

Director of Strategic Business Development & Portfolio	
15.	Non-Deal Roadshow, United States of America.
16.	Executive Media Briefing, Jakarta.
17.	Dry Run Nasional InfraCo, Bandung.
18.	Signing of the deed of Spin Off Phase 1 of InfraCo Project to Infranexia, Jakarta.
19.	EGMS approval regarding Spin Off Phase 1 of InfraCo Project, Jakarta.
20.	Visit and CSR at the Flood Disaster Locations in Sumatera, Langkat, and Aceh Tamiang.
21.	Visit to Christmas and New Year 2025 Command Post, Jakarta.

Decisions of the Board of Directors that Require Approval of the Board of Commissioners

Based on provisions in the Board Manual of the Board of Directors and Board of Commissioners of Telkom, the Board of Directors is required to hold joint meetings with the Board of Commissioners at least once every three months. Every corporate action to be taken by the Board of Directors will be included as an agenda item to be discussed in a joint meeting with the Board of Commissioners, to seek the opinion, consideration, and approval of the Board of Commissioners. The agenda for joint meetings during 2025 can be accessed in this Annual Report under the Board of Commissioners Meeting section.

Improving the Competency of the Board of Directors

Policy on Improving the Competency of the Board of Directors

To support the effectiveness of the Board of Directors in carrying out its duties, members of the Board of Directors are required to regularly participate in relevant, independent, and ongoing training, knowledge development, and certification programs. Telkom provides opportunities for members of the Board of Directors to participate in various educational programs, training, workshops, seminars, conferences, or other similar activities aimed at updating their knowledge and improving their skills. These programs are designed to strengthen the effectiveness of the Board of Directors in carrying out its function.

Board of Directors' Competency Improvement Activities in 2025

The following is a list of education and training programs that members of the Board of Directors participate in during 2025:

Education, Training, Seminar, Conference, and Congress of Telkom's Board of Directors in 2025

No.	Program Name	Organizer	Location and Date	Participant
1.	Danantara Technology Synergy Enablement Workshop	Danantara Indonesia	Jakarta, January 22, 2026	Director of EBIS, Director of SBDP, and Director of ITD
2.	TelkomGroup's BoE 100 Day Program Workshop	Corporate Secretary	Bandung, May 28 - 29, 2025	All BoE
3.	ICI 2025 (Internasional Conference on Infrastructure)	Coordinating Ministry for Infrastructure and Regional Development of the Republic of Indonesia	Jakarta, June 11, 2025	International Delegation, Government Institution, Investor, and Private Sector
4.	Team Building BoD TelkomGroup	Corporate Secretary	Bogor, July 25 - 26, 2025	All BoD

No.	Program Name	Organizer	Location and Date	Participant
5.	Risk Management Organ for BoD (Pathway 1)	TCUC	Online, July 30 – October 6, 2025	All BoD
6.	BoD and BoC Telkom Workshop regarding CSS 2026 – 2028	Telkom	Jakarta, August 14, 2025	All BoE
7.	BATIC 2025	Telin	Bali, August 26 – 29, 2025	Operator Global, Vendor, Tech Partner, and Regulator
8.	Qualified Risk Governance Professional (QRGP)	Telkom Corporate University	Bandung, September 17, 2025	All BoD
9.	Qualified Risk Governance Professional (QRGP)	LSP-MKS	Online, November 5, 2025	All BoD
10.	Qualified Risk Governance Professional (QRGP)	LSP Mitra Kalyana Sejahtera	Jakarta, November 10, 2025	Director of Legal & Compliance
11.	E-Learning of <i>Penguatan Integritas</i>	Telkom Corporate University	Bandung, November 17, 2025	All BoD
12.	Executive Leadership Development Program BoD & BoD-1	Human Talent Development	Telkom Corporate University, December 18 – 19, 2025	All BoD
13.	Executive Leadership Development Program BoD & BoD-1	Human Talent Development (Telkom Corporate University)	Bandung, December 18 – 19, 2025	All BoD and BoD-1
14.	Executive Leadership Development Program BoD & BoD-1	Human Talent Development (Telkom Corporate University)	Offline, December 18 – 19, 2025	Director of WINS, Director of HCM, BP1 WINS, and BP1 HCM

