



# Accelerating Transformative Execution

**Telkom Indonesia**

**Non-Deal Roadshow  
September 2025**

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# Telkom Indonesia Board of Directors & Commissioners



**Dian Siswarini**  
President Director



**Andy Kelana**  
Director of Legal & Compliance



**Arthur Angelo Syailendra**  
Director of Finance and 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 Digital IT



**Honesti Basyir**  
Director of Wholesale & International Service



**Willy Saelan**  
Director of Human Capital Management



**Angga Raka Prabowo**  
President Commissioner



**Ossy Dermawan**  
Commissioner



**Rionald Silaban**  
Commissioner



**Silmy Karim**  
Commissioner



**Yohanes Surya**  
Independent Commissioner



**Deswandhy Agusman**  
Independent Commissioner



**Rizal Mallarangeng**  
Commissioner



**Ira Noviarti**  
Independent Commissioner

# TLKM EGMS Results - 16 Sept 2025

- **Board of Directors:** 9 members total, 6 from non-SOE background → stronger private sector representation & balanced governance.
- **Board of Commissioners:** ≥30% are Independent.

## New Appointments & Key Backgrounds\*

- **Director of Human Capital Management - Willy Saelan**

An experienced HR professional with exposure to various corporate culture across Asia, Africa and EMEA before being appointed as Unilever Indonesia HR Director in 2015. He is recognized for his track record of pushing Digitalized HR Analytics & Recruitment (push KPIs and people-analytics to demonstrate HR ROI and link to business outcomes, Learning programs and Cultural shifts (growth mindset), with visible emphasis on people centric (wellbeing, inclusion) and community programs.

- **Director of Legal & Compliance - Andy Kelana**

A seasoned corporate lawyer and partner at Adnan Kelana Haryanto & Hermanto (AKHH) with over two decades of experience in corporate law, M&A, projects, and energy. He has advised on major transactions in telecommunications, infrastructure, and power projects, including landmark deals in Indonesia's energy and telecom sectors

- **Independent Commissioner - Ira Noviarti**










A seasoned Indonesian business leader who spent nearly 30 years at Unilever Indonesia, culminating as President Director (CEO) from 2020–2023. She is recognized for her strategic transformation leadership, brand-building excellence, and commitment to diversity and inclusion, driving major business growth and digital initiatives. In 2023, she was named Best CEO in Consumer Products.

*\*See Appendix for a more detailed company management background information*

# Telkom End-State

As the holding company, Telkom no longer carries out operational functions, but focuses on strategic direction, guiding business lines and managing subsidiaries

## Telkom Strategic Holding State

B2C Business	B2B Infrastructure	B2B International	B2B IT Services	Others
 Mobile  Fixed Broadband <p>Provides a massive customer base and network reach to enable cross-selling opportunities, driving customer loyalty and revenue growth.</p>	 Tower  DC  Fiber  Satellite <p>Serve as digital infrastructure provider consisting of: DC, Tower, Backbone Fiber and Satellite.</p>	 International Connectivity <p>Expands Telkom Group's global footprint through subsea cable networks, international connectivity, and wholesale services.</p>	 System Integration, IT Service, Others <p>Connects disparate software applications, systems, &amp; data sources into a single, cohesive IT environment to improve efficiency, reduce data silos, &amp; meet business objectives.</p>	 The other Entities <p>Currently undergoing streamlining to optimize resources and ecosystem collaboration, ensuring stronger alignment and operational efficiency.</p>

# Improving Total Shareholder Return

**Business As Usual /  
Ordinary Dividend  
(Last Payout Ratio:  
89%)**

## Value Unlocking

- Infranexia
- Data Center
- Streamlined Entities that will be divested (including real estate assets/landbank)

## Shares Buyback

- **Budget:** IDR 3tn
- **Validity period:** 28 May 2025 – 27 May 2026
- **Treasury stocks to date:** 1.75 Mn treasury stocks

**Total  
Shareholder  
Return**

# TLKM Transformation Pillars

We aim to provide world-class digital ecosystem leadership at **scale**

## opera**T**ional & service excellence

- Reforming corporate culture and governance
- Prudent capital allocation for both Capex and Opex deployment to improve efficiency
- High-yielding product offerings

## stream**L**ining

- Consolidate overlapping business units and divest non-core business
- Refocus time, effort, and resources back to our core strength

**TLKM**

## unloc**K** value

- Accelerate monetization of high-value infra assets such as data centers, towers, and fiber assets
- Establish strategic partnership to crystallize embedded value

## **M**odus-operandi shift

- Transitioning from an Operating to a Strategic Holding setup to optimize (i) value creation and (ii) Total Shareholders' Return
- Pivot from legacy telco to digital telco

# 1 **operational & service excellence**

Reforming Guiding Principles to Enhance Culture & Governance

Translating mission statement into actionable day-to-day code of conduct



**TOP PRIORITY**



## **BRAVERY**

The **courage to execute** and achieve the best results by being **willing to take calculated risks** for the company's benefit



## **INTEGRITY**

Holding firmly to **ethical principles, values, norms, and applicable rules**, with **honesty**, without committing any fraud that could harm the company



## **SERVICE EXCELLENCE**

A commitment to always deliver **the best service** to all stakeholders, taking full responsibility for the outcomes **without making excuses**



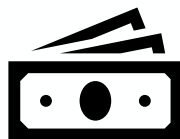
## **AGILITY**

The ability to **act quickly, accurately, effectively, and efficiently** without adding bureaucracy, while always being **solution-oriented** and **innovative** in facing change

# 1 **operational & service excellence**

Prudent Capital Allocation for Both Capex and Opex

## Return-based



**“Allocate capital to core business pillars with profitability mindset”**

## Procurement Excellence



**“Right spec, right quantity, right benchmark at the right price”**

## Oversight



**“Discipline portfolio monitoring with concrete milestones”**

## 2 streamLining

### Orchestration of TLKM Streamlining Initiative

We have a lot of subsidiaries....



