</b>	<b>1.757.225.500</b>	<b>100,00%</b>	<b>Sub Total I + II (shares distributed)</b>
Treasury Stock *	44.094.500	-	Treasury Stock *
<b>Total (saham diterbitkan)</b>	<b>1.801.320.000</b>	-	<b>Total (shares issued)</b>

Keterangan - Note:  
\*Program buy back

Dalam RUPS ADHI 11 Juni 2009 telah ditetapkan untuk tahun buku 2008, pembagian dividen sebesar 25% dari Laba Bersih Perseroan Rp81,482 miliar menjadi sebesar Rp20,371 miliar atau Rp11,51 per saham yang dibayarkan pada 1 Agustus 2009.

### PENDAPAT ANALIS SAHAM:

Maxi Liesyaputra, Research Analyst di BNI Securities, mengemukakan, bisnis ADHI di tahun 2009 telah menghasilkan Pendapatan Usaha yang meningkat dan Laba Bersih yang melonjak. Keunggulan ADHI dalam sektor jasa konstruksi terletak pada kepiawaiannya dalam pembangunan gedung, jalan dan jembatan, yang memperoleh momentumnya pada masa pasca krisis penghujung 2008. Sebenarnya, menurut Maxi, Indonesia tak terlalu merasakan dampak krisis global yang terutama melanda negara-negara yang sangat bergantung pada sektor finansial seperti di Eropa, Amerika (Amerika Serikat) dan Asia (Jepang). "Tahun 2009, pertumbuhan ekonomi Indonesia yang 4,5%, cukup moderat, serta inflasi di Indonesia relatif rendah, yaitu 2,8%, dan tingkat suku bunga juga menurun lagi sebesar 0,2%," ujar alumnus Fakultas Ekonomi Universitas Trisakti.

Maxi memprediksi bisnis sektor infrastruktur semakin terbuka peluangnya pada tahun 2010, seiring dengan prediksi APBN pertumbuhan ekonomi Indonesia akan meningkat menjadi 5,5%. Dan secara politis Indonesia telah dianggap sebagai negara yang stabil. Ia melihat pertumbuhan ekonomi yang cepat membutuhkan pembangunan infrastruktur yang lebih cepat. Kawasan Indonesia seluas 5 juta km<sup>2</sup>, menawarkan banyak peluang untuk pembangunan infrastruktur terutama listrik, air bersih dan pelabuhan.

Namun, menurut Maxi, struktur Pendapatan Usaha ADHI harus mulai dipikirkan untuk tidak hanya didominasi oleh bidang konstruksi dari tahun ke tahun. Bidang usaha Jasa EPC dan Investasi sangat potensial menaikkan Pendapatan Usaha Perseroan. Namun dalam meningkatkan Pendapatan Usaha Jasa EPC, Perseroan harus meningkatkan kompetensi untuk bersaing dengan perusahaan-perusahaan Jasa EPC lain.

Di bidang Investasi infrastruktur, ADHI memerlukan injeksi modal yang besar yang bisa diperoleh melalui hak menerbitkan saham baru (*rights issue*) di pasar modal, sesuai dengan persetujuan Pemerintah dan Dewan Perwakilan Rakyat.

### INVESTOR RELATIONS:

Perseroan memiliki Corporate Secretary yang secara struktural satu level di bawah Direksi. Saat ini Corporate Secretary dijabat oleh Kurnadi Gularso. Corporate Secretary bertanggungjawab atas kelancaran komunikasi korporasi (*corporate communications*) dengan para pemangku kepentingan, termasuk pemegang saham, karyawan, mitra bisnis serta masyarakat.

Untuk menciptakan kelancaran dalam berkomunikasi dengan para pemegang saham, Corporate Secretary dibantu oleh seorang manager yang menangani bidang Investor Relations yang saat ini dijabat oleh Harry Tamin.

It has been decided in ADHI RUPS (Shareholder General Meeting) on June 11, 2009, that for book year 2008 the dividend sharing of 25% from Corporate Net Income IDR81.482 billion is IDR20.371 billion or IDR11.51 per share, and was paid on August 1, 2009.

### EQUITY ANALYST OPINION:

Maxi Liesyaputra, a Research Analyst in BNI Securities, said that ADHI business in 2009 has resulted an increasing Revenues and leap up of Net Income. The leading factor of ADHI in construction service sector lay on its ingenious in building construction, road, and bridge, which got its momentum time in post crisis at the end of 2008. In fact, according to Maxi, Indonesia got a very small impact from the global crisis which mainly wipe out those countries with very high dependency on financial sector such as Europe, USA, and Japan (Asia). In 2009, Indonesian economic growth in 4.5%, is quite moderate, and with relatively low of inflation in 2.8% with also the declining of interest rate by 0.2%," said Trisakti University Economic Faculty alumni.

Maxi further predicted that opportunity of infrastructure sector business becomes more opened in year 2010, in line with APBN (State Expenditure & Revenue Budget) prediction that Indonesian economic growth will increase into 5.5%. And from political point of view, Indonesia has been viewed as stable country in terms of politic. Maxi also looked that the fast economic growth requires infrastructure construction development in more faster manner. The region of Indonesia with 5 million km<sup>2</sup> offers many opportunity in order infrastructure construction development mainly in electricity, clean water and harbour.

However, according to Maxi, the structure of ADHI Revenues should be reconsidered not only dominated by construction sector from year to year. EPC service sector and Investment has good potential to increase Revenues. However, in order to improve the EPC service Revenues the corporation should upgrade its competency in order to compete with other EPC Service corporations.

In terms of infrastructure investment, ADHI requires huge capital injection and this situation could be accomplished by issuing the new share stock (*right issue*) in stock market, in line with the approval from the government and house of representatives.

### INVESTOR RELATIONS:

The corporation has Corporate Secretary with one level below Board of Directors structurely. At present time this position is held by Kurnadi Gularso. Corporate Secretary has the obligation to smooth the corporate communications with stakeholders, including shareholders, employee, business partners, and people as well.

In order to create smoothness in terms of communication with shareholders, Corporate Secretary is assisted by a manager who responsible in Investor Relations field, and now is held by Harry Tamin.



Analisis BNI Securities Maxi Liesyaputra memberikan gambaran optimis usaha Jasa Konstruksi saat ini dan masa yang akan datang serta peluang ADHI dan upaya-upaya yang perlu ditingkatkan.

*BNI Securities Analyst, Maxi Liesyaputra gave optimistic image of Construction Services business at present and in the future and ADHI opportunities and efforts to improve.*

Penyelenggaraan terkait Investor Relations sepanjang tahun 2009 diantaranya:

- Rapat Umum Pemegang Saham tahun buku 2008 pada 11 Juni 2009 yang berlangsung di kantor pusat Perseroan.
- Analyst meeting pada 13 Mei 2009 dan 24 November 2009.
- Public Expose pada acara Investor Summit and Capital Market Expo 2009 pada 3 Desember 2009.
- Pengembangan website ADHI dan meraih penghargaan The Best User Interface yang diberikan oleh Kementerian BUMN.

## B. KONSUMEN

Sebagai korporasi yang menjual jasa konstruksi dan EPC serta investasi infrastruktur, ADHI berkewajiban untuk memerhatikan mutu dan hasil kerja demi kelancaran, keamanan dan kenyamanan para pemilik proyek atau konsumen. Untuk itu perseroan senantiasa meningkatkan ketrampilan dan keahlian serta bertanggungjawab penuh terhadap pekerjaan.

Koordinasi dengan pemilik proyek untuk mengatasi masalah di lapangan dilakukan supaya Quality, Cost and Delivery, tetap konsisten dijaga. Pemunduran jadwal penyelesaian pekerjaan, akan berdampak besar terhadap biaya produksi. Oleh karena itu, koordinasi mingguan dengan para pemilik proyek dilakukan ADHI untuk menampung komplain yang muncul. Biaya untuk mengatasi komplain dan pemeliharaan proyek dimasukkan dalam biaya overhead mulai dari tingkat proyek maupun pusat. Dalam tahun 2009, ADHI telah mengeluarkan biaya pengerjaan ulang (rework) proyek sebesar Rp5,78 miliar.

During 2009, events related to Investor Relations among others:

- General Meeting of Shareholders for book year 2008 on June 11, 2009, and was held in Corporate Head Office.
- Analyst meeting on May 13, 2009, and on November 24, 2009;
- Public Expose on Investor Summit and Capital Market Expo 2009 event on December 3, 2009.
- Development of ADHI website and won the award as The Best User Interface provided by Ministry of SOE in 2009.

## B. CONSUMER

As a corporation which sells construction service and EPC and infrastructure Investment, ADHI has the obligation to inspect the quality and result of work in order smoothness, security and satisfaction of project owners or consumers. Therefore, the corporation is always improving its skills and expertise, and fully responsible regarding the work as well.

The coordination with the project owner is conducted to overcome the problem in the field, in order to keep the consistency of Quality, Cost and Delivery. To delay the work accomplishment schedule will caused a big impact in terms of production cost. It is therefore, a weekly coordination with project owners is scheduled by ADHI in order to receive any complaints occurred. The cost to overcome the work complaint by project owners is included in overhead cost, and start from project level and central as well. It is also applied in terms of project maintenance. In 2009, ADHI has paid the project rework cost about Rp5.78 billion.

ADHI secara berkala melakukan survei kepuasan pelanggan kepada para pemilik proyek. Survei dilakukan oleh lembaga independen yang menjamin obyektifitas penelitian dan temuannya. Survei kepuasan pelanggan mengukur harapan pemilik proyek, mengukur persepsi pelanggan terhadap kinerja ADHI, mengukur kualitas pelayanan, mengukur indeks kepuasan pelanggan, dan membandingkan indeks kepuasan pelanggan dengan rata-rata industri. Hasil survei kepuasan pelanggan akan menjadi masukan bagi ADHI untuk meningkatkan mutu dan hasil kerja. Survei kepuasan pelanggan dilakukan ADHI bekerjasama dengan Synnovate pada tahun 2007.

Di samping itu, ADHI memiliki sistem yang diberi nama ADHI Database, yakni sebuah data base mengenai metode kerja dan inovasi-inovasi yang pernah diuji serta dilaksanakan di proyek-proyek. ADHI Database ini penting bagi panduan metode kerja dan supaya tidak terjadi kesalahan yang sama, seperti produk gagal (defect) di tingkat proyek.

Dengan kinerja yang dianggap bagus, ADHI terbukti berhasil meraih kepercayaan dari para pelanggan seperti yang terlihat antara lain pada proyek-proyek di bawah ini:

### PLTU TARAHAH, LAMPUNG

PT PLN (Persero) Pembangkit Sumatra II mempercayai ADHI untuk menjadi kontraktor EPC di pembangunan PLTU Tarahan Unit I, di dusun Sebalang, Desa Tarahan, Kecamatan Katibung, Kabupaten Lampung Selatan, Lampung. ADHI menggandeng Jiangxi Electrical Power Overseas Co Ltd dari China, namun unsur local content untuk komponen proyek ini 50%.

Nilai proyek EPC di Tarahan ini sebesar Rp1,8 triliun yang memberikan kontribusi bagi pendapatan ADHI sekaligus menambah portofolio proyek EPC. Proyek 2 x 100 Megawatt ini akan selesai pada 2011, dan diperkirakan Provinsi Lampung akan surplus listrik.

ADHI regularly conduct customer satisfaction survey to the project owners. This survey is done by independent institution in order to guarantee the research result objectivity and other findings. This customer satisfaction survey is intended to measure the hope of project owners, to measure customer perception regarding ADHI work performance, to measure the service quality, to measure customer satisfaction index, and compare the customer satisfaction index against average industry. The result of this customer satisfaction survey will be an important input for ADHI in order to increase the quality and work result. A customer satisfaction survey was accomplished by ADHI in co-operation with Synnovate in 2007.

In addition, ADHI possesses an important system so called ADHI Database. This Database System contains working methods and other innovations that has been tested and implemented in ADHI projects. ADHI Database System is very important in terms of working method guidelines and to avoid the same mistake and error such as defect product on project level.

By good performance, ADHI has proved to be successful in getting the trust from customers as shown from the following project list:

### CFSP TARAHAH, LAMPUNG

PT PLN (Persero) Pembangkit Sumatra II gave ADHI trust to be EPC contractor in the construction of PLTU Tarahan Unit I, Sebalang Sub Village, Tarahan Village, Katibung Sub District, South Lampung District, Lampung Province. To accomplish this power plant project, ADHI has joined with Jiangxi Electrical Power Overseas Co Ltd from China. And this project consumed 50% of local contents element.

This Tarahan EPC project valued IDR1.8 trillion, and provides significant contribution in terms of ADHI Income, and at the same time adding EPC project portfolio. This 2x100 Megawatt project will be accomplished in 2011, and Lampung is predicted to have electricity over supply.



PLTU kapasitas 2 X 100 MW bakal menerangi Propinsi Lampung dan wilayah di sekitarnya akan berdampak pertumbuhan ekonomi dan berujung kesejahteraan.

*Power Plant with 2 X 100 MW capacity shall lighten Lampung Province and surrounding areas, thus will impact on economic growth and improved welfare.*



PLTU Lampung ini merupakan upaya percepatan pembangunan pembangkitan seperti yang dicanangkan pemerintah dalam memenuhi kebutuhan kelistrikan nasional. Untuk wilayah Sumatera, terdapat tujuh PLTU yang berada di Nanggroe Aceh Darussalam, Sumatera Utara, Sumatera Barat, Riau I dan II, Kepulauan Riau dan Lampung. Proyek PLTU Tarahan ini selain menambah portofolio proyek-proyek EPC, juga membuktikan kepercayaan pelanggan terhadap ADHI.

### JEMBATAN SURAMADU, SURABAYA

ADHI telah mendapat kepercayaan dari pemilik proyek besar yaitu Pembangunan Jembatan Suramadu (konsorsium Indonesia-Cina) sebagai kontraktor untuk proyek bernilai Rp4,5 triliun. Proyek ini juga melibatkan PT Hutama Karya, PT Wijaya Karya, dan PT Waskita Karya, dimana ADHI sebagai leadernya. Jembatan yang menghubungkan kota Surabaya dan Madura (Kamal) sepanjang 5,4 Km telah mempercepat laju kendaraan yang biasanya mengandalkan moda transportasi laut, ferry. Dan diharapkan akan membangkitkan perekonomian Jawa Timur, khususnya Pulau Madura.

Lampung Power Plant (PLTU Lampung) is an effort to accelerate the power plant construction as it has been announced by government in order to fulfill the national electricity requirements. For Sumatera region, there are seven (7) Steam Power Plant in Nanggroe Aceh Darussalam, North Sumatra, West Sumatra, Riau I and Riau II, Riau Archipelago and Lampung. In addition to add the EPC project portfolio, PLTU Tarahan is also a prove of customer trust to ADHI.

### SURAMADU BRIDGE, SURABAYA

ADHI has awarded a trust from big project owner i.e. Suramadu Bridge construction development (Indonesia-China consortium) acted as main contractor for this IDR4.5 trillion project. This project was also involving PT Hutama Karya, PT Wijaya Karya, and PT Waskita Karya, and ADHI was acting as contractor leader. This bridge is connecting Surabaya city and Madura (Kamal) along 5.4 kms, and has speed up the flow of vehicle traffic from and to those two cities. The vehicle traffic were relying on sea transportation previously. It is expected that the development of Suramadu Bridge will raise the economic potential in East Jawa, Madura Island in particular.



Jembatan Suramadu dengan panjang 5,4 km. membuka isolasi Pulau Madura dengan menghubungkan ke Pulau Jawa membuka banyak peluang usaha baru.