Board of Directors' Self-Assessment Policy

Based on Joint Regulation of the Board of Commissioners and Board of Directors No. 05/KEP/DK/2022 and PD.620.00/r.01/HK200/COP-M4000000/2022 regarding Guidelines for the Work Procedures of the Board of Commissioners and Board of Directors (Board Manual) of the State-Owned Company (Persero) PT Telekomunikasi Indonesia Tbk, a self-assessment policy is implemented to evaluate the performance of the Board of Directors. The assessment is carried out by each member of the Board of Directors by assessing the performance of the Board of Directors collectively, rather than individually. This policy is a form of accountability for the performance assessment of the Board of Directors, so that each member is expected to contribute to improving the performance of the Board of Directors on an ongoing basis. More detailed information about the Board of Directors' self-assessment policy can be found on the Telkom website under the GCG menu – Work Guidelines for the Board of Directors and Board of Commissioners.

Results of Collegial Performance Assessment of the Board of Directors

No.	KPI	Unit	Target	Direction	Weight
A. Economic and Social Value for Indonesia					
1.	Financial Performance				
a.	Revenue Consolidated	T Rp	156.22	Maximize	3
b.	EBITDA Consolidated	T Rp	83.96	Maximize	6
c.	EBITDA Telkomsel	T Rp	54.74	Maximize	4

No.	KPI	Unit	Target	Direction	Weight
2.	Operating Cash Capability and Economic Value Added				
a.	Free Cash Flow	T Rp	34.23	Maximize	5
b.	ROIC $\geq$ WACC	%	6.2	Maximize	5
3.	Funding Debt Ratio	%	100	Maximize	5
4.	Operational Excellence				
a.	Home Served/Home Passed	%	45.5	Maximize	4
b.	CAPEX to Revenue	%	28.7	Maximize	4
c.	Mobile Data Revenue Share	%	48.38	Maximize	4
5.	Social Impact	%	100	Maximize	5
B. Business Model Innovation					
6.	External Revenue				
a.	B2B Digital	T Rp	17.46	Maximize	5
b.	B2C Digital	T Rp	11.19	Maximize	5
7.	TMT Cluster Synergy: Effectiveness of Telkom synergy with cluster members (PFN, Peruri, Antara)	Time	Dec 2023	Maximize	5
C. Technology Leadership					
8.	Project Milestone Completion for Planned 5G Initiatives: Infrastructure preparation to support 5G	Total	16	Maximize	2
9.	5G Readiness: % Fiber connected tower, number of use case piloting, and 5G implementation city (strengthening 5G implementation)	%	100	Maximize	3
D. Increased Investment					
10.	Telkom Digital Venture:				
a.	Telkom Venture Fund Value	T Rp	9.06	Maximize	3
b.	Money Multiplier	x	1.3	Maximize	3
11.	Telkom MPF Effectiveness: Implementation of Winter Strategy for startup and potential unicorn	Time	Dec 2023	Maximize	3
12.	Effectiveness of Value Creation				
a.	Subs with ROIC $>$ WACC	%	50	Maximize	3
b.	Streamlining Program Effectiveness	%	100	Maximize	3
13.	Data Center				
a.	Strategic Partnership	Time	Jun 23	Maximize	3
b.	Capacity Expansion	%	100	Maximize	2
E. Talent Development					
14.	Female Talent and Millennial Talent				
a.	Female Ratio in Nominated Talent	%	18	Maximize	5
b.	Young Top Talent Ratio in Nominated Talent	%	6	Maximize	5
15.	Digital Capability Readiness (Build)	Talent	2,500	Maximize	5
Total					100

Committees Under the Board of Directors

The Board of Directors has established an Executive Committee through PT Telkom Indonesia (Persero) Tbk. Company Regulation Number: PD.608.00/r.02/HK.000/COP-D0030000/2014 regarding Executive Committee. Executive Committee assists the Board of Directors in decision-making in accordance with Company Regulations. Executive Committee is formed by the Board of Directors, consisting of 2 (two) or more Directors, and is authorized to decide/approve policies, Company Regulations, or certain transactions.