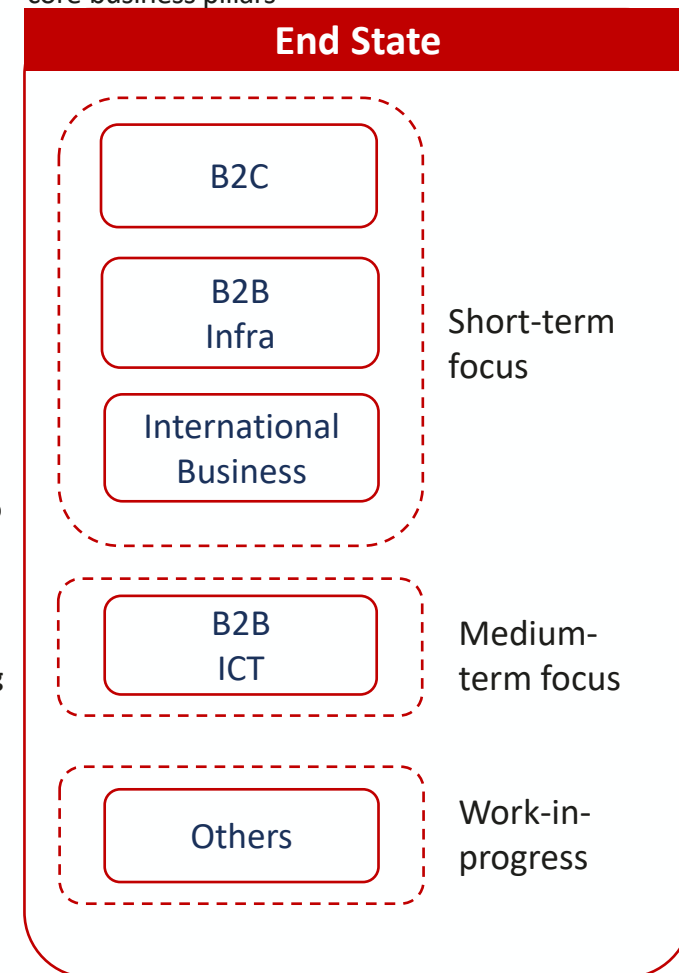
...we plan to **reduce** these numbers significantly...



- Merge
- Divest
- Transfer of business /licenses

Reorganize our subsidiaries into core business pillars as we reach the end state of strategic holding setup

..... and we will **further simplify** these subsidiaries into core business pillars



### 3 unlock value

#### TLKM as The Driver of National Digital Telco

Numerically, apart from Telkomsel, our next-largest value creation shall come from unlocking our infra business category since our infrastructure spans from the sky above to the sea below

**177,443 km** Fiber Network

Domestic 112,743 km

International 64,700 km

501 Nationwide Cities Coverage

27 International Subsea Cable System

**271,040** BTS Telkomsel

**43,472** Towers

35 Data Centers (abroad and domestic)

**15 Global Offices**



**58** Point of Presence (PoP)  
in 26 Countries

**SEA-ME-WE-5**  
Southeast Asia - Middle East  
- Western Europe 5 Cable

**SEA-ME-WE-6**  
Southeast Asia - Middle East  
- Western Europe 6 Cable

**DMCS**  
Dumai Melaka  
Cable System

**BSCS**  
Batam Singapore  
Cable System

**IGG**  
Indonesia Global  
Gateway Cable

**SJC**  
Southeast Asia  
- Japan Cable

**SJC-2**  
Southeast Asia  
- Japan Cable

**AAG**  
Asia - America  
Gateway Cable  
JUS

**SEA-US**  
Southeast Asia -  
United States Cable

Telin Global Offices

**3 Satellites** Total 42.2 Gbps

Telkom-3S | Merah Putih | Merah Putih-2 (HTS)



### 3 unlock value

## Unlocking Value of Our Existing Digital Infrastructure Assets

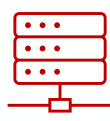
Our current share price does not reflect the size and scale of foundational infrastructure that is critical to support Indonesia's digital economy

### B2B-Infra Business Pillars



**39,404**  
Towers

**51,039 km**  
Fiber optic



**35 Data Centers**  
NeutraDC 37 MW in 6  
Locations

NeuCentriX 28 Edge DC  
Locations



**Backbone & FTTH**



**3 Satellites**  
**Total Capacity**  
**42.2 Gbps**



- **Telkom Akses** – Installation and maintenance of fiber optic infrastructure



- **Telkom Infra** - Full range of outsourcing and managed services for RAN and subsea cable maintenance work

### International Business Pillar

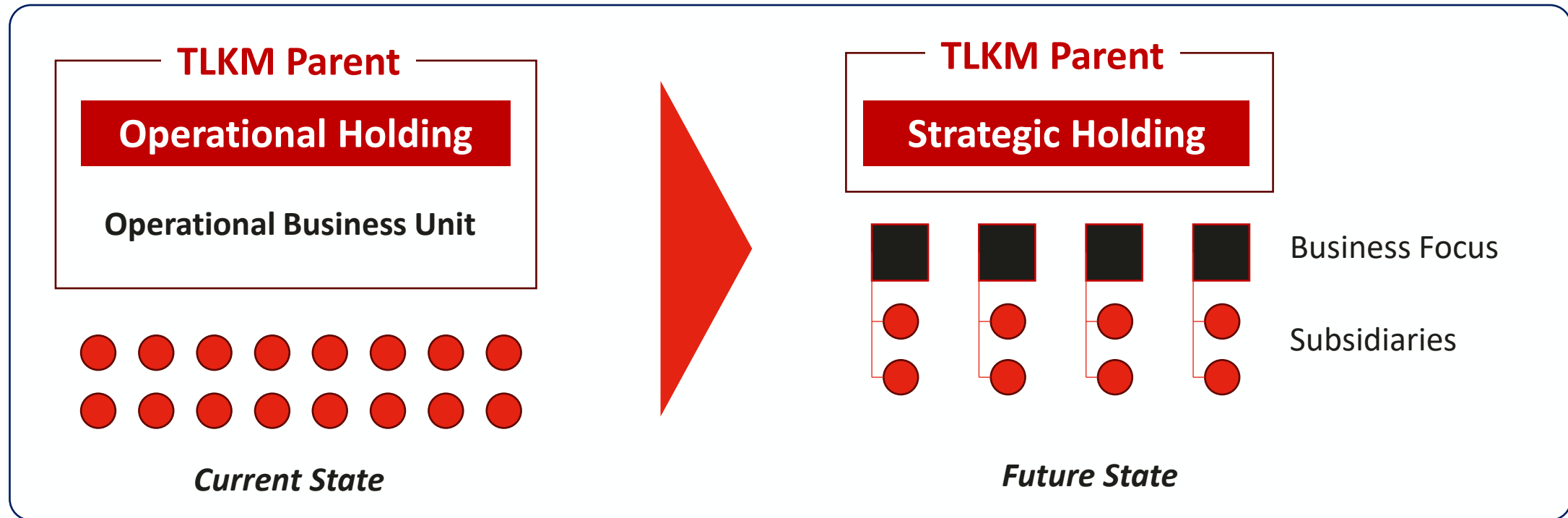


**International connectivity &  
Subsea Cable Business**


**IDR 100-150 Tn of fixed assets value to be unlocked**

## 4 Modus-operandi shift

Strategic Holding design anchored on value creation optimization



- A lean parent structure with subsidiaries that are more focused.
- Elimination of overlapping businesses, making them healthier and more competitive.
- Business development based on core competencies.
- Capabilities aligned with the specific needs of each business.
- Productivity that increases comprehensively across the organization.