*Suramadu Bridge along 5.4 km opened isolation of Madura island by connecting it to Java island, which opens new business opportunities.*

Pembiayaan pembangunan Jembatan Suramadu, 55% ditanggung pemerintah dan 45 % sisanya pinjaman dari China. Dari total biaya pembangunan Jembatan Suramadu sebesar Rp4,5 triliun, sekitar Rp2,1 triliun di antaranya merupakan pinjaman dari Bank Exim China. Proyek ini membuktikan bahwa ADHI memiliki kompetensi tinggi dalam pembangunan infrastruktur. Jembatan ini diresmikan Presiden Susilo Bambang Yudoyono tahun 2009.

### JALAN TOL KANCI - PEJANGAN

Jalan tol Kanci-Pejagan menjadi tonggak penting kiprah ADHI dalam inovasi teknologi beton paracetak. Korporasi telah mematenkan ADHI Concrete Pavement System (ACPS) yang diharapkan menjadi standar pembangunan infrastruktur jalan di Indonesia di masa mendatang. ADHI mendapat kepercayaan dari PT Bakrie Toll Road untuk mengaplikasikan ACPS di ruas jalan tol yang padat sepanjang 35 Km dan menelan investasi sebesar

The cost of Suramadu Bridge construction development is 55% burdened by the government, and the remaining 45% is bank loan from China. The total cost of this project is IDR4.5 trillion, and about Rp2.1 trillion is loan from Exim Bank of China. This project proves that ADHI possesses high competency in infrastructure construction development. This bridge was officially ceremonied by President Susilo Bambang Yudhoyono in 2009.

### KANCI-PEJAGAN TOLL ROAD

The Kanci-Pejagan toll road project becomes an important milestone of ADHI activities by creating an innovation in pre-mould concrete technology. The corporation has patented ADHI Concrete Pavement System (ACPS) which is expected to be a standard in road infrastructure construction development in Indonesia in the future. ADHI awarded a trust from PT Bakrie Toll Road in order to apply ACPS in this dense toll road as long

Rp2,4 triliun. ADHI menjadi Main Contractor dalam proyek ini. Jalan Tol Kanci-Pejagan diresmikan Presiden Susilo Bambang Yudoyono pada Januari 2010.

as 35 Kms, and requires investment IDR2.4 trillion. ADHI was the Main Contractor in this project. The Kanci-Pejagan toll road was officially opened by President Susilo Bambang Yudhoyono in January 2010.



Tol Kanci – Pejagan sepanjang 35 km. menggunakan ACPS hasil inovasi teknologi beton pracetak yang menjadi andalan Infrastruktur masa depan karena keunggulan mutu lebih tinggi, waktu lebih cepat, serta sumberdaya dan perawatan yang kompetitif.

*Kanci – Pejagan Toll Road along 35 km using ACPS as innovation of precast concrete pavement system that will be the basis of Infrastructure future due to higher quality, faster, and competitive resources and maintenance.*

#### SUARA KEPUASAN KONSUMEN:

- **Hiramsyah S Thaib: CEO Bakrieland Development TBK,** induk perusahaan dari PT Bakrie Toll Road:

#### THE VOICE OF CONSUMER SATISFACTION:

- **Hiramsyah S Thaib: CEO Bakrieland Development TBK,** where Bakrie Toll Road is its subsidiary:



“Kami bekerja sama membangun Jalan Tol Kanci-Pejagan sepanjang 35 km. Kami puas dengan kinerja ADHI. Karena ada suatu proses inovasi yang diterapkan di proyek ini. Ini sejalan dengan spirit di PT Bakrieland untuk terus melakukan inovasi-inovasi. Kami memandang ada *chemistry* kecocokan antar Bakrieland dan ADHI yang sifatnya jangka panjang, baik

“We were working together in developing the Kanci-Pejagan toll road along 35 km. We are satisfied with ADHI working performance, because there was innovation process implemented in this project. And this is in line with the spirit of PT Bakrieland to keep going in creating innovations. We could see that there is a chemistry of suitable between Bakrieland

untuk pembangun jalan tol maupun property. Kita berharap kerjasama memberikan nilai tambah bagi Bakrieland dan Adhi serta bangsa dan Negara. Kita ingin memberi bukti bahwa cita-cita Bakrieland dan ADHI sama-sama menjadi pemain kelas dunia bisa menjadi kenyataan.”

- **Trihatma K Haliman, Chairman Agung Podomoro Group, Pemilik Proyek Latumenten City, Jakarta Barat**

and ADHI in long run, in order to build toll road and property as well. We hope that our co-operation will give added value for both Bakrieland and ADHI and as well as for our country and nation. We wish to give a proof that the dream of Bakrieland and ADHI is to be the world class player becomes materialized.”

- **Trihatma K Haliman, Chairman of Agung Podomoro Group, Owner of Latumeten City project, West Jakarta.**



“Kami melihat kerja sama Agung Podomoro dan ADHI memang ada *progress* namun belum maksimal. Pertimbangan kami bekerjasama dengan ADHI adalah dalam rangka membangun bangunan *high-end* yang memiliki target tinggi, meskipun awalnya kami ragu. Tapi setelah selesai, ternyata hasilnya tidak kalah dengan para kontraktor asing. Kalau mau kerja keras, kita bisa setaraf dengan mereka. Yang terpenting, harus memiliki *quality control* dan konsisten. Kebanyakan kontraktor kita, pada pelaksanaan konstruksi dikerjakan dengan baik, namun masuk tahap finishing tidak maksimal. Ini tidak konsisten. Kalau *quality control* baik, dilaksanakan konsisten, maka kita yang dicari oleh pemilik. Harus diperbaiki, supaya pelanggan puas. Inilah yang saya nantikan dari ADHI.

- **Khamis Mubarak Al Kiyumi, Pemilik Al Madina Real Estate, Oman.**  
“Kami bekerjasama dengan ADHI dalam rangka membangun proyek Tilal Complex, sebuah bangunan mixed use dengan luas lahan 33.000 m2 dan bangunan 235.000 m2 di Muskat, Kسلطانان Oman. Di kompleks ini dibangun perkantoran dan perbelanjaan eksklusif, apartemen mewah, mall besar, supermarket dan fasilitas-fasilitas lain. Kami merasa bahwa ADHI adalah mitra yang tepat untuk menyelesaikan kompleks

“We saw that the co-operation of Agung Podomoro and ADHI indeed in progress, but I considered not maximum. Our consideration to have co-operation with ADHI is in order to develop high-end building with high target. At the beginning we were in doubt. However, when the work is done, the results are not under of foreign contractor in terms of quality. If we want to work hard, we could be equal with them. The most important matter is we should have quality control and be consistent. I could see that most of our national contractor is good in doing the construction. But they are not in maximum manner when the work is in finishing stage. This is the form of not being consistent. If we have good quality control, and consistency applied, we are sure that building owner will seek us. This condition should be upgraded, if we want the customer satisfy. This is what I have been waiting for from ADHI.”

- **Khamis Mubarak Al Kiyumi, Owner of Al Madina Real Estate, Oman.**  
“We were in joint operation with ADHI in order to build Tilal Complex project, a mixed use building with land area 33,000 meter square, and 235,000 meter square building in Muskat, Oman Sultanate. In this complex was built offices and exclusive shopping centre, luxury apartment, big mall, supermarket and other facilities. We feel that ADHI is precise partner to accomplish this complex project. Therefore, we establish ADHI



Khamis Mubarak Al Kiyumi, Pemilik Al Madina Real Estate, Oman.  
*Khamis Mubarak Al Kiyumi, Owner of Al Madina Real Estate, Oman.*

ini, karena itu kami membentuk ADHI Oman LLC, sebuah perusahaan konstruksi yang membawa visi dan misi kami. Jadi kami tidak sekadar membangun Tilal Complex, tapi sudah mendapat proyek lain seperti proyek Shaden Al Hail yang mulai dikerjakan di Kesultanan Oman. Saya pikir ADHI potensial untuk berkembang di kawasan Timur Tengah.

Oman LLC, a construction company that will bring our vision and mission. So, we will not only build Tilal Complex, but we already award other project, such as Shaden Al Hail project which has been started to build in Oman Sultanate. I think ADHI is potential to be able to develop in Middle East region.

### C. PEMASOK / SUBKONTRAKTOR

Kepuasan pemasok sub-kontraktor mengukur harapan para mitra bisnis ADHI, yang mengukur persepsi terhadap kinerja ADHI, mengukur kualitas pelayanan, mengukur kepuasan pelanggan, dan membandingkan indeks kepuasan mitra bisnis dengan rata-rata industri. Bagi ADHI kepuasan para mitra bisnis, baik pemasok maupun sub-kontraktor, amatlah krusial. Sebab dalam

### C. SUPPLIER / SUB-CONTRACTOR

The satisfaction of supplier/sub-contractor is to measure the hope of ADHI business partners, which is to measure the perception against ADHI performance, to measure service quality, customer satisfaction, and make comparison regarding business partner satisfaction index with average of industries. In ADHI's opinion, the satisfaction of business partners, both suppliers and



Elvi Fadilah, Precast Plant Manager PT Adhimix Precast Indonesia "ADHI adalah pelanggan terbesar kami".

*Elvi Fadilah, Precast Plant Manager of PT Adhimix Precast Indonesia "ADHI is our biggest customer".*



bisnis konstruksi, biaya produksi bisa mencapai 80% dari nilai kontrak. Karena itu, efisiensi biaya produksi amat menentukan kemampuan perusahaan menciptakan laba usaha.

Efisiensi biaya produksi dilakukan dengan mempersiapkan system pengadaan material bangunan dan jasa sub-kontraktor, yaitu sistem e-procurement yang telah dimiliki ADHI, yang disebut sebagai electronic supply chain management (ESCM), yang memungkinkan ADHI mendapat kualitas dan harga barang terbaik dari para vendor. Ini untuk menghindari permainan harga oleh para vendor maupun permainan harga dari orang dalam ADHI. Praktik korupsi akan menggerogoti nilai-nilai luhur perseroan dan telah ditentang keras oleh PBB dengan Global Compact-nya.

Fandi Hudoyo dari PT Gobalindo, Surabaya, merasakan kerjasama yang berdasar win-win solution bersama ADHI. Ia mendukung pelaksanaan proyek EPC di PLTU Tarahan 2 x 100 Megawatt dengan memasok pipa-pipa berkualitas tinggi pada tahun 2009. "Nilainya kurang lebih Rp250 juta, " kata anak muda yang baru berusia 30 tahun ini.

Ia merasa puas dengan sistem pembayaran yang dilakukan ADHI. Terutama dengan layanan pembayaran yang dilakukan Finance Department ADHI. Sistem pembayaran di Finance Department ADHI kini sudah bisa mengintegrasikan antara akuntansi, cost control dan treasury. Ketika seorang vendor memasukkan invoice ke ADHI, dia akan mengetahui tanggal berapa akan memperoleh pembayaran dari ADHI. Sistem ini sama-sama menguntungkan dari sisi cash flow perseroan maupun cash flow si vendor.

## 2. PROGRAM PENCIPTAAN NILAI BAGI KARYAWAN:

### INSAN ADHI

Kekuatan sebuah perusahaan sangat ditentukan oleh kekuatan sumber daya manusia di dalamnya. ADHI sebagai perusahaan jasa konstruksi sangat menjaga dan selalu meningkatkan kekuatan kompetensi sumber daya manusia yang merupakan ujung penggerak bisnis utama. Untuk menghasilkan sumber daya manusia handal, ADHI memulainya dengan melakukan proses rekrutmen secara terstruktur. Dilanjutkan dengan program pelatihan dan pengembangan karyawan yang tepat sasaran, sehingga akan berdampak pada peningkatan kemampuan dan motivasi sehingga setiap karyawan dapat memberikan kontribusi terbaik mereka untuk perusahaan.

Sejak awal, perusahaan telah melakukan pemetaan kompetensi karyawannya melalui kombinasi antara kinerja dan budaya kerja yang tercermin pada perilaku, sehingga pengelolaan dan pengembangannya dapat lebih sesuai dengan kebutuhan yang nyata. Sedangkan untuk melihat iklim organisasi, perusahaan telah melaksanakan survey keterikatan karyawan (Engagement Survey) yang dilanjutkan dengan penyusunan dan pelaksanaan program peningkatannya.

sub-contractor as well, is very crucial matter. The reason is, in construction business the production cost could be up to 80% of contract value. Therefore, the production cost efficiency is playing important role to define the capability of corporate in creating business profit.

The production cost efficiency is conducted by preparing the building material procurement and sub-contractor service system, i.e. e-procurement system which has been owned by ADHI. This system so called electronic supply chain management (ESCM), which enables ADHI to get the best quality and price of material from the vendors. This method is the way to avoid price game played by the vendors and also from internal ADHI personnel as well. The acting of corruption will decrease the noble values of corporate and has been confronted strongly by United Nations with its Global Compact.

Fandy Hudoyo of PT Gobalindo, Surabaya, feels the advantage of co-operation with ADHI based on win-win solution. He supported the EPC project construction in PLTU Tarahan 2 X 100 Megawatt by supplying high quality pipes in 2009. "The procurement value was about IDR250 million," said this 30 years old young man.

He feels satisfy by the payment system applied by ADHI. In particular, payment of service was done by Finance Department. The payment system in ADHI Finance Department now has been integrated among accounting, cost control and treasury. When a vendor submits an invoice to ADHI, he/she will know in what date the payment will be done by ADHI. This system gives advantage for corporate cash flow as well as vendor cash flow.

## 2. VALUE CREATION PROGRAM FOR EMPLOYEE:

### ADHI HUMANE

The strength of a corporation is very defined by the strength of human resources within it. As a construction service corporation, ADHI is always keeping and increasing the competency strength of human resources, which are the primary power in making the business move. In order to produce reliable human resources, ADHI starts by doing the recruitment process in structurally manner. This process followed by employee training and development program, and developed in such a way, so that this training will give significant impact on capability improvement and motivation. And as result each employee will be able to give their best contribution for the company.

Since the beginning, the corporate has been mapping the employee competency through the combination of performance and work culture. And this is reflected on attitude. Therefore, in managing and developing this resources could be fitted with the real needs. Regarding the organization climate, the company has done a survey about employee engagement, and followed by preparing and executing the improvement program.

Untuk menjaga kesinambungan ketersediaan SDM yang kompeten dan sekaligus memiliki keterikatan yang tinggi terhadap perusahaan, setiap tahap dari proses pengelolaan SDM yang dimulai dari desain organisasi, perencanaan, rekrutmen/ seleksi, penempatan, pengembangan sampai dengan berakhirnya hubungan kerja, selalu memperhatikan faktor produktivitas dan keterikatan. Dengan demikian kompetensi ADHI dapat selalu meningkat dari waktu ke waktu guna menjawab tantangan dalam kompetisi yang ada.

Pada akhir tahun 2009, jumlah karyawan ADHI sebanyak 1.851 orang, yang sebagian besar (76%) berlatar belakang pendidikan teknik.

## PROGRAM PENGEMBANGAN SDM

Untuk meningkatkan kompetensi karyawannya, ADHI melakukan bermacam pengembangan baik dilaksanakan secara internal melalui On the Job Training/magang, penambahan tanggung jawab (enrichment), coaching dan counseling dsb. yang lebih menitikberatkan pada peningkatan keterampilan teknis. Selain itu, untuk menambah dan meningkatkan wawasan serta kompetensi manajerial, diupayakan melalui pengembangan secara eksternal.