It has the authority to decide or approve policies, Company Regulations, or certain transactions in accordance with the objectives of the Committee. The following is the formation of Executive Committee based on its objective authority:

1. Investment Committee	
This committee was formed to assist the Board of Directors in approving investment program to be implemented and evaluating investment program that have been implemented. Investment Committee consists of the following members:	
Chairman	Director of Finance & Risk Management.
Members	a. Director of Strategic Portfolio;
	b. Director of Network & IT Solution; and
	c. Director of relevant business (Director of Enterprise & Business Service or Director of Wholesale & International Service).
Working Group	a. VP in charge of Management Accounting function;
	b. VP in charge of Infrastructure Planning Policy function;
	c. VP in charge of Product Management function;
	d. VP in charge of Corporate Strategic Planning function;
	f. VP in charge of Risk Management function;
	g. VP in charge of Supply Planning & Control function; and
	h. An executive at VP level is required.
2. Subsidiary Management Committee	
This committee assists the company's Board of Directors to give approval and determine work plans, directions, and policies related to business management and risk management in Telkom subsidiaries, as well as other matters that require Telkom's approval for the corporate action plan to be implemented by Telkom subsidiaries. The composition of Subsidiary Management Committee consists of:	
Chairman	Director of Finance & Risk Management.
Members	a. Director of Strategic Portfolio; and
	b. Other Directors as necessary for the management of subsidiaries.
Working Group	a. VP in charge of Subsidiary Performance (Management Accounting) or VP in charge of Strategic Business Development;
	b. VP in charge of Corporate Strategic Planning function;
	c. VP in charge of Legal & Compliance function;
	d. VP in charge of Financial Logistic Policy function; and
	e. An executive at VP level is required.
3. Risk, Compliance, and Revenue Assurance Committee	
The establishment of Risk, Compliance, and Revenue Assurance Committee serves to assist the Board of Directors in the following objectives:	
a. Determine risk profile & mitigate risks that need to be considered by all Board of Directors.	
b. Formulate and establish GCG policies.	

- c. Oversee the effectiveness of Revenue Assurance process, including the establishment of preventive measures and remediation of potential leaks.
- d. Formulate and implement policies carried out in the framework: elimination of inefficient business processes, strengthening internal control and risk mitigation as well as policies related to risk management and compliance.
- e. Establish decision recommendations on dispute resolution, which requires the approval of the Board of Directors.
- f. Conduct a review of the implementation of GCG, compliance and enforcement of business ethics.

Composition of the Risk, Compliance and Revenue Assurance Committee consists of:

Chairman Director of Finance & Risk Management.

- Members
- a. Director of Strategic Portfolio;
 - b. Director of Human Capital; and
 - c. Other directors related to subject matter of the Committee's decision.

- Working Group
- a. VP in charge of Risk Management function;
 - b. VP in charge of Compliance, Risk Management and General Affairs function;
 - c. The position that heads Internal Audit function;
 - d. VP in charge of Corporate Strategic Planning function;
 - e. VP in charge of Risk Management function;
 - f. VP in charge of Supply Planning & Control function; and
 - g. An executive at VP level is required.

4. Disclosure Committee

In managing disclosure to be submitted by the company, Disclosure Committee helps to decide or approve in relation to:

- a. Approve the disclosure of information that contains elements of projections regarding operations, financial conditions, financial performance, and matters of a financial and statistical nature.
- b. Determine level of materiality of the disclosure of information and ensure that the material information submitted has been disclosed in complete, accurate, consistent and in accordance with applicable rules.
- c. Discuss internal audit report.
- d. Provide recommendations and/or letters of representation to the Approver to certify/approve a disclosure that will be issued to external parties.
- e. Other objects of authority are regulated in more detail in the Company Regulation on Disclosure Guidelines.