# 1H25 Financial & Operational Results

# Resilience operation amidst ongoing soft macro

Stable mobile customer base and strong growth in data payload consumption underpin signs of recovery

## 2Q25 YoY Performance

Revenue moderated to  
**Rp 36.4 Tn**  
▼ 0.7% QoQ

EBITDA was booked at  
**Rp 17.9 Tn**  
▼ 2.0% QoQ

Net Income stood at  
**Rp 5.2 Tn**  
▼ 11.1% QoQ

Operating Net Income  
**Rp 5.6 Tn**  
▼ 0.4 % QoQ

## 1H25 YoY Performance

**Rp 73.0 Tn**  
▼ 3.3% YoY

**Rp 36.1 Tn**  
▼ 4.7% YoY

**Rp 11.0 Tn**  
▼ 6.7% YoY

## By factoring out Mark-to-Market and one-off gain in Investment

**Rp 11.2 Tn**  
▼ 14.1% YoY

EBITDA margin  
**49.5%**

Net Income margin  
**15.0%**

Net Operating margin  
**15.3%**

- Wholesale & International Business' growth (+4.7% YoY) continue to outperform, further diversifying business contribution.
- Gain from asset optimization gave boost to Operating Net Income.

## Telkomsel (Stand-alone)

EBITDA margin  
**44.6%**  
▼ 2.2ppt YoY

Stable mobile customer base  
**158.4 mn**  
▼ 0.9% YoY

ARPU Mobile moderated to  
**Rp 42K**  
▼ 7.4% YoY

Payload  
**11,441 PB**  
▲ 20.1% YoY

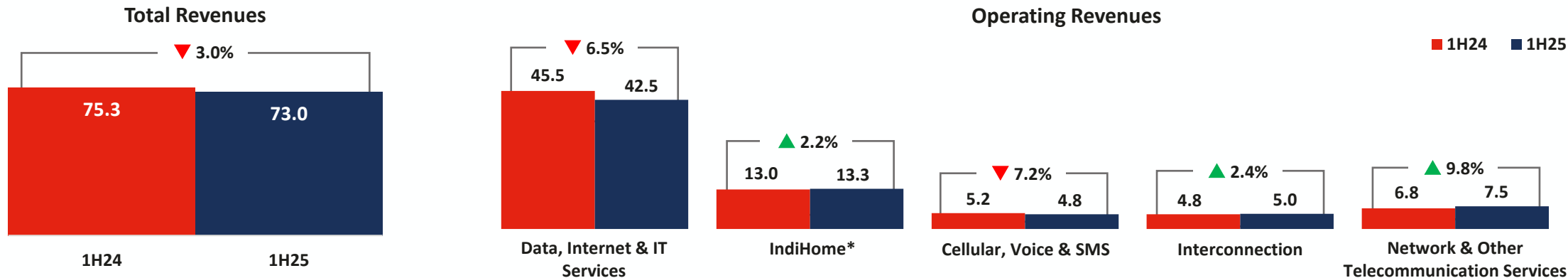
FBB Subscriber  
**10.1 mn**  
▲ 10.0% YoY

FBB ARPU  
**220k**  
▼ 8.8% YoY

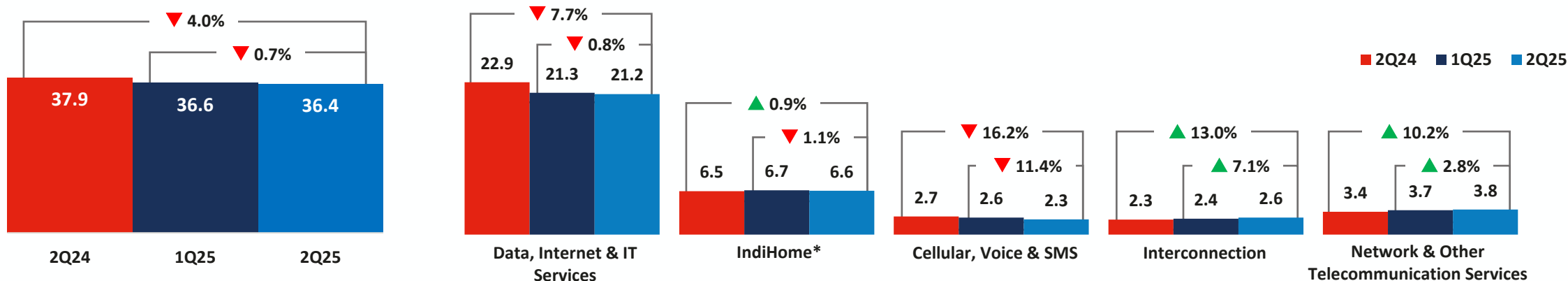
Convergence stable at  
**55%**

# Quarterly Revenues are Stabilizing Across Segments

In Rp Tn



- Muted consumer spending weighed in Data, Internet & IT service revenue, while consumer behavior shift continue to drag legacy business
- On the other hand, the growth from Satellite business gave support, together with Interconnection, despite the shift in revenue mix

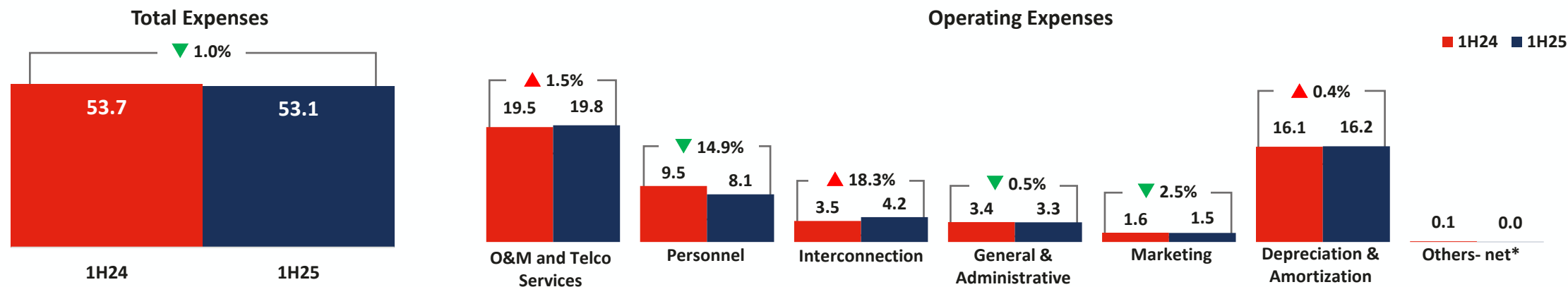


- Quarterly revenue showed signs of stabilization, thanks to result from consumer business ARPU uplift initiatives towards the end of the quarter.
- Interconnection business quarterly growth were driven by increase in Voice Hubbing revenue, while Network supported by revenue from Satellite business

*\*) Starting 1Q24, IndiHome B2B Business is recorded under Data, Internet, & IT Services and Network & Other Telco Services from previously under Consolidated IndiHome Revenue. Please refer to Telkomsel's section for comparable figures of IndiHome B2C revenue.*