Program pengembangan SDM yang dilaksanakan pada tahun 2009 merupakan kelanjutan dari pengembangan program yang dilakukan pada tahun sebelumnya. Program pengembangan SDM ditujukan bukan hanya kepada karyawan tetapi juga kepada pimpinan Perseroan. Pengembangan untuk para pimpinan lebih menitikberatkan pada aspek-aspek strategis dan wawasan ke depan. Begitu pula kesempatan untuk meraih jenjang karir setinggi-tingginya maupun dalam mengikuti program pengembangan, ADHI tidak membedakan gender, status maupun kekurangan fisik, setiap karyawan mempunyai hak dan kesempatan yang sama.

Penyempurnaan kesisteman SDM yang telah dimulai sejak tahun 2007 masih terus dilanjutkan. Pada tahun 2009 telah dilakukan penyempurnaan lebih mendalam tentang Organisasi, Job Description, Job Requirement dan Sistem Penilaian Kinerja.

## PELATIHAN

Program pelatihan karyawan yang dilakukan ADHI secara berkesinambungan, akan melahirkan karyawan ADHI mampu bersaing secara sehat dengan para pesaingnya. Realisasi biaya pelatihan untuk tahun 2009 adalah sebesar Rp1,87 miliar yang diikuti oleh 412 karyawan.

Pelatihan yang dilaksanakan tahun 2009 antara lain adalah :

- Project Management
- Risk Based Audit & Fraud Audit
- ADB Business Opportunities
- Mitigasi Risiko Kontrak bagi BUMN dan Penyelesaian sengketa
- Audit Intern Tingkat Lanjutan
- Contract Administration
- Risk Management

In order to keep the continuation and availability of competent human resources, and at the same time have high engagement with the company, it is important to consider the above factors (competency and engagement) when manage the human resources in every stage of process. And this started from designing the organization, planning, recruitment/selection, placement, development until the end of work relation. Therefore, the competency of ADHI human resources is always able to improve from time to time, in order to response the challenge in available current competition.

At the end of 2009, the number of ADHI employee is 1,851 and the biggest portion (76%) have technical education background.

## HUMAN RESOURCES DEVELOPMENT PROGRAM

In order to increase the employee competency, ADHI has done various development program, which done internally through On the Job Training, adding the responsibility (enrichment), coaching and counseling etc., which emphasize on improvement of technical skills. In addition, there is a program on improving and increasing the managerial competency, and done externally.

The implementation of human resources development program in year 2009 was the continuation of similar program from previous year. This program is not only aimed for company employee, but also for the company leaders. The development program for company leaders is more emphasize on strategic aspects and future insight. In terms of career development, ADHI treats gender equally, status or physical disable. Every employee has the same rights and opportunity.

The updating of human resources development system has been continuing. In 2009, the upgrading has been done and deeply revised on Organization, Job Description, Job Requirement, and Performance Assessment System.

## TRAINING

The employee training program conducted by ADHI continually will produce human resources who are able to compete fairly with their competitor. The cost for this employee training for 2009 is IDR1.87 billion and participated by 412 employees.

The trainings conducted in 2009 are as follows:

- Project management
- Risk Based Audit & Fraud Audit
- ADB Business Opportunities
- Mitigation of Contract Risk for BUMN and dispute settlement
- Audit Internal, advance
- Contact Administration
- Risk Management

- PSAK 50 & PSAK 55 Akuntansi Instrumen Keuangan
- Sertifikasi Ahli Struktur
- Sertifikasi Ahli Mechanical & Electrical
- Sertifikasi Pelaksana
- Sertifikasi Ahli Madya Sumber Daya Air
- Sertifikasi Ahli Utama Struktur
- Sertifikasi Ahli Utama Teknik Sipil
- Sertifikasi Ahli Utama Pelaksana Jembatan
- Sertifikasi Ahli Madya Geoteknik
- Sertifikasi Ahli Madya Geodesi
- Hukum Kontrak Konstruksi
- Pasca Sarjana Hukum Bisnis
- Komunikasi Persuasif
- Pemahaman dan Penerapan Sistem K3
- Pelatihan Mediasi
- Hubungan Industrial
- Pelatihan Cost Control
- HSE Management
- Project Planning & Scheduling
- Kuliah Umum Teknologi Beton
- Contract Management

Pelatihan dan sertifikasi ini dilaksanakan oleh instansi yang kredibel dan kompeten di bidangnya. Selain untuk meningkatkan kompetensi dan profesionalitas karyawan, dengan program sertifikasi profesi ini akan dapat menunjang Perseroan dalam proses perolehan pekerjaan.

- PSAK50 & PSAK 55: Financial Instrument Accounting
- Structure expert certification
- Electrical & Mechanical expert certification
- Executor certification
- Water resources middle expert certification
- Structure Main expert certification
- Civil engineering main expert certification
- Bridge main expert certification
- Geotechnical middle expert certification
- Geodesy middle expert certification
- Construction Contract Law
- Business law post graduate
- Persuasive communication
- Understanding and implementation of K3 system
- Medium training
- Industrial relationship
- Cost control training
- HSE Management
- Project Planning & Scheduling
- General teaching on Concrete technology
- Contract management

This training and certification are done by a credible institution and competent in their field. In addition to improve the competency and professionalism of employee, this training program will support the company to get more opportunity in awarding the project contract.



Pelatihan yang diberikan korporasi kepada karyawan dalam meningkatkan kompetensi dan profesionalitas karyawan.

*The training supported by company to employees in order to improve the competence and professionalism.*

Untuk tahun 2010, perusahaan merencanakan pengembangan dan pelatihan karyawan dengan anggaran sebesar Rp4,63 miliar.

Selain melanjutkan pelatihan yang masih berlanjut dari tahun sebelumnya, ADHI merencanakan program pendidikan dan pelatihan untuk tahun 2010 sebagai berikut :

- Communication Skill
- General Humance Resources
- Cost Control
- Project Management
- Trade Service
- Risk Management
- Bank Garansi
- Treasury
- Finance Management
- Finon
- Sertifikasi berbagai keahlian dan ketrampilan.

### • Menciptakan Iklim Kerja yang Sehat

ADHI memahami bahwa iklim kerja yang sehat merupakan faktor penting untuk mengikat (*engage*) karyawan dan perusahaan. Sebagai perusahaan BUMN, ADHI sangat menghargai hak-hak karyawan sesuai dengan ketentuan UU Ketenagakerjaan RI dan konvensi yang ditetapkan ILO. ADHI juga sangat menghormati apa yang telah dicetuskan dalam 10 prinsip *Global Compact* (antara lain menghargai Hak Asasi Manusia, mendorong kebebasan berserikat dan hak melakukan negosiasi, meniadakan diskriminasi untuk menghargai setiap karyawan, peduli terhadap lingkungan dan menghindari korupsi serta penyuapan).

For the year 2010, the corporate has a planning to conduct employee training and development with budget planning IDR4.63 billion.

In addition to continue the training program from previous year, ADHI plans to execute the training program for year 2010 as follows:

- Communication Skills
- General Human Resources
- Cost Control
- Project Management
- Trade service
- Risk Management
- Bank Guarantee
- Treasury
- Finance Management
- Finon
- Certification on various expertise and skills

### • To Create Healthy Working Climate

ADHI fully understand that the health working atmosphere is an important factor in order to engage the employee and the company. As a State-Owned Enterprise (SOE), ADHI appreciates the rights of employee in line with the rules in Employment ship Law of Republic of Indonesia and conventions decided by ILO. ADHI is also honoring the 10 principles of *Global Compact* (such as to appreciate Human Rights, to urge the freedom to setup labor organization and the rights to negotiate, wipe out the discrimination in order to honor every employee, care in environment and to avoid corruption and bribery).



Karyawan sehat dengan berolah raga. Karyawan sehat mendukung iklim kerja yang sehat.

*Healthy employees through exercise. Healthy employees support healthy work climate.*



Suasana kekeluargaan berkembang baik di dalam ADHI. Suasana "One big happy family" hampir dirasakan oleh setiap karyawan. "Di ADHI kami saling peduli satu sama lain. Sangat kekeluargaan. Ketika teman kami meninggal dunia, dengan kesadaran sendiri kami mengumpulkan dana untuk biaya anak-anak sekolah almarhum. Ini murni dari hati nurani kami dan ini sangat membekas di hati saya," cerita Agus Kariato, 41 tahun, Estimating Manager dari Divisi Konstruksi I ADHI.

Family like condition is growing and developing in good manner within ADHI. The atmosphere of "One big happy family" felt by almost of the employee. "In ADHI we care to each other. It is very family like situation. When our friend is passed away, with our own deep understanding we collect fund for the school cost of our late friend. And this action is from the bottom of our heart, and stay in our heart forever," said Agus Kariato, 41 years old, an Estimating Manager from ADHI Construction Division.

Dalam setiap pelaksanaan bisnis, ADHI menghormati HAM dan menghindari pelanggaran HAM. Terhadap para karyawan perseroan memberi kebebasan berserikat, terbukti dengan terbentuknya Serikat Pekerja Adhi Karya. SPAK memiliki posisi yang unik dalam bernegosiasi dengan perusahaan. Biasanya Ketua SPAK dilibatkan dalam penentuan gaji yang digariskan manajemen sesuai dengan formula yang sudah disepakati bersama.

In every business execution, ADHI always honor the human rights and always avoid violating it. The company gives the freedom to the employee to establish their own employee organization, and it proves that an ADHI Employee Union (Serikat Pekerja ADHI Karya, SPAK) has been established. This union organization has a unique position in doing the negotiation with the company. Normally, the chairman of SPAK is involved in defining the salary which is decided by the management, and is already agreed by all parties involved.



ADHI peduli kesenian sebagai wujud pelestarian warisan budaya bangsa.

*ADHI cares of arts is a form of preservation of national culture heritage.*

Di tingkat proyek, ADHI memastikan tidak ada tindak kekerasan atau tekanan terhadap para pekerja serta tidak mempekerjakan buruh kanak-kanak di bawah usia. Perlakuan ADHI juga tidak bersifat diskriminatif kepada karyawan lelaki atau perempuan, terhadap ras atau agama tertentu. Setiap karyawan hak-hak sipilnya dihormati. "Semua respek terhadap kami kaum perempuan di ADHI. Malahan mereka sangat menghormati kami," ujar Ida Holidah, 49 tahun, G.A Officer Finance Department ADHI.

On project level, ADHI assures there is no violence action or pressure to the worker, and make sure there is no underage labor child. ADHI treats equal to both men and women employee, to certain skin color or certain religious follower. Every employee is honored his/her rights. Women are respected by all people in ADHI. Moreover, they are very respect to us," said Ida Holidah, 49 year, a General Affair Officer, ADHI Finance Department.

ADHI juga telah mensosialisasikan kepedulian Kesehatan, Keselamatan Kerja dan Lingkungan pada setiap pekerja proyek. Dan yang paling utama, setiap karyawan maupun manajemen harus menghindari korupsi dan penyuapan. Korupsi dan penyuapan sama dengan pembusukkan terhadap nilai-nilai yang dianut ADHI.

ADHI is also doing the socialization of Health awareness, Working Safety and Environment in every project worker. And the most important is that every employee or management should avoid corruption and bribing. This corruption and bribing is an action to decay the values that ADHI believe.

Untuk membangun kebersamaan, setiap hari karyawan berdoa sebelum memulai bekerja atau rapat. Bagi karyawan yang beragama Islam, wadah kegiatan ceramah agama yang digalang oleh Badan Koordinasi Dakwah Islam (BKDI) menjadi wahana komunikasi antar karyawan yang baik, membimbing karyawan menjadi manusia yang bertakwa dan berketuhanan.

Di kantor Pusat ADHI terdapat masjid yang setiap siang dan sore dipadati oleh karyawan yang bersembahyang. Bahkan terbentuk kelompok belajar Al Qur'an yang dimulai pada pukul 6.00 WIB. "Dengan ibadah, hati dan pikiran segar kembali. Perasaan juga tenang, karena kami mengawali hari dengan doa," tutur Tjatur Waskito Putro, manajer Corporate Legal yang telah 20 tahun bekerja di ADHI.

Seorang karyawan dalam setahun menerima 12 bulan take home pay, ditambah tunjangan cuti sebesar satu bulan Gaji Pokok Bulanan, plus satu bulan take home pay untuk tunjangan hari raya. ADHI juga memberi insentif berupa bonus tahunan bagi karyawan sesuai dengan prestasi karyawan dan kinerja keuangan perusahaan.

ADHI juga membayar tunjangan lain, seperti premi asuransi kesehatan, premi Jamsostek, premi Dana Pensiun Bina Adhi Sejahtera. Sebelum pensiun, karyawan akan mendapat sejumlah dana untuk persiapan pensiun. Dana Pensiun ADHI Sejahtera menginvestasikan uang yang dimilikinya ke berbagai instrumen investasi sesuai dengan ketentuan undang-undang, yang hasilnya bisa dinikmati oleh para pensiunan ADHI.

In order to build togetherness, every employee prays every day before start to work or start of meeting. For Islamic religious follower, there is a religious lecture organized by Badan Organisasi Dakwah Islam (BKDI), and become a good communication medium among the employee.

There is a mosque in ADHI headquarter, and every praying time is packed by employee who will pray. Even a student group of Al-Qur'an has been formed, and starts the program at 6.00 WIB. "By praying, our heart and our thought are refreshing. Our feeling is also calm, because we start the day with pray," said Tjatur Waskito Putro, Corporate Legal Manager who has been working with ADHI for 20 years.

An employee will get 12 time of take home pay annually, and an annual leave paid one month salary, and one take home pay hari raya allowance. ADHI also gives bonus as annual incentive for employee, based on their performance and also financial performance of the company.

ADHI also pays other type of allowance, such as health insurance premium, Jamsostek, Dana Pensiun Bina Adhi Sejahtera. Before an employee retire, he/she will get some amount of fund for retire preparation. Dana Pensiun Bina ADHI Sejahtera invests its fund into various investment instrument according to the law, and the yield could be used by their members.



Beasiswa sebagai wujud kepedulian korporasi terhadap kelangsungan pendidikan anak-anak karyawan yang berprestasi namun kurang mampu.

*Scholarship as part of corporate care to education sustainability of employees' brilliant children yet unaffordable.*

### • Keluarga Karyawan

Bagi ADHI, keluarga karyawan merupakan bagian dari keluarga besar ADHI. Terhadap keluarga karyawan, ADHI memberikan perhatian yang cukup. ADHI memasukkan 3 anggota keluarga ke dalam program asuransi kesehatan. Skema asuransi kesehatan untuk keluarga ini adalah rawat inap, rawat jalan dan rawat gigi.

Setiap ulang tahun ADHI yang jatuh pada tanggal 11 Maret, perseroan melibatkan keluarga karyawan dalam berbagai kegiatan seperti pasar rakyat, rekreasi bersama, donor khitanan massal serta menyumbang yatim piatu.

Perseroan juga memberikan bantuan dana pendidikan bagi anak-anak karyawan sebesar satu bulan gaji pokok karyawan, pada saat pergantian tahun ajaran. Perusahaan juga memberikan beasiswa bagi anak-anak karyawan yang berprestasi.

### • Employee Family

In ADHI opinion, the employee family is the part of ADHI big family. ADHI gives quite good attention and care to employee family. ADHI has been including 3 of family member into health insurance package program, including hospitalizing, dentist.

Every ADHI anniversary, on March 11, every employee family are invited in various activities such as bazaar, circumcision, and providing package for orphanage.

The company also provide school cost assistance for every school year with one month salary. Also scholarship is available for student who is top rank at school.

## 3. PROGRAM PENCIPTAAN NILAI BAGI MASYARAKAT

Dalam point (3) Misi ADHI dengan jelas dinyatakan bahwa ADHI "berkecimpung aktif dalam program-program Public-Private-Partnership (PPP) untuk mendukung pertumbuhan ekonomi, menjalankan inisiatif-inisiatif Corporate Social Responsibility (CSR) dalam rangka pengembangan kemanusiaan."