The composition of the Disclosure Committee consists of:

Chairman Director of Finance & Risk Management.

- Members
- a. Director of Strategic Portfolio; and
 - b. Other Directors related to the subject matter of the Committee's decision.

- Working Group
- a. VP in charge of Financial Accounting function or VP in charge of Enterprise Management function or VP in charge of Investor Relations function (in accordance with the material discussed); and
 - b. An executive at VP level is required in accordance with the Disclosure material discussed.

5. Procurement Committee

Procurement Committee has the authority to give approval to procurement with the value that has been determined by the applicable logistic policy, including approval and determination related to the determination of the winner according to the applicable procurement policy, and the determination of HPS. The composition of the Procurement Committee consists of:

Chairman Director of Finance & Risk Management.

Members	a. Director of Strategic Portfolio;
	b. Director of Network & IT Solution; and
	c. Director of relevant business (Director of Enterprise & Business Service or Director of Wholesale & International Service).
Working Group	a. VP in charge of Supply Planning & Control function;
	b. Head in charge of Compliance Risk Management & General Affair function;
	c. SGM in charge of Supply Center;
	d. VP in charge of Legal & Compliance function;
	e. VP in charge of Infrastructure Planning Policy function; and
	f. An executive at VP level is required.
6. Pricing Committee	
This committee has the task of ensuring pricing strategy of Telkom/TelkomGroup products in accordance with the company's strategy, competitive product prices and periodic pricing review, as well as supervising and evaluating the implementation of single point margin in TelkomGroup. Composition of Pricing Committee consists of:	
Chairman	Director in charge of Enterprise & Business function.
Members	a. Director of Strategic Portfolio;
	b. Director of Network, & IT Solution;
	c. Director of Enterprise & Business Service;
	d. Director of Wholesale & International Service;
	e. Director in charge of related business field.
Working Group	a. VP in charge of Enterprise Management function;
	b. VP in charge of Enterprise Business & Strategic function;
	c. VP in charge of Enterprise Service function;
	d. VP in charge of Business Service function;
	e. VP in charge of Wholesale & International Development function;
	f. VP in charge of Marketing & Sales function;
	g. VP in charge of Innovation Strategy and Synergy function;
	h. VP in charge of Management Accounting function;
	i. VP in charge of Tariff Preparation function; and
	j. An executive at VP level is required in accordance with the Disclosure material discussed.

Board of Directors' Performance Assessment

One of the measuring tools used to assess the performance of the Board of Directors is Key Performance Indicator (KPI) which is compiled based on Regulation of the Minister of SOE Number PER-3/MBU/03/2023 dated March 20, 2023 regarding Organ and Human Resource of State-Owned Enterprises, which stipulates:

1. Obligation to sign Management Contract by the Board of Directors. Management Contract contains a promise or statement of a prospective member of the Board

of Directors, namely if appointed/re-appointed as a member of the Board of Directors, promises, among other things, that it will meet all targets set by the GMS/Minister, including KPI that have been previously set, and apply the principles of Good Corporate Governance.

2. Performance appraisals based on KPI are determined collegially for the President Director, and individually for each member of the Board of Directors.
3. The determination of five perspectives in the preparation of KPI of the Board of Directors collegially, namely:

- a. Economic and social value for Indonesia;
- b. Business model innovation;
- c. Technology leadership;
- d. Increase in investment; and
- e. Talent development.

At the end of each third quarter, Minister of State-Owned Enterprises, as the holder of Series A Dwiwarna shares, submits a shareholder aspiration letter containing strategic and tactical direction, performance target, risk management policy, and KPI parameters that can be selected as component of the Board of Directors' KPI on a collegial and individual basis. The achievement of the Board of Directors' KPI is calculated collectively and individually and reviewed by Public Accounting Firm (KAP) that audit Telkom's Financial Statements.