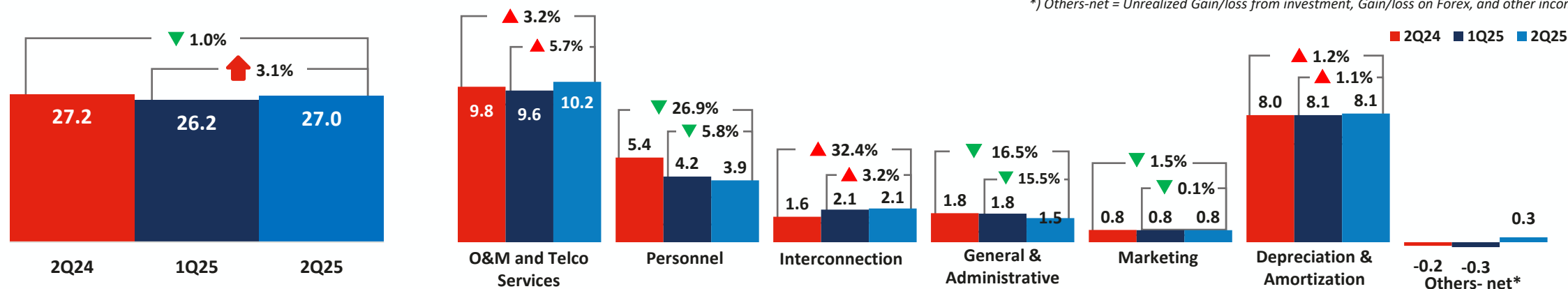
# Total Expenses Moderation from Cost Leadership Initiatives

In Rp Tn



- Notable decline in personnel expense came as a result of Early Retirement Program in 1H24.
- The increase in Interconnection was due to a change in traffic mix, with higher Voice Hubbing volumes contributing to increased interconnection costs.

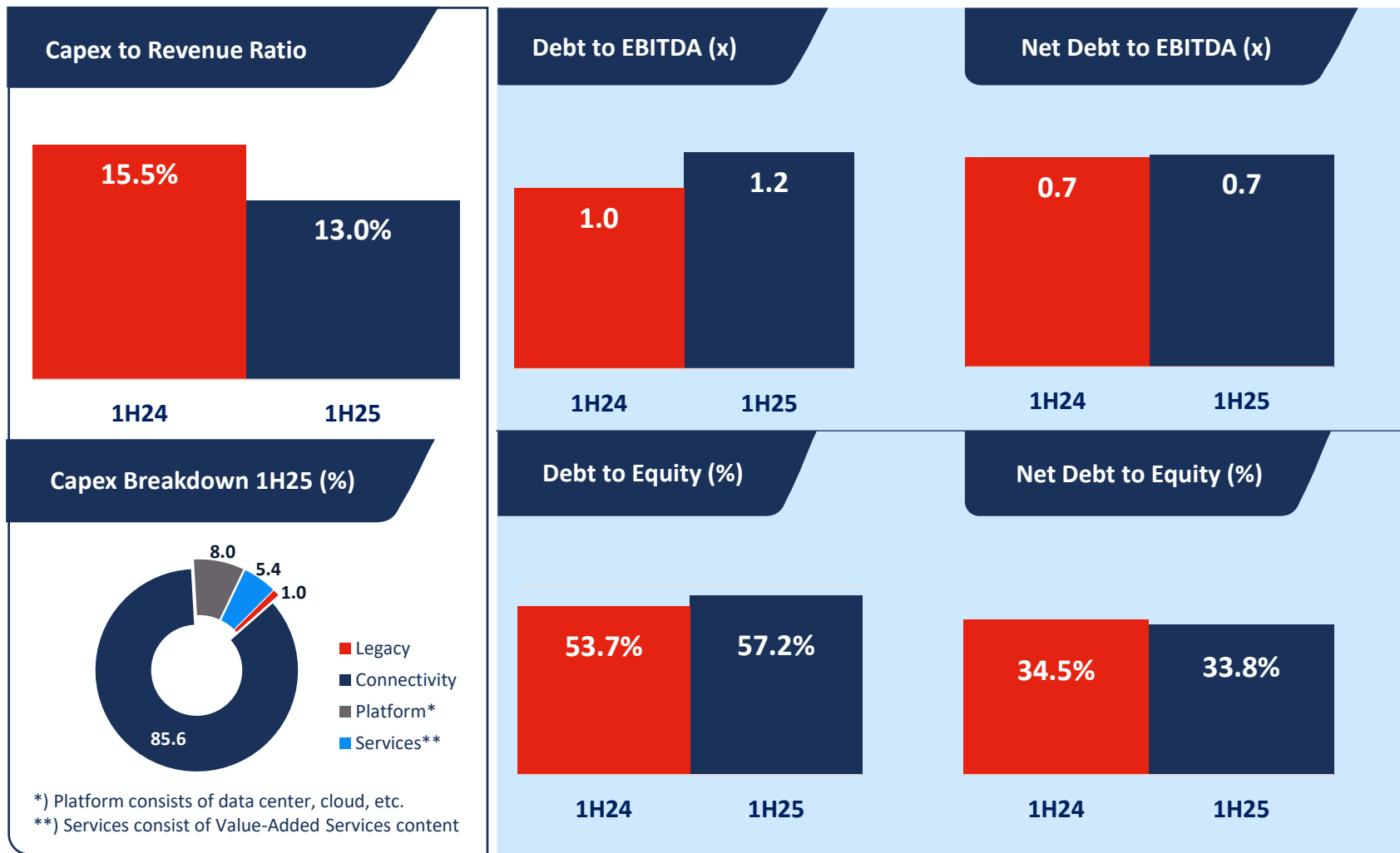
\*) Others-net = Unrealized Gain/loss from investment, Gain/loss on Forex, and other income/expense



- Increase in quarterly O&M were driven by expansion of our network coverage.
- In the meantime, the lower quarterly G&A was a result of better control on overhead costs

# Healthy credit metrics to support transformation

Procurement excellence supporting efficiencies

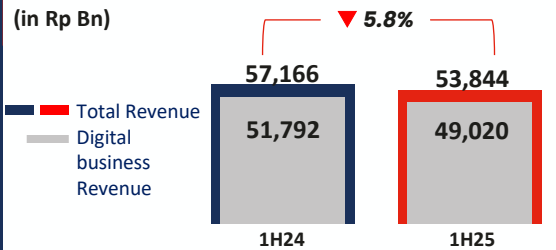


# Strategic Discipline Execution from Telkomsel

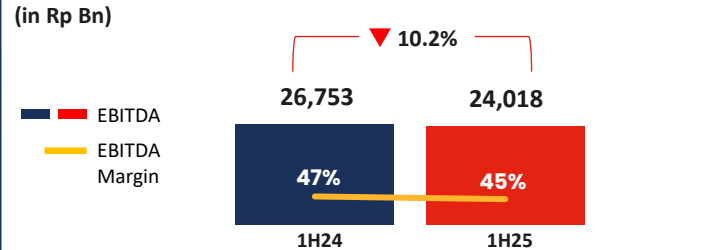
Reinforcing quality-led growth through sustainable value creation