Misi menjalankan inisiatif CSR ini jelas segaris dengan ajakan Perserikatan Bangsa-bangsa untuk mensukseskan delapan program Millenium Development Goals (Memberantas Kemiskinan, Pendidikan Dasar untuk Semua, Pemberdayaan Perempuan, Mengurangi Tingkat Kematian Anak, Meningkatkan Kesehatan Ibu, Memerangi HIV/AIDS, Melestarikan Lingkungan, Meningkatkan Kemitraan demi Pembangunan). Indonesia telah menyepakati MDGs ini akan bisa dicapai sebelum tahun 2015.

## 3. VALUE CREATION PROGRAM FOR COMMUNITY

In point (3) of ADHI Mission it is very clear stated that ADHI "actively involved in Public-Private-Partnership programs in order to support the economic growth, to conduct Corporate Social Responsibility initiatives in order humanity development."

A Mission to conduct CSR initiatives is very clear in line with the United Nations appeal in order to succeed the eight (8) Millennium Development Goals program (wipe out poverty, Basic education for all people, women empowerment, to reduce mortality on children, to increase the women health, war against HIV/AIDS, environmental conservation, partnership improvement for development). Indonesia has already agreed to these MDGs, that it could be reached before year 2015.



Aktivitas sosial dan peduli kemanusiaan merupakan wujud keharmonisan ADHI

*Social activities and care for humanity is a form of ADHI harmony*

Pemerintah Indonesia jauh sebelum menandatangani kesepakatan MDGs ini sebenarnya sudah memiliki program partnership antara pemerintah dan masyarakat sejak di masa Orde Baru. ADHI telah berpartisipasi dalam program kemitraan ini sejak adanya PPELK tahun 1990 – 1993 , dilanjutkan dengan PUKK tahun 1993 – 2006, sampai munculnya program PKBL sejak 2006 sampai sekarang, sebagaimana dianjurkan pemerintah kepada BUMN lainnya. Kementerian BUMN beberapa kali merevisi Keputusan Menteri/Peraturan Menteri yang berkaitan dengan Program Kemitraan dan Bina Lingkungan.

Terakhir, seluruh BUMN mendapat payung hukum Peraturan Menteri Negara BUMN (sekarang menjadi Kementerian BUMN) No.: PER-05/MBU/2007 tentang Program Kemitraan BUMN dengan Usaha Kecil dan Program Bina Lingkungan, serta petunjuk pelaksanaan yang berupa Surat Edaran Menteri Negara BUMN No.: SE-433/MBU tentang Petunjuk Pelaksanaan Program Kemitraan BUMN dengan Usaha Kecil dan Program Bina Lingkungan.

Pelaksanaan Program Kemitraan dan Bina Lingkungan ini setiap tahun diaudit oleh akuntan publik, dan menjadi salah satu kriteria yang berpengaruh terhadap kinerja perseroan yang bernaung di lingkungan Kementerian BUMN.

Sebagaimana BUMN lain, ADHI menyalurkan Program Kemitraan berupa pinjaman modal usaha dengan jasa administrasi sangat lunak dan murah (6% per tahun) kepada para pengusaha mikro yang berkekayaan bersih maksimal Rp200 juta dan beromset maksimal Rp1 miliar per tahun. Bantuan pinjaman ini umumnya dipakai untuk memperkuat modal usaha ataupun untuk tambahan investasi.

In fact, Indonesia has already owned partnership program between government and community/people since New Order era. ADHI has already participated in this partnership program since the PPELK was formed in 1990-1993, and followed by PUKK in 1993-2006, until the forming of PKBL program since 2006 until present time, as recommended by government to other SOEs. The Ministry of SOE made several revisions the Ministry Decree regarding Partnership Program and Community Development.

Finally, the whole SOE are provided with law umbrella the Decree of State Minister of SOE (now Ministry of BUMN) NO.: PER-05/MBU/2007 regarding Partnership Program of BUMN with Small Scale Business and Community Development Program, and implementation guidelines, i.e. Circular Letter of State Minister of SOE No.: SE-433/MBU regarding Implementation Guideline of Partnership Program of BUMN with Small Scale Business and Community Development Program.

The implementation of Partnership Program and Community Development Program is audited annually by an independent public accountant, and become a critical point in assessing the performance of a corporation within Ministry of SOE.

As other BUMN does, ADHI has already channeled for Partnership Program capital loan to the small scale businessmen with net asset maximum IDR200 million and sales maximum IDR1 billion annually. This soft loan with 6% interest rate per year, and low cost administration fee, is intended to strengthening the business capital or for additional of investment.



Kepedulian ADHI terhadap lingkungan sekitar korporat diwujudkan dengan memberikan bantuan tempat ibadah.

*ADHI's concern to surrounding environment is realized by providing aid to place of worship.*



Sepanjang tahun 2009, ADHI telah menyalurkan dana Rp1,71 miliar kepada usaha-usaha mikro yang bergerak di sektor industri kecil, perdagangan, pertanian, peternakan, perkebunan, jasa dan lainnya. Sebaran penyaluran dana ini meliputi provinsi DKI Jakarta, Banten, Jawa Barat, Jawa Tengah dan Jawa Timur. Kucuran dana Rp1,71 miliar itu bersumber dari penyisihan 0,25% Laba Bersih Adhi tahun 2008 seperti yang ditentukan oleh Rapat Umum Pemegang Saham (pada bulan Juni 2009) ditambah Angsuran Pokok Pinjaman, beban administrasi dan Saldo Awal tahun 2009. Sehingga total dana Program Kemitraan ADHI tahun 2009 sebesar Rp1,892 miliar.

Di samping itu, ADHI juga menyalurkan Rp166,2 juta Dana Pembinaan Kemitraan. Dana ini dipergunakan untuk pelatihan peningkatan produktivitas, kualitas dan kompetensi mitra binaan serta kegiatan pameran yang bisa memperluas pasar para mitra binaan tersebut. Kami membiayai partisipasi para mitra binaan untuk mengikuti pameran Gelar Karya PKBL BUMN dan Inacraft di Jakarta Convention Center setiap tahun.

Paling tidak sepuluh mitra binaan ADHI telah melewati exit program, karena mereka sudah layak usaha sebagai mitra binaan serta patut menerima kredit perbankan (bankable). Peran BUMN dalam pengembangan ekonomi kerakyatan ini merupakan kekuatan tersembunyi dan berhasil menciptakan lapangan kerja di sektor riil sehingga mereka mampu bertahan dari hantaman badai krisis global di penghujung tahun 2008. Sebagai perusahaan konstruksi yang padat modal, ADHI membuktikan mampu menyerap puluhan ribu tenaga kerja dalam suasana yang masih dibayang-bayangi krisis global 2008.

Sedangkan Program Bina Lingkungan dimaksudkan untuk memberdayakan kondisi sosial masyarakat di sekitar lingkungan operasi kerja korporasi. Sepanjang tahun 2009, ADHI telah menyalurkan dana hibah program Bina Lingkungan sebesar Rp401,28 juta seperti yang ditentukan oleh RUPS yang dialokasikan untuk Provinsi DKI Jakarta, Banten, Jawa Barat, Jawa Tengah, Jawa Timur, Lampung, Kalimantan, Sulawesi dan Sumatra Barat.

Untuk penanggulangan bencana gempa bumi di Padang dan Garut, ADHI menyalurkan hibah masing-masing sebesar Rp100 juta. Juga bantuan hibah untuk pendidikan sebesar Rp106,27 juta berupa beasiswa untuk siswa kurang mampu, renovasi sekolah, pembelian komputer serta keperluan alat tulis.

During the year 2009, ADHI has channeled fund IDR1.71 billion to micro scale business which are in small scale industry sector, trading, agriculture, cattle breeding, plantation, service, and others. The spreading of this fund channeling covers provinces of DKI Jakarta, Banten, West Java, Central Java, and East Java. The pouring of this IDR1.71 billion fund was sourced from cutting 0.25% of ADHI Net Income year 2008, as has been decided by Shareholder General Meeting (RUPS) in June 2009, in addition to installment of loan, administration cost, and balance year 2009. Therefore, the total fund of Partnership Program of ADHI in year 2009 is IDR1.892 billion.

In addition, ADHI has also channeled IDR166.2 million of funds for Partnership Development Fund. This fund was used for training on productivity improvement, quality and competency of developing partner and the exhibition activity that enable the developing partner to enlarge the market of their product. ADHI has already paid the participant cost of developing partner to involve in the exhibition of Gelar Karya PKBL BUMN and Inacraft in Jakarta Convention Hall annually.

At least there are 10 (ten) of developing partner of ADHI has passed the exit program, because they already passed as developing partner and deserve to receive loan from the bank (bankable). The role of BUMN in community economic development is a hidden power, and succeeded to create employment opportunity in real sector, so they could survive from the strike of global economic hurricane at the end of 2008. As a construction corporation with heavy capital, ADHI proves that ADHI is able to absorb ten thousand of labor force in the atmosphere where it was being shadowed by 2008 global crisis.

Meanwhile, Community Development Program is intended to strengthen social condition of community in the area where the corporation has project activity. During year 2009, ADHI has channeled IDR401.28 of grant fund for Community Development program, as it has been decided in Shareholder General Meeting (RUPS), and allocated for provinces DKI Jakarta, Banten, West Java, Central Java, East Java, Lampung, Kalimantan, Sulawesi, and West Sumatra.

For the victims of earthquake in Padang and Garut, ADHI has channeled IDR100 million of grant fund for each area. Also grant assistance for education IDR106.27 in form of scholarship for poor student, school renovation, computer procurement and other school kit.

## PROFIL BISNIS MITRA ADHI:

Realisasi Penyaluran Dana Program Kemitraan

(dalam Rp)

Uraian	2009	2008	2007	2006	2005	Description
Pinjaman						Capital Loan
Sektor Industri	907,500,000	790,000,000	695,000,000	226,000,000	105,000,000	Industry Sector
Sektor Perdagangan	530,000,000	855,000,000	960,000,000	373,000,000	440,000,000	Trade Sector
Sektor Pertanian	10,000,000	30,000,000	-	-	-	Agriculture Sector
Sektor Peternakan	10,000,000	25,000,000	85,000,000	30,000,000	-	Animal Husbandry Sector
Sektor Perkebunan	15,000,000	10,000,000	-	10,000,000	-	Plantation Sector
Sektor Perikanan	-	50,000,000	45,000,000	-	37,500,000	Fishery Sector
Sektor Jasa	195,000,000	370,000,000	305,000,000	110,000,000	282,500,000	Services Sector
Sektor Jasa Lainnya	50,000,000	170,000,000	90,000,000	275,000,000	-	Other Sector
Sub Jumlah A	1,717,500,000	2,300,000,000	2,180,000,000	1,024,000,000	865,000,000	Sub Total A
Pembinaan Kemitraan						Partnership Assistance
Pendidikan Dan Pelatihan	82,086,675	44,033,350	-	18,578,000	23,615,000	Education And Trainings
Promosi Dan Pameran	84,134,450	46,581,000	92,185,610	58,338,365	41,630,450	Promotions And Exhibitions
Sub Jumlah B	166,221,125	90,614,350	92,185,610	76,916,365	65,245,450	Sub Total B
<b>Jumlah</b>	<b>1,883,721,125</b>	<b>2,390,614,350</b>	<b>2,272,185,610</b>	<b>1,100,916,365</b>	<b>930,245,450</b>	<b>Total</b>

## PROGRAM KEMITRAAN

Program Kemitraan merupakan program untuk meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri melalui pinjaman modal kerja. Dimana pinjaman kepada mitra binaan tsb. akan digunakan dalam rangka pengembangan usaha. Anggaran untuk Program Kemitraan tsb. berasal dari penyisihan atas sebagian laba perusahaan yang besarnya ditetapkan oleh RUPS.

Pinjaman Program Kemitraan ini mensyaratkan bahwa usaha yang diberi pinjaman adalah perusahaan yang memiliki kekayaan bersih maksimal Rp200 juta atau omset maksimal Rp1 miliar per tahun, telah melakukan kegiatan usaha minimal 1 tahun, WNI, dan belum *bankable*. Biaya administrasi bagi pinjaman ini adalah 6% per tahun, yang akan dipergunakan untuk biaya operasional penyaluran, seperti biaya *survey* lapangan, penagihan, pembinaan, beban administrasi, dan umum.

Sumber dana Program Kemitraan di tahun 2009 berasal dari Saldo awal Rp21.930.484, penerimaan dari Penyisihan Laba Bersih perusahaan tahun buku 2008 sebesar Rp466.103.004 yang besarnya ditentukan berdasarkan hasil keputusan RUPS yaitu 0,25%, ditambah Angsuran Pokok Pinjaman sebesar Rp1.241.239.502 dan dari Pendapatan atas Biaya Administrasi sebesar Rp201.018.174, sehingga total dana sebesar Rp1.930.291.164.

Di tahun 2009, ADHI telah menyalurkan pinjaman Program Kemitraan sebesar Rp1,717 miliar kepada para mitra binaan di wilayah DKI Jakarta, Jawa Barat, Banten, Jawa Timur, dan Jawa

## THE PROFILE OF ADHI BUSINESS PARTNER:

Actual Disbursement Partnership Program

(in IDR)

## PARTNERSHIP PROGRAM

Partnership Program is a program to improve the ability of small businesses in order to become strong and independent through working capital loans. Where a loan to partners will be used in the context of business development. The budget for the Partnership Program is derived from corporate earnings allowance on a portion of the amount determined by the GMOS.

This loan program requires that the business partnerships that are given loan is a company that has a maximum net worth a maximum of IDR200 million or sales of IDR1 billion per year, has been conducting business activities of at least one year, and as a Indonesian nationality. Administration fee for these loans is 6% per year, which will be used for operational costs distribution, such as surveys, billing, coaching, administration expenses, and general.

The Source of Partnership Program funds in the year 2009 comes from the initial balance of IDR21,930,484, Allowance from Net Profit of fiscal year 2008 amounted to IDR466,103,004 which is 0.25% determined based on the decision of GMOS, plus the Installment of Loan Principal of IDR1,241,239,502, and Revenues from Administration fee amounted at IDR201,018,174, thus, overall funds in total of IDR 1,930,291,164.

In the year 2009, ADHI has distributed loans of Partnership Program amounting to IDR1.717 billion to its partners in the areas of Jakarta, West Java, Banten, East Java and Central Java.

Tengah. Sektor usaha yang mendapat pinjaman dari ADHI untuk tahun 2009 adalah industri, perdagangan, pertanian, peternakan, perkebunan, jasa, dan lainnya.

Dana Program Kemitraan tersebut didistribusikan ke wilayah dengan jumlah mitra sebagai berikut:

Wilayah	Nilai (Rp) / Amount (IDR)	Jumlah Mitra / Number of Partner	Region
DKI Jakarta	382.500.000	21	DKI Jakarta
Jawa Barat	560.000.000	20	West Java
Banten	215.000.000	13	Banten
Jawa Tengah	290.000.000	3	Central Java
Jawa Timur	270.000.000	2	East Java

Sedangkan Dana Pembinaan Kemitraan dipergunakan untuk pembiayaan kegiatan yang diharapkan dapat mendorong perkembangan usaha serta meningkatkan produktivitas Mitra Binaan atau penelitian dan pengembangan. Pembinaan dapat berupa pendidikan, pelatihan, magang, pemasaran, dan pameran. Di tahun 2009 telah dikeluarkan Dana Pembinaan Kemitraan sebesar Rp166,2 Juta yang dipergunakan untuk pelatihan dan pameran.