The achievement of KPI of the Board of Directors is calculated collegial and individually and reviewed by the Public Accounting Firm (KAP) that audit Telkom's Financial Statements. Along with Telkom's commitment to manage ESG aspects in its business value chain, the company has also set Key Performance Indicator in the ESG aspect category, including:

1. Environmental aspect, reflected in TJSL effectiveness parameter and ITDRI research effectiveness;
2. Social aspect, as seen from the total of parameter shareholder return and social impact; and
3. Governance aspect, reflected in the risk maturity index parameter, effectiveness of the 2023 Financial Statements, and procurement excellence.

In addition, based on the Joint Resolution of the Board of Commissioners and Board of Directors No. 05/KEP/DK/2022 and PD.620.00/r.01/HK200/COP-M4000000/2022 regarding Guidelines for the Work Procedures of the Board of Commissioners and Directors (Board Manual) of the Company (Persero) PT Telekomunikasi Indonesia Tbk, Telkom implements

a self-assessment policy to assess the performance of the Board of Directors. The assessment is carried out by each member of the Board of Directors by assessing the performance of the Board of Directors collegially, not individual performance assessment. This policy is a form of accountability for the performance assessment of the Board of Directors, so that it is hoped that each member can contribute to improving the performance of the Board of Directors on an ongoing basis. More complete information about the Board of Directors' self-assessment policy can be found on the Telkom website on the GCG menu – Work Guidelines for the Board of Directors and Board of Commissioners.

Affiliate Relationship Between the Board of Directors and the Board of Commissioners

The Board of Commissioners and the Board of Directors of Telkom are prohibited from having an affiliate relationship between fellow members of the Board of Commissioners, fellow members of the Board of Directors, between the Board of Directors and the Board of Commissioners, or with shareholders, in accordance with the provisions of Law No. 40 of 2007 regarding Limited Liability Companies, as well as the provisions of TelkomGroup's affiliate relationship submitted in the form of an Official Memorandum of the President Director Number: C.Tel.02/HK 000/TEL-00000000/2021 regarding Temporary Procedures for Affiliate Transaction and Collision Transaction TelkomGroup's interest. This provision aims to avoid conflicts of interest, so that the Board of Commissioners and the Board of Directors can make objective decisions that do not harm Telkom's interest.

The table below shows the family relationship between members of the Board of Commissioners and fellow members of the Board of Commissioners, members of the Board of Directors, and/or Major shareholders/controllers:

Name	Position	Affiliate Relationship					
		Board of Commissioners		Board of Directors		Major Shareholder/ Controlling	
		Yes	No	Yes	No	Yes	No
Board of Commissioners							
Angga Raka Prabowo	President Commissioner	-	√	-	√	-	√
Ossy Dermawan	Commissioner	-	√	-	√	-	√
Rionald Silaban	Commissioner	-	√	-	√	-	√
Rizal Malarangeng	Commissioner	-	√	-	√	-	√
Silmy Karim	Commissioner	-	√	-	√	-	√
Deswandhy Agusman	Independent Commissioner	-	√	-	√	-	√
Ira Noviarti	Independent Commissioner	-	√	-	√	-	√
Rofikoh Rokhim	Independent Commissioner	-	√	-	√	-	√
Board of Directors							
Dian Siswarini	President Director	-	√	-	√	-	√
Arthur Angelo Syailendra	Director of Finance & Risk Management	-	√	-	√	-	√
Veranita Yosephine	Director of Enterprise & Business Service	-	√	-	√	-	√
Nanang Hendarno	Director of Network	-	√	-	√	-	√
Seno Soemadji	Director of Strategic Business Development & Portfolio	-	√	-	√	-	√
Faizal Rochmad Djoemadi	Director of IT Digital	-	√	-	√	-	√
Willy Saelan	Director of Human Capital Management	-	√	-	√	-	√
Budi Satria Dharma Purba	Director of Wholesale & International Service	-	√	-	√	-	√
Andy Kelana	Director of Legal & Compliance	-	√	-	√	-	√