## Showcasing the resilience of our digital engagement strategy

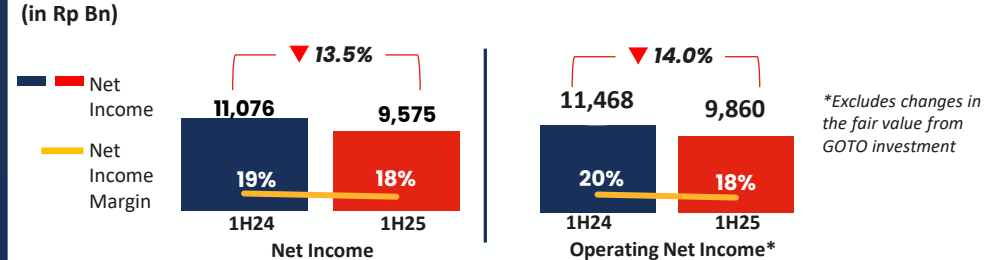
### Total Revenue



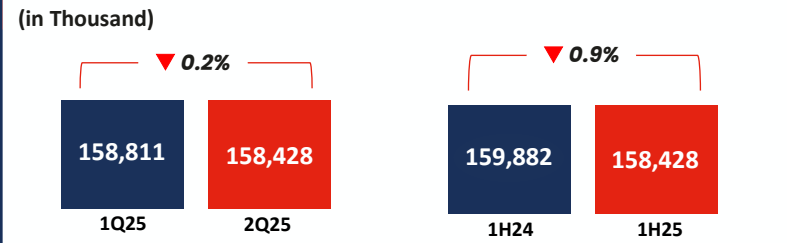
### EBITDA



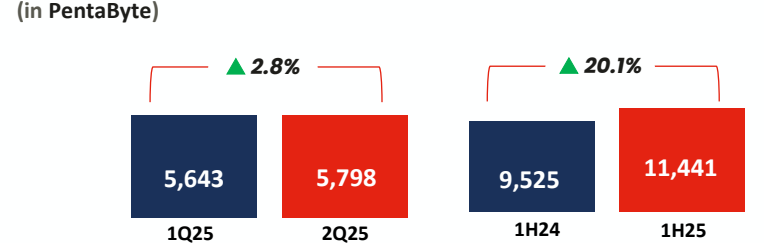
### Net Income



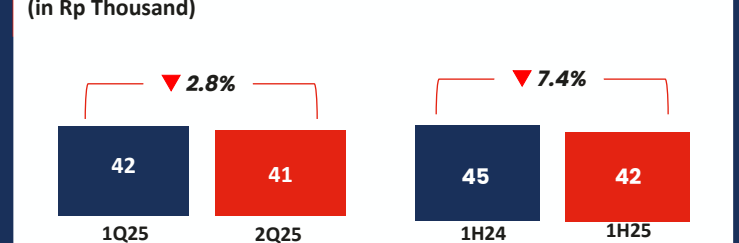
### Customer Base



### Payload



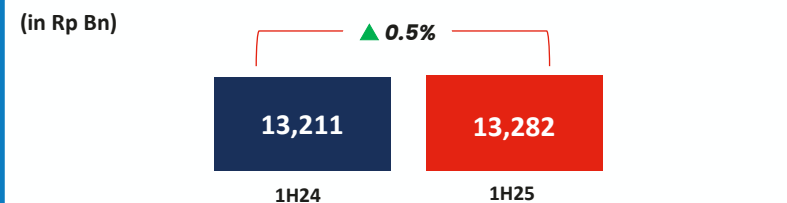
### ARPU



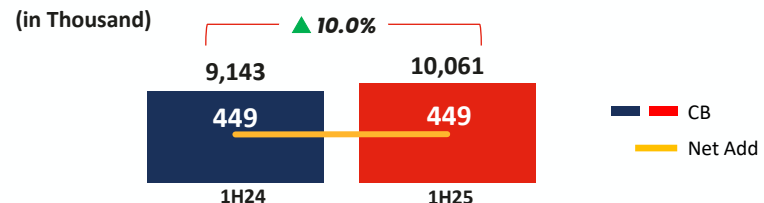
## Advancing household value through convergence & commercial agility

## Anchored by flexible pricing and bundling strategies to better address evolving customers needs

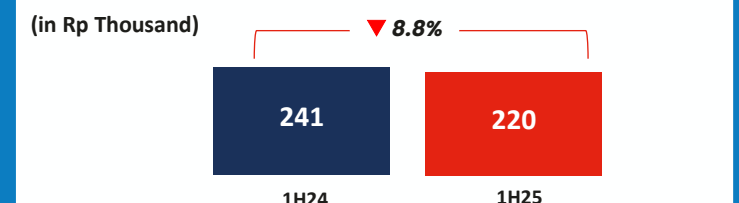
### Fixed Broadband B2C Revenue



### Fixed Broadband Customer Base



### ARPU IndiHome



# Aggregate non-Consumer Business Growth Continued to Outpace

Further diversifying business mix

## Wholesale & International Business

Revenue

**Rp9.7** trillion ▲ 4.7% YoY

- Digital Infrastructure
- International Wholesale Voice

Infra  
Network

Fiber Optic  
Backbone



**179K+** km

**501**  
Cities Nationwide

International  
Subsea Cable  
System

**27**

3 Satellites  
42.2 Gbps



### Mitratel (Stand-alone)

Revenue

**Rp4.7** trillion ▲ 2.2% YoY

EBITDA  
Margin

**84.0%**

Net Income  
Margin

**23.8%**

Tenancy  
Ratio

**1.53x**

**39,782**  
TOWERS

Biggest TowerCo in SEA In  
terms of towers owned

### DC-Co

Revenue DC & Cloud

**Rp921** Billion

**35** Data  
Center

**30** domestic  
**5** overseas

IT Load  
Capacity

**44** MW\* +  
**2,420** Racks

Average Total utilization rate  
(TDE Stand-alone)

**~76%**

## Enterprise Business

Revenue

**Rp10.0**  
trillion

▼ 1.3% YoY

### Biggest Contributors

- Connectivity
- Satellite Services
- Payment Business

### Strengthening the Business

- Cloud Business
- Digital IT Services
- Cybersecurity
- Building strategic partnerships with global technology players