Mitra Binaan yang telah dibina dan diberi pinjaman sampai bisa lebih Mandiri dan tangguh dalam sisi finansial, maka diharapkan dapat menjadi *bankable*. Sampai saat ini ada sepuluh mitra binaan ADHI yang sudah *bankable*, diantaranya dua mitra dari Jakarta, lima mitra dari Jawa Barat, dua mitra dari Jawa Tengah dan satu mitra dari Jawa Timur.

Realisasi Penyaluran Dana Program Kemitraan Tahun 2009

#### Berdasarkan Sektor By Sector

(dalam Rp)

(in IDR)

Uraian	Jumlah Amount	Description
<b>Pinjaman Modal</b>		<b>Capital Loan</b>
Sektor Industri	907.500.000	Industry
Sektor Perdagangan	530.000.000	Trade
Sektor Pertanian	10.000.000	Agriculture
Sektor Peternakan	10.000.000	Animal Husbandry
Sektor Perkebunan	15.000.000	Plantation
Sektor Perikanan	-	Fisheries
Sektor Jasa	195.000.000	Services
Sektor Lainnya	50.000.000	Others
<b>Sub Jumlah</b>	<b>1.717.500.000</b>	<b>Sub Total I</b>
<b>Beban Pembinaan</b>		<b>Grant</b>
Pendidikan & Pelatihan	82.086.675	Education & Training
Promosi & Pameran	84.134.450	Promotion & Exhibition
<b>Sub Jumlah</b>	<b>166.221.125</b>	<b>Sub Total II</b>
<b>Jumlah</b>	<b>1.883.721.125</b>	<b>Total</b>

Business sectors that receive loans from ADHI for the year 2009 are industry, trade, agriculture, animal husbandry, agriculture, services, and others.

The partnership program funding was distributed to following regions:

While the Partnership Development Fund is used to finance activities that are expected to encourage the development of their operations and increase productivity of small partners or research and development. Development can be either education, training, internship, marketing, and exhibition. In the year 2009 it has been issued the Partnership Development Fund amounting to IDR166.2 million which are used for training and exhibition.

Small partners who have been nurtured and given a loan to be more independent and resilient to the financial side, it is expected to be a Bankable. Until now there are ten ADHI partners who have become Bankable, including two partners from Jakarta, five partners from West Java, two partners from Central Java, and one partner from East Java.

Realization of Partnership Program Fund Distribution Year 2009

#### Berdasarkan Wilayah By Region

(dalam Rp)

(in IDR)

Uraian	Jumlah Amount	Description
<b>Pinjaman Modal</b>		<b>Capital Loan</b>
DKI Jakarta	382.500.000	DKI Jakarta
Jawa Barat	560.000.000	West Java
Banten	215.000.000	Banten
Jawa Tengah	290.000.000	Central Java
Lampung	270.000.000	Lampung
Jawa Timur	-	East Java
Sulawesi	-	Sulawesi
<b>Sub Jumlah</b>	<b>1.717.500.000</b>	<b>Sub Total I</b>
<b>Beban Pembinaan</b>		<b>Grant</b>
Banten	82.086.675	Banten
DKI Jakarta	84.134.450	DKI Jakarta
<b>Sub Jumlah</b>	<b>166.221.125</b>	<b>Sub Total II</b>
<b>Jumlah</b>	<b>1.883.721.125</b>	<b>Total</b>

## IKA DARMANTI, NAYANA KERUDUNG, UNGARAN, JAWA TENGAH.

### Memberdayakan perempuan desa

Tahun lalu Ika Darmanti hanya memproduksi kerudung dan manset. Pengusaha kecil asal Ungaran, Jawa Tengah ini, sekarang sudah mendiversifikasi produknya menjadi kerudung (50%), baju muslimah (25%), manset, celana muslimah dan legging (25%). Diversifikasi ini untuk menghadapi musim sepi pesanan kerudung sebulan raya Idul Fitri. Untuk itu dia harus lebih agresif memasarkan produknya.

Ika termasuk mitra bisnis ADHI yang tidak gagap teknologi. Ia memanfaatkan kecanggihan internet untuk browsing mencari desain kerudung, baju muslimah, celana muslimah dan legging. Melalui *website* di dunia maya itu pula ia memasarkan produksinya. Pemesannya pun tersebar. Dari Semarang, ke Wonogiri, Solo, Bandung, Jakarta, Bandar Lampung, Malang, Mataram, Tarakan, Banjarmasin, hingga Lhokseumawe.

## IKA DARMANTI, NAYANA VEIL, UNGARAN, CENTRAL JAVA

### Village women empowerment

Last year Ika Darmanti produce only short veil and cuff. This small scale businesswoman of Ungaran, Central Java now has already diversified her product to be: short veil (50%), muslimah gamis (25%), cuff, muslimah trouser and legging (25%). Product diversification is done in order to anticipate the situation after Lebaran, where the buyer of short veil is very small. For this reason, she should be more aggressive in marketing her product.

Ika is one of ADHI's business partners who are familiar with technology. She uses the sophistication of internet technology by browsing in order to seek short veil design, muslimah qamis, muslimah trouser and legging. She also uses the web site in virtual world for marketing her product. Her buyers are spreading out. From Semarang to Wonogiri, Solo, Bandung, Jakarta, Bandar Lampung, Malang, Mataram, Tarakan, Banjarmasin, up to Lhokseumawe.



Sukses usaha "Nayana Kerudung" tidak lepas dari ketekunan pegawainya dan bimbingan yang tulus dari Ika Damayanti sebagai pemilik usaha yang merupakan mitra binaan ADHI.

*The success of "Nayana Kerudung" is due to its employees diligence and sincere guidance from Ika Damayanti as owner of business supported by ADHI.*

Ia termasuk jeli membidik pasar ibu-ibu muslimah di seluruh Indonesia. Kualitas desain dan jahitan menjadi andalan Ika. Ibu berusia 36 tahun ini kini berani membuka toko, atau show room, di dunia nyata, di kota Semarang. "Ini untuk mendekatkan pembeli dengan produk-produk saya," kata Ika.

Untuk meramaikan program pemasarannya, ia berani mendekati isteri budayawan Yogya Emha Ainun Najib yang cantik, Novia Kolopaking menjadi ikon produk-produk Ika, dan tentu saja disukai oleh pelanggan Ika di kota-kota tadi.

Ika memang pintar. Dari kota kecil Ungaran di selatan kota Semarang, dari sebuah workshop yang masuk gang kecil yang

She is quite precise in targeting the market of muslimah women all over Indonesia. The design quality and sewing is her leading factor. This young mother, 36 years, now has opened a shop or a showroom in real world, in Semarang city. "This way is to approach the buyer with my products," said Ika.

In order to make a crowd in her marketing program, she has approached wife of public figure of Yogya, Emha Ainun Najib, the beautiful Novia Kolopaking to be an icon of her product. And of course the customers of her product are very likely.

Ika is very ingenious. From a small town of Ungaran in southern part of Semarang, from a small workshop in small alley with only



hanya mempekerjakan 15 orang ibu-ibu, ia bisa menembus jalur pemasaran ke banyak kota. Jalan Ika telah sesuai dengan cita-cita Millenium Development Goals, yakni memberdayakan para ibu dalam pengembangan ekonomi. “Yang muda-muda saja berkerja di workshop. Ibu-ibu yang lain bekerja di rumah masing-masing, tapi saya kontrol kualitas pekerjaannya dengan ketat,” ujar ibu tiga anak ini.

Mohammad Yunus, CEO Grameen Bank dari Bangladesh, menebar kredit mikro untuk para ibu pedesaan bermaksud memberdayakan mereka. Di tangan mereka, para ibu itu, kredit mikro menjadi bermanfaat langsung bagi putera-putrinya, baik untuk perbaikan gizi maupun pendidikan. Mungkin motif ini pula yang menjadi niatan mulia Ika, untuk memberdayakan wanita dan para ibu tetangganya dan mencegah mereka berurbanisasi dan tetap dekat dengan keluarga di desa.

Omsel bisnis Ika kini sudah mencapai Rp120 juta per bulan. Ia kini memiliki 6 buah mesin jahit, sebuah mesin obras, sebuah mesin overdeck untuk menjahit dobel, sebuah mesin potong dan sebuah mesin jahit motif second hand tapi direkondisi seharga Rp30 juta

Pinjaman dana Ika ke ADHI yang hanya Rp20 juta, hampir lunas. Ia berharap bisa menambah besaran pinjaman dana murah ke ADHI, meskipun sesungguhnya Ika dan Nayana Kerundung-nya sekarang sudah layak mendapat kredit dari perbankan (bankable). Namun ia merasa lebih nyaman dengan pinjaman lunak seperti yang ia terima dari ADHI, karena prosedurnya tidak rumit, jasa admistrasinya rendah, mendapat kemudahan untuk mengakses pasar dengan mengikuti pameran yang dibiaya ADHI.

### **SUMIATI, BATIK 16, SEMARANG, JAWA TENGAH Mentas menjadi pengusaha layak bank**

Di desa Tembalang yang agak jauh dari kota Semarang, sebuah bisnis kecil yang dimotori oleh ibu Haji Sumiati yang tangguh. Di rumahnya, ia membuka workshop batik dengan mempekerjakan 45 karyawan, yang sebagian besar perempuan. Ia memproduksi batik tulis dan cap di workshopnya ini dengan motif-motif yang khas kota Semarang. Di sebelah kanan rumahnya yang bertingkat itu, Ibu Sumiati membuka show room Batik 16.

Apa saja motif batik khas Semarang itu? Ikon-ikon kota Semaranglah yang menjadi andalan desain batik Ibu Sumiati. Ada motif Tugu Muda Semarang, Lawang Sewu, Ceng Ho atau Klenteng Sam Po Kong yang terkenal itu, dan juga kawasan Srandol. Ibu Sumiati dibantu adiknya untuk mendesain dan memproduksi batiknya. Liestyowati, adik Ibu Sumiati, memang sejak kecil gemar menggambar. Ia menjadi desainer sekaligus semacam manajer produksi andalan Batik 16.

Batik 16 mungkin termasuk batik organik, karena semua pewarnaan menggunakan bahan-bahan alami dan bisa didaur ulang. “Bahan alami dibeli di Yogyakarta. Sedangkan untuk membuat logam tembaga berdesain batik, untuk batik cap, dibuat di Solo dengan harga Rp600 ribu per buah,” ujar Listi.

15 workers of women, she could break the lane of marketing to many cities. The road of Ika is already in line with the dream of Millennium Development Goals, i.e. to strengthen the mothers in economic development.” The only young women are working in workshop. The other mothers work in their own home, but I take the control of quality of their work in tightly manner,” said the mother of three children.

Muhammad Yunus, CEO Grameen Bank of Bangladesh was spreading out micro credit for the village mothers in order to empowerment them. In their hand, those mothers, this micro credit become very useful directly for their children, good for food improvement and school as well. Probably, this motives is the intention from the bottom of Ika’s heart, in order to empowerment of the mothers and women as well of her neighbors, and to prevent the women of her village to go to cities, and stay close with the family in village.

The business sales of Ika now already reached IDR120 million per month. She now owns 6 unit of sewing machine, one unit of over deck machine, one unit cutting machine, one machine for obras, one unit sewing machine for motives of reconditioning cost her IDR30 million.

Her capital loan to ADHI was only IDR20 million, and almost paid. She hoped that she could get another soft loan from ADHI, although Ika and her business is now already deserve a loan from the bank (bankable). However, she felt she was more comfortable with the soft loan as she had received from ADHI. Because the procedure to get the soft loan is not complicated, with small administration fee, and provided with the facility to attend the exhibition paid by ADHI.

### **SUMIATI, BATIK 16, SEMARANG, CENTRAL JAVA Elevated to be bankable entrepreneur.**

In Tembalang village, a little bit far away from Semarang, there is a small business geared by a tough Ibu Haji Sumiati. In her house, she opens a batik workshop with 45 employees, and mostly are women. She produces writing batik and printing batik as well in her workshop, with special pattern of Semarang city. In right part of hertwo stories house, she opens Batik 16 showroom.

What kind of so called special pattern of Semarang city? The icons of Semarang city is her leading power of her batik design. There are Tugu Muda Semarang (Young Column of Semarang), Lawang Sewu (Thousand Gate), Ceng Ho or the famous Sam Po Kong Temple, and also Srandol region. Ibu Sumiati assisted by her sister in designing and producing her batik Liestyowati, Ibu Sumiati’s sister, likes drawing since she was so small kid. She is the designer and at the same time as reliable production manager of Batik 16.

Probably, Batik 16 is the one of organic batik, because all the coloring process using the natural materials and can be recycled. “The natural material is bought in Yogyakarta. While to make batik designed copper in particular for printing batik, we buy in Solo and cost IDR600,000 each unit,” said Listi.

Setidaknya Batik 16 memiliki 90 desain batik, 24 desain telah dipatentkan ke HAKI dan Kementerian Kehakiman dan HAM, 66 desain masih dalam proses memperoleh patent. Ibu Sumiati tidak mau desain batiknya yang khas itu dicuri orang-orang tak bertanggungjawab seperti orang-orang Malaysia itu. Sebab pemasaran Batik 16 sudah merambah keluar kota seperti Jakarta, Palembang dan bahkan pernah di ekspor ke Davao, Filipina Selatan. Beberapa penghargaan diperoleh Batik 16, seperti tampil sebagai pemenang Lomba UKM Majalah Femina, Jakarta.

Batik 16 has at least 90 batik designs, and 24 designs has been patented to HAKI and the Ministry of Law and Civil Rights, and another 66 designs is on process to get the patent. Ibu Sumiati does not want her special design of batik stolen by irresponsible people, as done by Malaysian people. Because the marketing spread out of her batik has cover the big cities such as Jakarta, Palembang, and even has been exported up to Davao, South Philippines. Several award has been given to Batik 16, such as the winner of UKM Competition by Femina Magazine in Jakarta.



Liestyowati, adik dari HJ. Sumiyati pemilik Batik 16 Semarang dengan kesabaran membina karyawan yang dipercayakan kakaknya untuk memproduksi batik sebagai usaha yang ditekuninya dalam bermitra dengan ADHI.

*Liestyowati, younger sister of HJ. Sumiyati owner of Batik 16 Semarang trusted by her older sister to encourage employees to produce batik in business partnering with ADHI.*

Pelanggan dari kota Semarang tetap menjadi andalan pemasaran, terutama seragam ibu-ibu Dharma Wanita Kota Semarang, Kelompok PKK Kota Semarang, Dharma Wanita Kodam Diponegoro, Yalasenastri (Dharma Wanita Angkatan Laut) serta para isteri di lingkungan kantor Gubernur atau Walikota. Belum lagi pelanggan pribadi yang senang berkunjung ke workshop dan show room Batik 16.

Her customers from Semarang city remain the primary marketing target , in particular women uniforms of Dharma Wanita Semarang City, PKK Group Semarang City, Dharma Wanita Kodam Diponegoro, Yalasenastri (Dharma Wanita of Navy), and also the wives of the officers of Governor Office or Major. Not to mention private customers who prefer to visit to her workshop or Batik 16 showroom.

Batik 16 mendapat pinjaman ADHI Rp20 juta yang digunakan untuk belanja bahan baku dan logam pengecap batik. Tambahan modal kerja ini dirasakan bermanfaat oleh Batik 16. Ibu Sumiati telah melunasi pinjaman ke ADHI dengan baik, termasuk yang taat dan tertib membayar cicilan selama 24 bulan. Kini Ibu Sumiati mendapat kredit dari Bank Rakyat Indonesia Cabang Tanah Mas, Semarang, karena Batik 16 sekarang sudah dianggap bankable.