### Segment

- Government
- Large Enterprise
- SME: Indibiz

\*installed additional capacity of 6MW for Cikarang HDC during 2Q25

# 2025 Company Guidance

## 2025 Guidance

**Revenue:**  
Low single digit

**EBITDA Margin:**  
50-52%

**Capex-to-Revenue ratio:**  
c17-19%

## Revised 2025 Guidance

**Revenue:**  
Flat

**EBITDA Margin:**  
c50%

**Capex-to-Revenue ratio:**  
c17-19%



# Thank you

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# Appendix

# Telkom Indonesia Board of Directors Experiences

Position	Name	Notable Experience	Internal / External
President Director	Dian Siswarini	<ul style="list-style-type: none"> <li>President Director of XL Axiata (2015-24)</li> <li>Group Chief of Marketing and Operation Officer (2014)</li> <li>Chief Digital Service Officer (2011-14)</li> </ul>	External
Director of Finance & Risk Management	Arthur <u>Angelo</u> Syailendra	<ul style="list-style-type: none"> <li>President Director of Digital Realty Bersama (2022-2025)</li> <li>Director of EQT AB (2019-21)</li> <li>CFO of DCI Indonesia (2016-19)</li> </ul>	External
Director Legal & Compliance	Andy Kelana	<ul style="list-style-type: none"> <li>Partner of Adnan Kelana Haryanto &amp; Hermanto (AKHH) law firm</li> </ul>	External
Director of Enterprise & Business Service	Verenita Yosephine	<ul style="list-style-type: none"> <li>President Director of AirAsia Indonesia (2022-2025)</li> <li>President Director of AirAsia (2019-2025)</li> <li>Sales Director of Kraft Heinz (2017-19)</li> <li>Danone Supply Chain and Sales Development Director (2012-17)</li> </ul>	External
Director of Network	Nanang Hendarno	<ul style="list-style-type: none"> <li>CEO of Infrastruktur Telekomunikasi Indonesia/TelkomInfra (2022-Present)</li> <li>CTO of Telin (2016-22)</li> </ul>	Internal
Director of Strategic Business Development & Portfolio	Seno Soemadji	<ul style="list-style-type: none"> <li>EVP TechCo of Indosat (2023-2025)</li> <li>Managing Director of Accenture (2020-23)</li> <li>Country Manager of TIBCO (2018-20)</li> <li>Senior Sales Director of TIBCO (2017-18)</li> </ul>	External
Director of Human Capital Management	Willy Saelan	<ul style="list-style-type: none"> <li>Unilever Global HR (2005- 2016)</li> <li>Unilever Rewards Director SEA and Australasia (2016 – 2019)</li> <li>Unilever Director of HR (2019 – 2025)</li> <li>Unilever Indonesia (1995 – 2005)</li> </ul>	External
Director of IT Digital	Faizal Rochmad Djoemadi	<ul style="list-style-type: none"> <li>President Director of Pos Indonesia (2020-2025)</li> <li>President Commissioner of Sigma Cipta Caraka/Telkomsigma (2019-20)</li> <li>Chief Digital Innovation Officer of Telkom Indonesia (2019-20)</li> </ul>	Internal
Director of Wholesale & International Service	Honesti Basyir	<ul style="list-style-type: none"> <li>Director of Group Business Development of Telkom Indonesia (2023-25)</li> <li>President Director of Bio Farma (2019-23)</li> <li>President Director of Kimia Farma (2017-19)</li> <li>Director of Wholesale and International Services of Telkom Indonesia (2014-17)</li> <li>Group CFO of Telkom Indonesia (2012-14)</li> </ul>	Internal

# Telkom Indonesia Board of Commissioners Experiences

Position	Name	Notable Experience
President Commissioner / Independent Commissioner	Angga Raka Prabowo	<ul style="list-style-type: none"> <li>Head of Government Communications Agency (2025-Present))</li> <li>Deputy Minister of Communication and Digital (2024-Present)</li> <li>Deputy Secretary General of Gerindra Party</li> <li>Commissioner of Teknologi Militer Indonesia (2021)</li> </ul>
Independent Commissioner	Yohanes Surya	<ul style="list-style-type: none"> <li>Dean of Surya University (2013-Now)</li> <li>Dean of STKIP Surya (2010-12)</li> <li>Dean of University of Multimedia Nusantara (2007-10)</li> </ul>
Independent Commissioner	Dewardhy Agusman	<ul style="list-style-type: none"> <li>Independent Commissioner of Berau Coal Energy (2015-Present)</li> <li>Independent Commissioner of Maybank Kim Eng Securities (2015-Present)</li> <li>Senior Adviser of Permodalan Nasional Madani Venture Capital (2013-Present)</li> <li>President Commissioner of Maybank Indonesia Finance (2015-24)</li> </ul>
Independent Commissioner	Ira Noviarti	<ul style="list-style-type: none"> <li>Unilever Indonesia CEO (2020 – 2023)</li> <li>Unilever various Regional and Indonesia leadership position (2006 – 2020)</li> <li>Unilever Indonesia Management Traineed (1995 – 2023)</li> </ul>
Commissioner	Ossy Dermawan	<ul style="list-style-type: none"> <li>Deputy Minister of Agrarian Affairs and Spatial Planning/Deputy Head of the National Land Agency (2024-Present)</li> <li>Deputy Secretary General of Democratic Party (2021-Present)</li> </ul>
Commissioner	Rizal Mallarangeng	<ul style="list-style-type: none"> <li>Commissioner of Telkom Indonesia (2020-Present)</li> <li>Deputy Head of Golkar Party (2019-20)</li> </ul>
Commissioner	Rionald Silaban	<ul style="list-style-type: none"> <li>Director General of State Asset Management of Ministry of Finance (2021-Present)</li> <li>Head of Financial Education and Training Agency of Ministry of Finance (2018-21)</li> <li>Assistant of Minister for Macroeconomic and International Financial of Ministry of Finance (2016-18)</li> <li>Executive Director, SEA Voting Group, of World Bank (2014-16)</li> </ul>
Commissioner	Silmy Karim	<ul style="list-style-type: none"> <li>Deputy Minister of Immigration and Corrections (2024-Present)</li> <li>Commissioner of Telkom Indonesia (2023-Present)</li> <li>President Commissioner of Krakatau Posco (2018-Present)</li> <li>Director General of Immigration (2023-24)</li> <li>President Director of Krakatau Steel (2018-23)</li> </ul>

# Telkomsel Board of Directors Experiences

Position	Name	Notable Experience
President Director	Nugroho	<ul style="list-style-type: none"> <li>- Director of Network at Telkomsel (2021-2023)</li> <li>- Senior Vice President of Business IT Delivery at Telkomsel (2019-2021)</li> <li>- Vice President of IT Customer Care and Charging Group at Telkomsel (2017-2019)</li> <li>- Vice President of IT Customer Care and Billing Solution and Management Group at Telkomsel (2014-2017)</li> </ul>
Director of Finance & Risk Management	Daru Mulyawan	<ul style="list-style-type: none"> <li>- Senior Vice President of Internal Audit at Telkom (2022-2024)</li> <li>- Senior Vice President of Internal Audit at Telkomsel (2020-2022)</li> <li>- Vice President of Enterprise Risk Management, Internal Control and ERP at Telkomsel (2019)</li> <li>- Senior Vice President of Enterprise Resources Planning Task Force at Telkomsel (2017-2019)</li> <li>- Vice President of Accounting and Asset Management at Telkomsel (2013-2017)</li> </ul>
Director of Sales	Stanislaus Susatyo*	<ul style="list-style-type: none"> <li>- President Director of Telkom Akses</li> <li>- Director of Supply &amp; Commerce at Telkom Akses</li> <li>- EVP of Telkom Regional I Sumatra</li> <li>- Deputy EVP of Telkom Regional II Jakarta</li> </ul>
Director of Marketing	Derrick Heng	<ul style="list-style-type: none"> <li>- Commissioner of Telkomsel's digital subsidiaries (Majamojo, Fita, and Kuncie)</li> <li>- Senior Advisor, Small &amp; Medium Business Group of Globe</li> <li>- Held various strategic positions within the Singtel Group</li> </ul>
Director of Planning & Transformation	Wong Soon Nam	<ul style="list-style-type: none"> <li>- Vice President of Consumer Products at SingTel (2015-2020)</li> <li>- Vice President of Smart and Safe City at NCS Group (2012-2015)</li> <li>- General Manager of SingTel Group (2009-2012)</li> <li>- Vice President of Consumer Marketing at SingTel (2007-2009)</li> <li>- Vice President of Corporate Business Marketing at SingTel (2005-2007)</li> <li>- Vice President of Account Management at SingTel (2003-2005)</li> </ul>
Director of IT	Joyce Shia	<ul style="list-style-type: none"> <li>- Vice President of Digital and IT at SingTel (2021-2024)</li> <li>- Chief Information Officer at NETS (2019-2021)</li> <li>- Vice President of IT Asia (2017-2019)</li> <li>- Vice President of Digital Global Services (2016-2017)</li> <li>- Chief Information Technology Officer of Digi Telecommunications (2016)</li> <li>- Head of the Technology Department at Digi Telecommunications (2014-2016)</li> </ul>
Director of Network	Indra Mardiatna	<ul style="list-style-type: none"> <li>- Director of Business at Telkominfra (2023)</li> <li>- Vice President of Network &amp; Service Quality Management at Telkomsel (2022-2023)</li> <li>- Vice President of Technology Strategy at Telkomsel (2017-2022)</li> <li>- General Manager of ICT Operation in East Java at Telkomsel (2015-2017)</li> <li>- General Manager of Core Network Operation at Telkomsel (2014)</li> </ul>
Director of Human Capital Management	Indrawan Ditapradana	<ul style="list-style-type: none"> <li>- Senior Vice President of Corporate Secretary at Telkom</li> <li>- Executive Vice President of Business Service at Telkom</li> <li>- Chief Commissioner at Telkomsat</li> </ul>

Source – Telkomsel and various public sources

# Telkomsel Board of Commissioners Experiences

Position	Name	Notable Experience
President Commissioner	Diaz F. M. Hendropriyono	<ul style="list-style-type: none"> <li>- Deputy Minister of Environment (2024-Present)</li> <li>- Special Staff to the President of the Republic of Indonesia (2016-2024)</li> <li>- Commissioner of Telkomsel (2015-2018)</li> <li>- Member of the Strategic Analysis Board of the Indonesian State Intelligence Agency (2012)</li> </ul>
Commissioner	Ahmad Riza Patria	<ul style="list-style-type: none"> <li>- Deputy Minister of Villages, Development of Disadvantaged Regions, and Transmigration (2024-Present)</li> <li>- Member of the Indonesian House of Representatives</li> <li>- Deputy Chair of Commission II of the Indonesian House of Representatives</li> <li>- Vice Governor of Jakarta (2020-2022)</li> </ul>
Commissioner	Irfan Wahid	<ul style="list-style-type: none"> <li>- Member of the National Committee for Economy and Industry</li> <li>- Commissioner of Angkasa Pura I</li> <li>- Special Advisor to the Coordinating Ministry for Economic Affairs</li> </ul>
Commissioner	Rico Rustombi	<ul style="list-style-type: none"> <li>- Special Advisor to the Ministry of Investment and Downstream Industry</li> <li>- Vice Chairman for Infrastructure at the Indonesian Chamber of Commerce and Industry</li> <li>- Chairman of PT Lumbung Dana Indonesia</li> <li>- Supervisory Board Member of the Indonesian Joint Funding Fintech Association</li> </ul>
Commissioner	Anna Yip	<ul style="list-style-type: none"> <li>- CEO Consumer Singapore at Singtel (2021-Present)</li> <li>- Deputy CEO Consumer Singapore at Singtel (2020-2021)</li> <li>- CEO and Executive Director of Smartone Telecommunications (2016-2020)</li> </ul>
Commissioner	Yuen Kuan Moon	<ul style="list-style-type: none"> <li>- Group Chief Executive Officer of Singtel (2021-Present)</li> <li>- Vice President of Regional Operations, Executive Vice President of Digital Consumer, Chief Executive Officer Consumer at Singtel (2012-2020)</li> <li>- Group Chief Digital Officer of Singtel (2018-2020)</li> <li>- Director of Commerce at Telkomsel (2005-2007)</li> </ul>
Commissioner	Chandra A. Setiawan	<ul style="list-style-type: none"> <li>- Commissioner of Bank Mandiri Taspen (2021-2023)</li> <li>- Commissioner of Telkom Indonesia (2020-2021)</li> <li>- CEO of Sarana Global Indonesia (2011-2020)</li> <li>- Director of Ketrosden Triasmitra (2004-2011)</li> <li>- Vice President of Marketing of Sanatel (1999-2004)</li> </ul>

Source – Telkomsel and various public sources

# Shareholder Profile & Historical Dividend

Year	Dividend Announcement	Distribution Date	DPR* (%)	Amount Paid (Mn)	DPS (Rp)	Growth	Share Price	Dividend Yield (%)
2013	AGMS 4 April 2014	19-May-14	70	9.943.294	102.40		2,580	3.97
2014	AGMS 17 April 2015	21-May-15	60	8.782.812	89.46	-12.6%	2,850	3.14
2015	AGMS 22 April 2016	26-May-16	60	9.293.184	94.64	5.8%	3,770	2.51
2016	AGMS 21 April 2017	26-May-17	70	13.546.411	136.75	44.5%	4,470	3.06
2017	AGMS 27 April 2018	31-May-18	75	16.608.751	167.66	22.6%	3,520	4.76
2018	AGMS 24 May 2019	27-Jun-19	90	16.228.619	163.82	-2.3%	4,090	4.01
2019	AGMS 19 June 2020	23-Jul-20	81,78	15.262.338	154.07	-6.0%	3,070	5.02
2020	AGMS 28 May 2021	02-Jul-21	80	16.643.443	168.01	9.0%	3,070	5.47
2021	AGMS 27 May 2022	30-Jun-22	60	14.855.921	149.97	-10.7%	4,000	3.75
2022	AGMS 30 May 2023	5-July-23	80	16.602.696	167.60	11.8%	3,980	4.21
2023	AGMS 3 May 2024	30-May-24	72	17.683.019	178.50	6.5%	2,810	6.35
2024	AGMS 27 May 2024	20-June-25	89	21.047.403	212.47	19%	2,640	8.05