Batik 16 got soft loan from ADHI about IDR20 million, and used to procure raw material and printing copper device. This additional working capital is very useful by Batik 16. Ibu Sumiati has paid her soft loan from ADHI in time and good, and she is very discipline and regular in paying the installments in 24 months. Now Ibu Sumiati got loan credit from Bank Rakyat Indonesia Branch Tanah Mas, Semarang, because Batik 16 already has bankable status.

Fungsi ADHI dalam membina para mitra binaan adalah sebagai pendamping dalam hal memproduksi barang supaya ongkos produksinya efisien, kualitasnya baik dan dibantu untuk mengakses pasar lebih luas. Pelatihan untuk memproduksi barang dengan efisiensi biaya dan kualitas prima selalu dilakukan ADHI setiap tahun. ADHI juga membiayai para mitra untuk mengikuti pameran besar Gelar Karya BUMN dan Inacraft di Jakarta.

ADHI's function in developing the small scale business partners is as guidance in terms of goods production so that the production cost could be reduced and efficient, in good quality, and ADHI provides assistance to access the market in larger term. The training in goods production with cost efficiency and prime quality always conducted by ADHI yearly. ADHI also pays the small scale business partners to involve in big exhibition of Gelar Karya BUMN and Inacraft in Jakarta.

## WIWI SYAM, PEDAGANG PLASTIK & BESI TUA PASAR REBO, JAKARTA,

### Daur ulang plastik dan besi tua yang peduli lingkungan

Wiwi Syam, 46 tahun, adalah lelaki Betawi yang tangguh. Ia pernah bekerja apa saja asal menghasilkan uang dan halal. Ia pernah menjadi kernet bus kota Mayasari, tukang sayur keliling, pengelola lahan parkir sampai menjadi pengepul botol plastik dan kemasan minyak pelumas mobil dan motor. Kini ia berjaya dengan menjadi bos yang mengikuti tender pelelangan besi-besi scrap di Mabes TNI, Holcim, Indocement atau pabrik sepatu, dengan nilai tender ratusan juta rupiah.

Kendati sudah menjadi bos besi tua, (bisnis ini biasanya dikendalikan orang-orang Madura), Wiwi tetap setia menggiling sampah plastik untuk dijadikan kepingan. Tanpa pendaur ulang seperti Wiwi, plastik akan sulit terurai di tanah atau air.



Mitra ADHI mendaur ulang plastik bekas minuman menghasilkan uang yang tidak sedikit juga mengurangi limbah non organik yang berdampak terhadap lingkungan.

*ADHI Partner recycles plastic wastes that generate money and at the same time reduces non-organic wastes, which have impact on the environment.*

Wiwi hanya meminjam Rp10 juta kepada ADHI. Uang ini dipakai untuk tambahan investasi pembelian mesin pencacah plastik daur ulang seharga Rp22 juta. Ia bisa mempekerjakan enam orang, tiga orang menyortir plastik dan tiga orang menggiling plastik. Kepingan kecil plastik itu disetor dan dijual Wiwi ke pabrik-pabrik plasti daur ulang di Tangerang. Biasanya milik orang-orang Korea.

Akan halnya besi yang dikumpulkan Wiwi sudah biasa ditampung di pabrik-pabrik baja seperti Master Steel, Central Steel, Cakra Steel semuanya perusahaan Korea yang berlokasi di Pulo Gadung, Jakarta Timur. Bahan daur ulang besi dan baja ini sangat berguna bagi berbagai industri, termasuk industri konstruksi yang menjadi inti bisnis ADHI.

Daur ulang besi dan plastik ini tentu saja lebih akrab lingkungan, karena tidak perlu menggali bijih besi maupun menyedot kondensat dari minyak bumi untuk memproduksi plastik baru. Usaha daur ulang yang dikerjakan Wiwi sangat didukung ADHI, karena menjadi cermin kepedulian terhadap lingkungan seperti yang didengungkan oleh MDGs dan sesuai dengan misi ADHI.

## WIWI SYAM, PLASTICS & SCRAP IRON TRADER. PASAR REBO, JAKARTA,

### Recycle plastics and scrap iron who cares the environment

Wiwi Syam, 46 years, is a tough Betawi man. He had ever work any kind of job in order to get money and in right manner. He had ever be a bus assistant of Mayasari, vegetables seller who go around, parking lot labor, up to plastics bottle piling up and also bottle of oil grease from motorcycle and car. It was already a past time for him now. Now he is very successful to be a big boss who always invited in irons scrap auctions in Army headquarter, Holcim, Indocement or shoes manufacturer, with bid value up to hundreds million rupiah.

Although he is now already successful in his business and become old scrap iron boss (usually this kind of business is controlled by Maduranese people), Wiwi stay faithfully grinding the plastics garbage into pieces. Without his work by recycling the plastics garbage, we could imagine how difficult the plastics could be burst in the soil or water.

Wiwi got only IDR10 million of soft loan from ADHI. This money was used to invest in plastics scrub machine priced IDR22 million. He could employ 6 labor force, three persons for plastics sorting and other three for plastics grinding. These pieces of plastics then supplied and sold by Wiwi to recycle plastics manufacturer in Tangerang. Usually this plants owned by Korean.

Regarding old iron collected by Wiwi, usually supplied to steel plant such as Master Steel, Central Steel, Cakra steel, and all of them are owned by Korean company located in Pulo Gadung, East Jakarta. The material of recycle iron and steel is very useful for various industry, including construction industry which is the core business of ADHI.

The business of iron and plastics recycling is of course very environment friendly, because it is not necessary to dig out iron ore from the land, or to suck out the crude oil in order to produce new plastics. The effort of recycling the materials as what Wiwi has been doing is very supported by ADHI, because this manner is the reflection of caring regarding natural environment, as it has been announced and appealed by MDGs and it is in line with ADHI's Mission.

## ROSIDI, PENGUSAHA GENTENG & BATU BATA CV SUPER INKRA, GROBOGAN

### Model pinjaman kelompok yang In-line dengan bisnis inti ADHI

Usaha mikro yang in-line dengan bisnis inti ADHI di bidang konstruksi, juga mendapat perhatian. Usaha mikro seperti pembuatan kosen, batu bata dan genteng dari tanah liat yang mempekerjakan orang-orang desa perlu mendapat dukungan permodalan dari ADHI.

ADHI menerapkan pinjaman untuk kelompok melalui Permodalan Nasional Madani (PNM), sebuah BUMN yang diarahkan untuk membiayai para pengusaha kecil dan menengah. PNM bekerjasama dengan lembaga swadaya masyarakat Baitul Maal wa Ta'mil di Kabupaten Lasem, Jawa Tengah, melalui unit usahanya yang bernama Bina Umat Sejahtera (BUS) di Grobogan, untuk menyalurkan dana murah ADHI kepada kelompok pembuat genteng dan batu bata.



Industri bahan bangunan Genteng & Batu Bata yang sejalan dengan usaha ADHI terus ditekuni meskipun persaingan usaha sangat kompetitif.

*Roof Tiles & Bricks building materials industry, which in line with ADHI businesses, continues as business competition is very competitive.*

Setelah melakukan survei kelayakan penyaluran pinjaman, Bina Umat Sejahtera menunjuk Rosidi, 53 tahun, penduduk desa Karangasem, Kecamatan Wirosari, Kabupaten Grobogan, menjadi semacam penjamin kredit sebesar Rp190 juta yang akan disalurkan kepada 19 orang pembuat genteng dan batu bata di desanya. Rosidi sendiri memiliki usaha bernama CV Super Inkra yang bergerak di bidang pembuatan genteng dan batu bata juga.

Kelompok pembuat genteng dengan penjamin utama CV Super Inkra ini sebanyak 19 orang termasuk Rosidi. Jadi setiap anggota kelompok mendapat pinjaman Rp10 juta. Pembayaran setiap bulan dilakukan kelompok ini kepada Bina Umat Sejahtera yang kemudian disetor ke ADHI. PNM sesuai Perjanjian Kerja Sama dengan ADHI. Bertugas membina dan memonitor mitra binaan ADHI yang di kelola oleh Bina Umat Sejahtera. Dengan Pola ini

## ROSIDI, ROOF TILES AND BRICKS ENTREPRENEUR, CV SUPER INKRA, GROBOGAN

### A Group loan model which in line with ADHI core business

The micro business which in line with core business of ADHI in construction sector, is also got ADHI's attention. Micro business such as door panels, bricks and roof tiles from burnt soil which employ village people should get attention and support from ADHI.

ADHI applies softloan for group of business through Permodalan Nasional Madani (PNM), an SOE which directed to finance small scale and medium scale businessmen. PNM is in co-operation with non government organization Baitul Maal wa Ta'mil in Lasem District, Central Java, through its business unit so called Bina Umat Sejahtera (BUS) in Grobogan, in order to channel cheap fund of ADHI to a group of roof and brick stone makers.

After a feasibility survey regarding channelling of fund conducted, Bina Umat Sejahtera appointed Rosidi, 53 years, Karangasem village resident, Wirosari sub-district, Grobogan District, to be a kind of credit guarantee as much as IDR190 million which will be channelled to 19 roof and brickstone makers in his village. Rosidi himself owns business CV Super Inkra involved in roof and bricks tone maker as well.

Roof maker group with the main guarantee of CV Super Inkra has 19 members including Rosidi. Therefore, each member of group got soft loan IDR10 million. The installment payment each month is done by this group to Bina Umat Sejahtera, then later on paid to ADHI. According to the agreement made between PNM and ADHI, PNM has obligation to develop and monitor developing partner of ADHI which are managed by Bina Umat



keuntungannya, ADHI bisa mendapat jaminan pembayaran dari Bina Umat Sejahtera dan PNM menjadi lebih mudah mengontrol pinjaman melalui Bina Umat Sejahtera.

Yang jadi pertanyaan, apa keuntungan Bina Umat sejahtera bila pinjaman yang disalurkan mengutip biaya administrasi sebesar 6% per tahun, sama seperti biaya administrasi pinjaman ADHI? Seorang staf Bina Umat Sejahtera menjelaskan, institusinya mendapatkan setengahnya dari biaya administrasi yang 6% atau sebesar 3% selain mendapatkan manfaat memperluas pasar untuk produk simpan pinjam di kalangan masyarakat pedesaan. Simpan pinjam yang menjadi bisnis inti Bina Umat Sejahtera menjadi lebih dikenal dan makin dekat dengan masyarakat.

Pinjaman sebesar Rp190 juta itu terutama dipakai untuk modal kerja dan investasi. Rosidi harus membeli tanah liat yang dipakai untuk bahan baku genteng dan batu bata. Untuk meremajakan mesin-mesin pembuat genteng dan batu bata, Rosidi secara hati-hati memakai uang pinjaman ini untuk investasi mesin-mesin giling dan pengepres. Kini setiap orang memiliki satu tungku pembakaran genteng, jadi mereka punya 19 tungku. Rata-rata mereka memproduksi 190.000 buah genteng setiap bulannya. Rosidi sendiri memproduksi batu bata cantik yang bisa dipakai sebagai batu bata expose, tanpa diplester lagi. Ia memproduksi sekitar 20.000 batu bata expose per bulan.

Produksi Rosidi dan kelompoknya diserap toko-toko bangunan di sekitar Jawa Tengah dan Jawa Timur bagian barat. Rosidi tidak lagi menjual genteng dan batu batanya ke Jakarta dan sekitarnya. "Ongkos angkutnya mahal, dan kapok ditipu pembeli Jakarta. Dua kontainer genteng dan batu bata saya tidak dibayar pembeli di Bumi Serpong Damai, " tuturnya sembari tersenyum kecut.

ADHI telah melakukan terobosan terhadap penyaluran pinjaman kepada para mitra binaan dengan dipilihnya kelompok pembuat genteng dan batu bata di Gerobogan. Proyek percontohan ini akan menjadi model penyaluran Program Kemitraan yang bisa direplikasi di tempat atau pada industri mikro lainnya. Dengan pendekatan ini dana kemitraan ADHI menjadi lebih efektif, tepat sasaran, dan menghindari non-performing loan yang besar. Sebab kontrol pembayaran angsuran pinjaman menjadi lebih ketat daripada penyaluran langsung oleh ADHI.

### MATORI, PENGUSAHA GARAM, JUWANA, JATENG

#### **Bisnis menjadi lebih *sustainable* bila infrastruktur direvitalisasi**

Bekerja hingga usia lanjut menjadi moto hidup Matori. Penduduk desa Agung Mulyo, Kecamatan Juwana, Kabupaten Pati yang kini berusia 65 tahun ini tidak ingin pensiun meskipun sudah punya cucu. Ia dengan tekun memproduksi garam ber-iodium untuk konsumsi rumah tangga sejak tahun 60-an. Garam memang barang konsumsi yang sebetulnya masih kurang dari sisi supply untuk seluruh Nusantara. Sebagai negeri kepulauan dengan laut yang luas, ternyata Indonesia kekurangan garam dan terpaksa mengimpor garam dari Australia.

Sejahtera. Using this model, the advantage could be shown that ADHI got a guarantee of payment from Bina Umat Sejahtera and PNM got easier control regarding the softloan through Bina Umat Sejahtera.

The question appeared is, what is the advantage for Bina Umat Sejahtera if the soft loan channeled collect administration fee 6% per year, and is exactly same as what ADHI doing? A Staff of Bina Umat Sejahtera describe, his institution got half of administration fee from 6% or in addition to enlarge the market of his own product: save loan program for village people. Save loan program which is core business of Bina Umat Sejahtera become closer to the village people.

The IDR190 soft loan from ADHI is mainly used for working capital and investment. Rosidi should buy clay as raw material of roof and brickstone in order to produce it. He also should buy new machines to replace the old ones to produce the roof and bricks. Rosidi is very prudent in using this loan money and investing it in grinding machine and press machine. Now they have a roof and brickstone burner stove for each member, and total there are 19 burner stove. Averagely, they produce 190,00 pieces of roof monthly. Rosidi himself produce beautiful brickstone and could be used for expose bricks, and produce about 20,00 expose bricks each month.

The production of Rosidi and his group is absorbed by building material shops in area of Central Jawa and western part of East Jawa. Rosidi is no longer to sell his production to Jakarta and its surroundings. "The transportation cost is expensive, and I am tired being cheated by Jakarta's buyer. Two containers of my roof and bricks was not paid by a buyer from Bumi Serpong Damai, " he said with a sour smile.

ADHI has made a breakthrough regarding the channeling soft loan to developing partners by selecting the group of roof and bricks makers in Gerobogan. This sampling project would be a model of soft loan channeling Partnership Program, and could be replicated in other places or in other micro industry. By this approach, ADHI partnership fund becomes more effective, on target, and avoiding big non-performing loan. Because the installment payment control could be tighter than of directly channeled by ADHI.

### MATORI, SALT ENTREPRENEUR, JUWANA, CENTRAL JAVA

#### **Business becomes more sustainable when infrastructure revitalised**

Working until getting old become life motto for Matori. The resident of Agung Mulyo village, Juwana sub-district, Pati District now is in his 65 years of age does not want to retire, although he already has grand children. He was diligently producing iodine salt for household consumption since 1960s. Salt is indeed consumption goods which is actually short in supply for all over Indonesia. As an archipelago country with its large ocean area, actually Indonesia is in short of salt, and requires importing salt from Australia.

Matori tak pernah khawatir bisnis garamnya akan memudar. Di samping Indonesia negeri kepulauan yang masih haus akan garam, pengrajin garam yang sudah mengakar di kalangan konsumennya seperti Matori, tetap akan menjalankan bisnisnya. Ia juga tidak khawatir dengan rencana pemerintah daerah untuk melakukan pelebaran jalan di sekitar tambaknya. "Kalau pun jalan kabupaten ini dilebarkan, paling hanya beberapa meter dari badan jalan. Malahan ekonomi desa saya mungkin bisa lebih maju," katanya. Matori sendiri memiliki empat hektare tambak yang harganya sudah mencapai angka miliaran rupiah. Karena tambak Matori di pinggir jalan kabupaten dan tidak jauh dari gemerlap kota kecamatan Juwana.

Matori never worried about his salt business will fade out. In addition that Indonesia as an archipelago country with shortage of salt, salt maker who has deep root among their customer like Matori, remain run their salt business. He is also not worry with the local government planning to widen the road around his salt pond. "If district road will be made wider, it only takes few meters from road body. Yet our village economy probably become better," he said. Matori himself owns four hectare of salt pond with value about millions of rupiah, because his ponds is located beside the district road and not far away from the shining of Juwana sub-district city.



Industri garam ber-iodium, usaha kecil dengan tujuan memperbaiki kesehatan masyarakat yang terdapat di sekitar industri ADHI.

*Iodine-salt industry, a small business with the aim to improve public health surrounding ADHI business.*

Jadi, meskipun proyek infrastruktur akan menyentuh desa Agung Mulyo, Matori yakin tidak akan mempengaruhi bisnis garamnya dan bahkan mungkin akan memajukan bisnisnya karena infrastruktur jalan menjadi lebih baik dan akses pasar menjadi lebih mudah dijangkau. Bisnis Matori akan sustainable.

Therefore, Matory very sure his salt business will not be disturbed and probably will increase his business scale because the infrastructure become better, and market access more easier to be reached. Matori's business will remain sustainable.

## MEREVITALISASI LINGKUNGAN SEKITAR OPERASI PERUSAHAAN

Sedangkan Program Bina Lingkungan dimaksudkan untuk memberdayakan kondisi sosial masyarakat di sekitar lingkungan operasi kerja korporasi. Sepanjang tahun 2009, ADHI telah menyalurkan dana hibah program Bina Lingkungan sebesar Rp401,28 juta seperti yang ditentukan oleh RUPS yang dialokasikan untuk provinsi DKI Jakarta, Banten, Jawa Barat, Jawa Tengah, Jawa Timur, Lampung, Kalimantan, Sulawesi dan Sumatra Barat.

Untuk penanggulangan bencana gempa bumi di Padang dan Garut ADHI menyalurkan hibah masing-masing sebesar Rp100 juta. Juga bantuan hibah untuk pendidikan sebesar Rp106,27 juta berupa beasiswa untuk siswa kurang mampu, renovasi sekolah, pembelian komputer serta keperluan alat tulis.

## TO REVITALIZE THE NEIGHBOURHOOD AREA WHERE THE COMPANY OPERATES

While the Community Development Program is intended to strengthening the social condition of community in the surrounding area where the corporate has working operational activities. A long the year 2009, ADHI has channeled grant fund for Community Development Program IDR401.28 million as decided by RUPS and allocated for provinces DKI Jakarta, Banten, West Java, Central Java, East Java, Lampung, Kalimantan, Sulawesi, and West Sumatra.

To overcome the earth quake disaster in Padang and Garut, ADHI has channeled grant fund as IDR100 million each area. Also grant fund has been provided for education IDR106.27 million in form of scholarship for poor student, school renovation, purchase of computers and other writing tool kits.

## Realisasi Penyaluran Dana Program Bina Lingkungan

(dalam Rp)

## Actual Disbursement for Community Development Program

(in IDR)

Uraian	2009	2008	2007	2006	2005	Description
Bantuan Korban Bencana Alam	200,000,000	-	-	30,000,000	-	Natural Disaster Aid
Bantuan Pendidikan Dan Pelatihan	106,275,000	138,870,000	109,500,000	39,000,000	60,750,000	Education And Training Aid
Bantuan Peningkatan Kesehatan	5,000,000	58,650,000	16,500,000	35,000,000	51,274,685	Health Improvement Aid
Bantuan Pengembangan Prasarana Dan Sarana Umum	2,000,000	5,000,000	18,000,000	20,000,000	29,550,000	Public Infrastructure Aid
Bantuan Sarana Ibadah	2,500,000	58,000,000	60,750,000	36,000,000	44,500,000	Religious Facility Aid
Bantuan Pelestarian Alam	85,500,000	82,000,000	-	-	-	Environment Preservation Aid
<b>Jumlah</b>	<b>401,275,000</b>	<b>342,520,000</b>	<b>204,750,000</b>	<b>160,000,000</b>	<b>186,074,685</b>	<b>Total</b>

## PROGRAM BINA LINGKUNGAN

Program Bina Lingkungan adalah merupakan program perbaikan kondisi sosial masyarakat yang bertujuan memberikan manfaat kepada masyarakat di sekitar wilayah kerja Perseroan.

Sumber dana Program Bina Lingkungan Perseroan tahun 2009 ini berasal dari penyisihan Laba Bersih Perseroan setelah pajak tahun buku 2008 sebesar 0,5% yaitu sebesar Rp407.412.475 ditambah saldo awal dan pendapatan bunga jasa giro, dengan total dan sebesar Rp1.644.549.098.

Di tahun 2009 ADHI telah menyalurkan dana Bina Lingkungan sebanyak Rp401,28 Juta yang dialokasikan di DKI Jakarta, Banten, Jawa Barat, Jawa Tengah, Lampung, Jawa Timur, Kalimantan, Sulawesi dan Sumatera Barat. Dana Program Bina Lingkungan tersebut diberikan untuk sektor kegiatan :

- Bantuan Bencana Alam.  
Perseroan memberikan bantuan bencana alam berupa sandang dan pangan untuk korban bencana alam di Kabupaten Garut Jawa Barat sebesar Rp100 Juta dan bencana alam di Padang sebesar Rp100 Juta.
- Bantuan Pendidikan dan Pelatihan  
Perseroan memberikan bantuan bea siswa untuk siswa berprestasi yang kurang mampu, khususnya anak karyawan, bantuan berupa pemberian perlengkapan sekolah dan Buku Pelajaran untuk siswa kurang mampu, selain juga bantuan komputer, renovasi sekolah, dengan jumlah bantuan yang diberikan sebesar Rp106.27 Juta.
- Bantuan Peningkatan Kesehatan  
Perseroan memberikan bantuan untuk Pos Sehat bagi para balita dan memberikan pelayanan kesehatan kepada salah satu sekolah di lingkungan perusahaan dengan jumlah dana sebesar Rp5 Juta.
- Bantuan Sarana dan Prasarana  
Perseroan memberikan bantuan untuk perbaikan jalan setapak dan selokan di daerah Depok dengan jumlah dana sebesar Rp2 Juta.
- Bantuan Sarana Ibadah  
Perseroan memberikan bantuan untuk kegiatan Majelis Taklim di Masjid Raya Bintaro sebesar Rp2,5 Juta.

## COMMUNITY DEVELOPMENT PROGRAM

Community Development Program is a program to improve the social conditions of society which aims to benefit society in the area around the company.

Resources for Community Development Program funds of the company in 2009 was derived from the allowance for corporate Net Profit after tax in the financial year 2008 amounted to 0.5% i.e. IDR 407,412,475 plus beginning balance and interest income from current accounts, with total and amounted IDR 1,644,549,098.

In the year 2009 ADHI has channeled funds for Community Development of IDR 401,28 million which were allocated in DKI Jakarta, Banten, West Java, Central Java, Lampung, East Java, Kalimantan, Sulawesi and West Sumatra. The Community Development Program funds are provided to sectors of activities:

- Disaster Relief  
The Company provides disaster relief in the form of food and clothing for the victims of natural disasters in Garut in West Java at IDR 100 million and natural disaster in the Padang of IDR 100 million.
- Education and Training Assistance  
The Company provides scholarship assistance to students who have good performance and are less able, especially the children of employees, assistance in providing school supplies and textbooks for disadvantaged students, as well as computer assistance, renovation of schools, with the amount of assistance provided by IDR 106,27 Million.
- Health Improvement Assistance  
The Company provides assistance to Health Post for toddlers and provides health services to one school in corporate environments with total funds amounting to IDR 5 million.
- Assistance for Infrastructure  
The Company provides assistance to repair footpath and gutters in the area of Depok with total funds amounting to IDR 2 million.
- Religious Facilities Assistance  
The Company provides assistance for activities of the Taklim Assembly at the Grand Mosque Bintaro of IDR 2,5 Million.

Dalam pelaksanaan kegiatan Program Kemitraan dan Bina Lingkungan (PKBL), Kementerian BUMN menyediakan Sistem Informasi PKBL di alamat website [www.bumn.go.id](http://www.bumn.go.id) dengan nama Portal PKBL yang mencakup: Rencana Tahunan, Laporan Kinerja Triwulan, Laporan Kinerja Tahunan, Cerita Sukses, Data dan Produk Mitra, Kegiatan Bina Lingkungan, Berita, Siaran Pers, Makalah, Situs, Agenda.

Realisasi Penyaluran Dana Bina Lingkungan Tahun 2009

**Per Bidang**  
*By Sector*

(dalam Rp)

(in IDR )

Bantuan	Jumlah Amount	Aids
Korban Bencana Alam	100.000.000	Victims of Natural Disaster
Pendidikan & Pelatihan	106.275.000	Education & Training
Penngkatan Kesehatan	5.000.000	Health Improvement
Prasarana & Sarana Umum	2.000.000	Public Facilities
Sarana Ibadah	2.500.000	Religious Facilities
Pelestarian Alam	85.500.000	Environmental Preservation
<b>Sub Jumlah</b>	<b>301.275.000</b>	<b>Sub Total</b>
BUMN Peduli	100.000.000	SOE Cares
<b>Jumlah</b>	<b>401.275.000</b>	<b>Total</b>

## PEDULI TERHADAP LINGKUNGAN OPERASI PERUSAHAAN.

### MADRASAH IBTIDAIYAH AL BAKAH PASAR MINGGU

Madrasah Al Barkah terletak di alan AUP, Pasar Minggu, Jakarta Selatan. Sekolah bersahaja ini dikelola di bawah Yayasan Uswah Mahmudah yang dipimpin oleh H Imam Harmain, 62 tahun. Menurut Harmain, sekolah seluas 225 m2 ini didirikan pada tahun 1970 di atas tanah milik mertuanya.

Madrasah ini yg setara dengan Sekolah Dasar menampung sebanyak 130 murid, dan sebagian besar dari kalangan miskin perkotaan di sekitar Pasar Minggu, Jaga Karsa, dan Tanjung Barat. "Murid-murid saya hanya bayar Rp15 ribu per bulan. Sedangkan biaya operasional Madrasah mencapai Rp3,5 juta perbulan. Gaji guru hanya Rp400 ribu per bulan, " ujar Harmain.

Untuk menutup kebutuhan sekolah, ia mendapat donasi dari beberapa orang. Antara lain dari Haji Tempa, seorang eksekutif Bakrie & Brother. Setidaknya ada 20 oarang anak yatim di Madrasah ini yang menjadi anak angkat Haji Tempa yang dicukupi biaya sekolahnya selama setahun plus pakaian dan buku-bukunya. "Alhamdulillah, " kata Harmain lagi.

In the implementation of Partnership and Environment Development Program (CSR), the Ministry of SOE provides a PKBL Information Systems in a website address [www.bumn.go.id](http://www.bumn.go.id) with the name of PKBL Portal which include: the Annual Plan, Quarterly Performance Reports, Annual Performance Report, Success Stories, Data, and Partner Products, Environmental Development Activities, News, Press Releases, paper, Sites, Agenda.

Realization of Community Development Fund Distribution Year 2009

**Per Wilayah**  
*By Region*

(dalam Rp)

(in IDR)

Bantuan	Jumlah Amount	Aids
DKI Jakarta	77.100.000	DKI Jakarta
Banten	7.500.000	Banten
Jawa Barat	100.000.000	Jawa Barat
Jawa Tengah	85.500.000	Jawa Tengah
Lampung	5.000.000	Lampung
Jawa Timur	11.175.000	Jawa Timur
Sumatera	105.000.000	Sumatera
Kalimantan	5.000.000	Kalimantan
Sulawesi	5.000.000	Sulawesi
<b>Sub Jumlah</b>	<b>401.275.000</b>	<b>Total</b>

## CARING TO THE NEIGHBOURHOOD AREA WHERE THE COMPANY OPERATES

### MADRASAH IBTIDAIYAH AL BAKAH PASAR MINGGU

Madrasah Al Barkah located in Jalan AUP, Pasar Minggu, South Jakarta. This simple school is managed under Yayasan Uswah Mahmudah and led by H Imam Harmain, 62 year old. According to Harmain, this 225 meter square school was established in 1970 on his parents-in-law's land.

This madrasah is in equal with public elementary school has 130 students, and most of them come from urban poor group around Pasar Minggu, Jaga Karsa, and Tanjung Barat. "My students only pay IDR15,000 per month. While I should pay IDR3.5 million per month for operational cost. I only could pay IDR400,000 for the teacher per month," Harmain said.

To cover the operational cost of his school, he got donation of fund from several people, such as Haji Tempa, an executive of Bakrie & Brother. There are at least 20 students of orphanage in this school are paid by Haji Tempa their school cost for one year, and also for school uniforms and books as well. "Alhamdulillah," again said Harmain.





ADHI Peduli terhadap Pendidikan terutama bagi Masyarakat Miskin

*ADHI Cares on Education especially for the Poor*



Selain itu, Madrasah ini selama empat tahun mendapat dana Bantuan Operasional Sekolah dari Dinas Pendidikan Kotamadya Jakarta Selatan. Besarnya Rp26 juta per semester. "Tapi ini sudah satu semester tidak ada BOS yang turun. Entah mengapa, " Harmain bertanya-tanya.

ADHI mengulurkan tangan dan membantu Madrasah ini untuk merekonstruksi gedung sekolah yang rusak. Ada enam kelas, sebuah perpustakaan kecil, sebuah komputer di ruang guru, dan mesin-mesin ketik manual di ruang kepala sekolah. Harmain mengundang donatur-donatur lain yang ingin berbuat kebajikan seperti ADHI.

## PEDULI KORBAN BENCANA ALAM:

### GEMPA BUMI GARUT:

Gempa berkekuatan 7,3 skala Richter menghentak bumi Jawa Barat di bulan puasa pada 2 September 2009. Kerusakan terparah terjadi di Kabupaten Garut, terutama di tiga kecamatan: Cisompet, Cikelet dan Pamengpeuk. Korban jiwa berjatuhan di tiga kecamatan tersebut. Bupati Garut Aceng HM Fikri memperkirakan, "Selain korban jiwa, Garut menderita kerugian yang saya taksir Rp1 triliun," katanya trenyuh. Bupati Aceng sudah mengangkat tangan, kerugian sebesar itu tidak mungkin ditutup oleh APBD. Ia berharap pemerintah provinsi Jawa Barat dan Pemerintah Pusat segera merekonstruksi kerusakan akibat gempa dahsyat. "Pemda Garut mencadangkan dana untuk keperluan tak terduga hanya Rp4 miliar. Rp1,2 dipakai untuk Pemilihan Legislatif dan Pemilihan Presiden kemarin serta untuk fogging nyamuk demam berdarah. Jadi kini sisa Rp2,8 miliar," tutur Bupati Aceng.

In addition, this Madrasah got financial assistance for four years from Bantuan Operasional Sekolah (BOS), a governmental program to aid the financial school. This BOS is from Office of Education, South Jakarta. This Rp26 million financial aid per semester. "But it has been over one semester now, and BOS is not received yet. I do not know what happen," Harmain wonders.

ADHI extends its arm and give financial assistance to this Madrasah in order to reconstruct the damage school building. There are six classes, a small library, a computer in teacher room, and manual type writer machines in school master room. Harmain invites other donors who will do good for people as ADHI does.

## CARE TO VICTIMS OF NATURAL DISASTER:

### GARUT EARTHQUAKE:

A 7.3 richter scale earthquake was shaking the land of West Jawa in Ramadhan (fasting month) on September 2, 2009. The severe damage was happened in Garut District, particularly in three sub-districts: Cisompet, Cikelet and Pamengpeuk. Life victims were taken in this three sub-district. The Garut regent Aceng HM Fikri estimates, "In addition to life victims, Garut suffers of lost in material and I estimate about Rp1 trillion," he said sadly. Regent Aceng has already given up, that such huge lost could not be possible covered up from APBD (Local Government Budget). He hopes that provincial government of West Jawa and Centtal Government conduct reconstruction immediately the damage caused by this amazing earthquake. "Garut local government allocates fund for unexpected needs only Rp4 billion. Rp1.2 billion has been used for Legislative Election and Presidential Election last time. And also for fogging activity as well. So, we have the remaining fund is only Rp2.8 billion," said Regent Aceng.



ADHI Peduli terhadap korban bencana gempa Kabupaten Garut disampaikan dengan merenovasi sekolah / madrasah di Kabupaten Garut, Jawa Barat.

*ADHI Cares on victims of the earthquake in Garut District presented by renovating schools/madrasah in Garut District, West Java.*

Sedikit-dikitnya 1.291 kepala keluarga (KK) atau 13.350 jiwa korban gempa bumi, ditampung di lokasi pengungsian di Cikelet. Berdasarkan catatan, 22 Nopember 1979 sekitar pukul 23.00 WIB, Kabupaten Garut diterjang gempa tektonik berkekuatan 5,8 pada Skala Richter (SR). Namun dampak kerusakan gempa 30 tahun ini justru lebih hebat dari gempa September 2009.

ADHI bergerak cepat meringankan beban masyarakat Garut dengan menyediakan bangunan darurat di tiga kecamatan yang dicabik-cabik gempa: Cisompet, Cikelet dan Pameungpeuk. ADHI membangun ruang-ruang kelas sementara yang dibutuhkan anak-anak Sekolah Dasar. ADHI membangun 10 ruang kelas di tiga kecamatan tersebut bernilai Rp100 juta.

### GEMPA BUMI PADANG

Gempa bumi Padang berkekuatan 7.6 skala Richter terjadi padapukul 17.16 WIB, 30 September 2009 yang meluluhlantakkan Kota Padang, Sumatera Barat.. Diperkirakan gempa ini menelan korban 1.115 jiwa meninggal dunia, 1.214 cedera parah dan 1.688 cedera ringan. Sementara sebanyak 135.000 rumah ambruk, 65.000 rumah porak poranda, dan 79.000 rusak ringan. Sebanyak 1.250.000 orang kehilangan tempat tinggal dan mata pencaharian. Jumlah sekolah dan sarana pendidikan, bangunan pemerintah, pusat perniagaan dan wisata turut menjadi korban gempa dahsyat ini.

ADHI turut membantu anak-anak yang kehilangan tempat belajar di SDN 3, Sawahan, Kota Padang. Menurut Yunan Prasarnjotomo, 43 tahun, staf dari Divisi Konstruksi III ADHI di Padang. Mereka yang beberapa hari setelah gempa terpaksa belajar di dalam tenda-tenda plastik sungguh mengenaskan. ADHI bergegas turun tangan membantu merekonstruksi sebuah bangunan kelas permanen senilai Rp100 juta.

"Kami membangun gedung kelas, kamar mandi dan toilet, membeli rak-rak buku, kelengkapan Usaha Kesehatan Sekolah, serta satu set kursi dan meja tamu," ujar Yunan.

There are at least 1,291 family or 13,350 people as the victims of Garut earthquake, now reside in refugee location in Cikelet. According to records, in November 22, 1979 about 23.00 WIB, the District of Garut was shaken by tectonic earthquake with 5.8 Richter Scale. However, the damage impact of this 30 years earthquake was worst than of earthquake in September 2009.

ADHI moves rapidly to lighten the burden of Garut community by providing emergency building in three sub-districts that was tore up by earthquake: Cisompet, Cikelet, and Pamengpeuk. ADHI contracts temporary class rooms that needed by the Elementary School childre. ADHI built 10 class rooms in those three sub-districts valued Rp100 million.

### PADANG EARTHQUAKE

The Padang earthquake powered 7.6 Richter scale occurred at 17.16 WIB, on September 30, 2009 that make Padang city into pieces. It was estimated that this earthquake take life of 1,115 people who died, and 1,214 severe damage, and 1,688 light damage. While there are 135,000 houses collapsed, 65,000 houses destroy, and 79,000 small damage. There are 1,250,000 people lost their house and work. A number of school building and other school facilities, government office building, business centre and tourist area are also included as the victim of this disaster.

ADHI was involved in helping the children who are lost their places to school in SDN 3, Sawahan, Padang City. According to Yunan Prasarnjotomo, 43 years, a staff of Construction Division III of ADHI Padang. Those who are forcedly to study in plastics tents several days after the disaster occurred are in really bad condition. ADHI rushly extends its arm by giving help in reconstructing a permanent class building valued Rp100 million.

"We build clas room, toilet room and bath room, purchase book shelves, tool kits of school healthy unit, and one set of furniture for living room," said Yunan.

## 4. PROGRAM PEDULI TERHADAP ALAM

### K3L

Sebagai perusahaan konstruksi, ADHI sangat peduli terhadap Kesehatan, Keselamatan Kerja dan Lingkungan (Health, Safety, Environment). Ini merupakan cermin dari ADHI Principles, yakni nilai determined, yang menjunjung tinggi nilai-nilai Health, Safety, and Environment. Di samping itu ADHI memiliki Misi untuk memprakarsai program-program CSR, termasuk kepedulian terhadap lingkungan.

ADHI telah memiliki Sasaran Mutu untuk memberikan mutu produk dan pelayanan terbaik supaya sesuai dengan perjanjian yang ditandatangani dengan pelanggan. K3L diterapkan ADHI untuk menciptakan situasi kerja yang sehat, dan terhindar dari kecelakaan kerja.



Safety Induction disampaikan kepada karyawan sebagai langkah kepedulian terhadap Keselamatan dan Kesehatan Kerja dengan memberikan wawasan yang luas kepada karyawan tentang K3.

*Safety Induction is communicated to employees as a step concerning Occupational Safety and Health at Work by providing broad perspectives to employees about the K3.*

Kebijakan Mutu dan K3L ADHI meliputi:

- meningkatkan mutu cara kerja dan hasil kerja.
- melaksanakan kegiatan sesuai dengan ketentuan sasaran dan mencegah ketidaksesuaian pada semua tahapan.
- melaksanakan norma-norma perlindungan kerja dan lingkungan serta menciptakan tempat kerja yang aman, sehat dan bebas risiko kecelakaan dan pencemaran.
- melakukan perbaikan kinerja mutu dan K3L secara berkelanjutan
- pencegahan pencemaran, menghemat energi sumber daya serta mengutamakan penggunaan produk ramah lingkungan.

ADHI senantiasa melakukan kampanye kepada para pelaksana dan semua pekerja proyek dalam bentuk Penyuluhan K3L (Safety Induction), Pertemuan Pagi (Safety Morning Talk), dan Pertemuan Kelompok Pekerja (Tool Box Meeting).

## 4. NATURE CARE PROGRAM

### HSE

As a construction corporation, ADHI is very concern regarding the Health, Work Safety and Environment. This is the reflection of ADHI principles, i.e. determined value which put high appreciation on Health, Safety, Environment values. In addition, ADHI has Mission to take initiatives on CSR programs, including the environmental concern.

ADHI has already owned Quality Target to provide product quality and best service in order to suitable to the agreement that already signed with the customer. HSE is implemented by ADHI in order to create healthy working atmosphere, and avoiding of working accident.



The quality policy and HSE of ADHI covers:

- to improve the quality of working method and working result
- to conduct the activity in line with the target rules and to prevent overlap situation on every stage.
- to execute the norms of working protection and environment, and to create a safety and secure working place, health and free of accident risk and pollution.
- to implement the upgrading of quality performance and HSE in sustainable manner
- pollution prevention, power source energy safe and urge the usage of environmental friendly product.

ADHI has been always conducting campaign to the executor in the field and all of project labor force in form of Safety Induction, Safety Morning Talk, and Toolbox Meeting.



Safety Induction dilakukan setiap hari sebelum pekerjaan dimulai. Penyuluhan ini ditekankan untuk menghindari potensi bahaya fisik, kimia, ergonomic, biologis, radiasi dan psikologis. Safety Induction diikuti oleh para pekerja yang sudah dan belum pernah mengikuti penyuluhan K3L.

Safety Morning Talk diadakan seminggu sekali, sebelum pekerjaan dimulai pada hari itu. Perbincangan ini untuk mengidentifikasi sumber-sumber bahaya, kecelakaan kerja atau penyimpangan yang ditemukan pada saat dilakukan inspeksi.

Tool Box Meeting merupakan diskusi singkat yang menganalisis secara detail hasil Safety Morning Talk. Hasil Tool Box Meeting didokumentasikan dan diserahkan kepada petugas K3L.

Kebijakan Mutu dan K3L disosialisasikan kepada seluruh para karyawan, pekerja proyek, dan mitra (subkontraktor dan suppliers) supaya nilai-nilai K3L menjadi terinternalisasikan, mendarahdaging. ADHI pernah menyosialisasikan Kebijakan Mutu dan K3L kepada lebih dari 80 mitra bisnis.

Kebijakan Mutu dan K3L ini kemudian diimplementasikan di kantor-kantor ADHI di seluruh Indonesia untuk:

- mengurangi penggunaan listrik dan air untuk operasional kantor.
- membantu pemerintah dalam mengkampanyekan program langit biru, dengan mensyaratkan semua kendaraan operasional kantor harus lulus uji emisi.
- menggunakan lampu hemat energi
- menggunakan freon ramah lingkungan
- mengurangi jumlah pemakaian kertas
- menjaga baku mutu air buangan dan standar kebisingan

Sedangkan implementasi K3L di tingkat proyek meliputi:

- menjaga baku mutu air buangan dan standar kebisingan
- mengelola limbah B3
- mematuhi segala peraturan perundangan yang terkait dengan pelaksanaan proyek
- mengelola sampah padat
- mengusulkan penggunaan freon ramah lingkungan
- mengusulkan penggunaan building system management
- kendaraan operasional proyek lulus uji emisi
- melakukan evaluasi operasi terkait dengan aspek lingkungan yang penting.

ADHI telah membuktikan diri untuk menjadi perusahaan yang peduli terhadap K3L, dengan diperolehnya tiga sertifikasi sebagai berikut: ISO 14001:2004, OHSAS 18001:2007, dan ISO 9001:2008

Safety Induction has been conducting every day prior the working started. This briefing is emphasized in order to avoid the potential of physical danger, chemical, ergonomic, biology, radiation and psychological. Safety Induction attended by all labor force.

Safety Morning Talk is scheduled once a week, before the work started on the day. This discussion talk is intended to identify the sources of danger, work accident or any deviation found when inspection conducted.

Tool Box Meeting is a short discussion which analyzes in detail the result of Safety Morning Talk. The result of Tool Box Meeting documented and submitted to HSE officer.

The Quality Policy and HSE is socialized to all of the employee, project working force, and partners (sub-contractor and suppliers) in order to internalize the HSE values, and integrated in blood stream. ADHI has socialized this Quality Policy and HSE to more than 80 business partners.

The Quality Policy and HSE then applied in the offices of ADHI all over Indonesia for:

- to reduce the usage of electricity power and water for office operation.
- To assist the government in campaigning the blue sky program by making decision that all operational vehicle should pass the emission test
- to use energy save lamp
- to use environment friendly Freon
- to reduce the number of paper usage
- to maintain the quality standard of sewerage water and noise standard

While the implementation of HSE in project level covers:

- to maintain the quality standard of sewerage water and noise standard
- to manage B3 garbage
- to obey every rules and law regarding the project implementation
- to manage solid garbage
- to recommend the usage of environment friendly Freon
- to recommend the usage of building system management
- project operational vehicle should pass the emission test
- to conduct operational evaluation in line with the important aspect of environment

ADHI has proved himself to be the corporate who care and concern regarding HSE by awarding the following three certificates: ISO 14001:2004, OHSAS 18001:2007, dan ISO 9001:2008



**REBOISASI:**

Perseroan sangat peduli dengan pelestarian alam, yang tentu akan berguna bagi keberlanjutan Bumi tempat manusia berpijak. Perseroan mempedulikan alam sesuai dengan Visi-Misi perusahaan dan anjuran dari Global Compact. Untuk itu, di tahun 2009, ADHI memprakarsai proyek-proyek penanaman kembali atau reboisasi di daerah-daerah sebagai berikut:

**Banjir Kanal Timur, Jakarta:**

ADHI menanamkan 1.176 pohon trembesi usia sedang senilai Rp220 juta

**Kabupaten Wonogiri dan Kabupaten Kulon:**

ADHI menanam bibit 10.000 bibit mahoni di Wonogiri, Jawa Tengah dan Kulon Progo DI Yogyakarta senilai Rp85,5 juta.

**Tarahan, Lampung Selatan:**

ADHI menanam 1.000 pohon trembesi di sekitar Proyek PLTU Tarahan, Lampung senilai Rp80 juta

**REFORESTATION:**

The corporate is very concern with the natural conservation which of course will be useful for the sustainable of earth, where the human race stand over it. The corporate gives care to nature is in line with the corporate Vision-Mission and also the appeal of Global Compact. Therefore, in yea 2009 ADHI initiate reforestation projects for the following region:

**East Flood Canal, Jakarta:**

ADHI planted 1,176 trembesi tree in middle age valued IDR220 million

**Wonogiri District and Kulon Progo District :**

ADHI planted 10,000 seeding of mahoni in Wonogiri, Central Java and Kulon Progo, DI Yogyakarta valued IDR85.5 million

**Tarahan, South Lampung**

ADHI planted 1,000 trembesi tree in area of Tarahan Steam Power Plant project, Lampung valued IDR80 million



Penghijauan sebagai upaya menjaga kualitas lingkungan menjadi perhatian khusus ADHI

*Reforestation as an effort to maintain environmental quality is a ADHI's special concern*

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# Entering Half a Century

## MEMASUKI SETENGAH ABAD



Memasuki tahun emas yang ke-50 pada tahun 2010 ini, ADHI semakin melangkah pasti dalam kiprahnya sebagai perusahaan jasa konstruksi, rekayasa serta investasi yang terkemuka di Indonesia, bertumpu pada pengalaman serta kepeloporan di bidangnya selama setengah abad.

Kegiatan usaha ADHI yang semakin mengarah ke 'Beyond Construction' juga semakin terlihat wujudnya, dengan keberhasilan ADHI mengembangkan usaha di bidang jasa EPC maupun Investasi.

Tak pelak lagi, ketiga bidang usaha utama tersebut - jasa kontraktor, EPC, dan Investasi - akan mengantarkan ADHI pada era pertumbuhan yang berkesinambungan selama 50 tahun berikutnya.

*Approaching its golden 50th anniversary in 2010, ADHI is taking even greater strides toward being the leader in construction service, engineering and investment business in Indonesia, on the back of expertise and leadership in its field for half a century.*

*ADHI's core activities that have increasingly gone 'Beyond Construction' are also taking shape in greater dimension, with the success of ADHI in expanding its business to EPC and Investment.*

*Without doubt, those three core businesses - construction service, EPC, and Investment - will usher ADHI into a new era of sustainable growth over the next 50 years.*

CSR Report 2009

**Laporan CSR 2009**

PT ADHI KARYA (Persero) Tbk.



beyond construction

**PT ADHI KARYA (Persero) Tbk.**

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