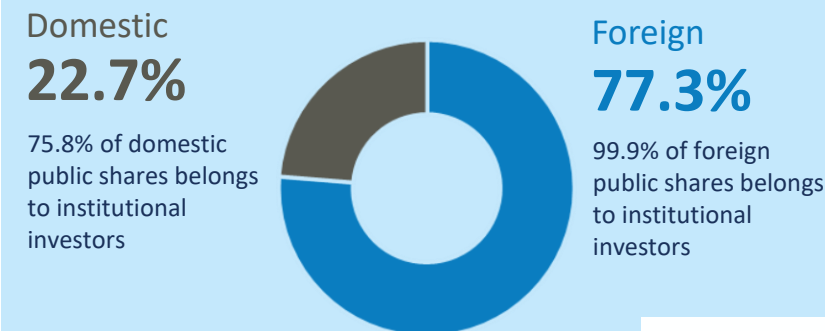
Over the past 5 years, the average Dividend Payout Ratio (DPR) has consistently ranged between 60% and 82%

\*The payment ratio shall be the profit percentage attributable to the owner of holding entity paid to the shareholders as dividends.

## Shareholder Composition and Ownership Summary



### Public Ownership

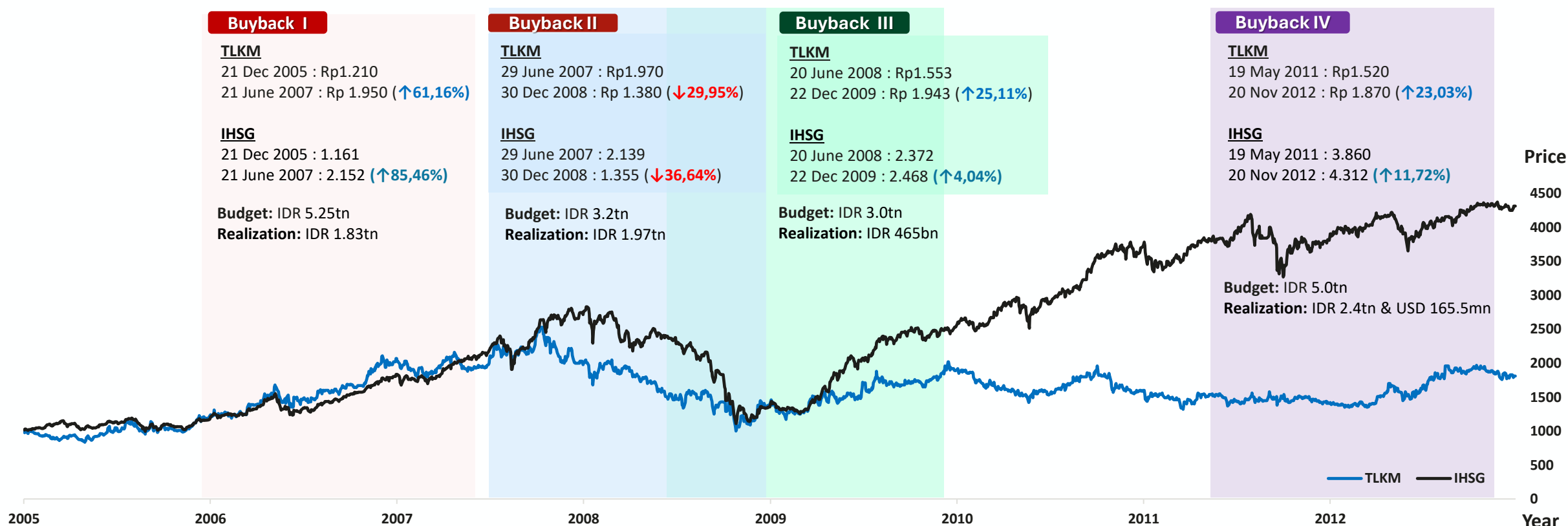


As of Jun 30, 2025



# Telkom Indonesia Previous & Current Share Buybacks

Journey to improve shareholder return



## Current Share Buyback Program

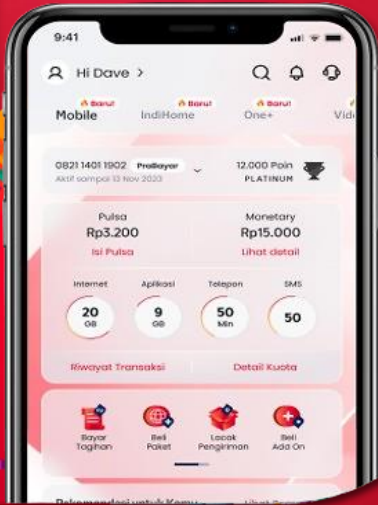
- **Budget:** IDR 3tn
- **Validity period:** 28 May 2025 – 27 May 2026
- **Treasury stocks to date:** 1.75 Mn treasury stocks

\*In April 2020, Telkom announced a share buyback plan in response to COVID-19 market conditions. However, no shares were repurchased under the program

# High-yielding Offerings Provide Headroom for Value Optimization

Delivering value via digital differentiation and customer-centric experience

## Unified Access



**MyTelkomSel**

Pay Bill Add Member Choose Network Quota Manage Account

### MOBILE

#TerbaikUntukmu **SIMPATI**

*Driving simplification journey via single-price starter pack and brand rejuvenation*

#### STARTER PACK

**3GB** Rp35K  
30 Days  
30 Mins Voice + 30 SMS

**SIMPATI**  
STREAMIN  
**SIMPATI**  
GameOn

prime video vii WeTV

MOBILE LEGENDS FREE FIRE

#### RENEWAL PACKAGES

**SUPER SERU** up to **7GB** Rp10-25K 14 Days validity

**SUPER SERU** starts from **8GB** Rp30-125K 28 Days validity

**Internet Sakti** starts from **12GB** Rp33-102K 30 Days validity

**3GB up to 13GB** Rp30-100K 30 Days validity

**SIMPATI**  
STREAMIN

prime video Disney+ vii Premium WeTV

**SIMPATI**  
MUSIC

Langit Musik noice WNSP

**SIMPATI**  
GameOn

MOBILE LEGENDS FREE FIRE majaneko

**SIMPATI**  
SHOP

gopay gocar ZALORA

**SIMPATI**  
PROTECT

Proteksi Kecil norton TREND MICRO

**SIMPATI**  
SMART

perplexity OWDI ilimpedia Tryout Travel Assistant fita

**EZnet**  
by Telkom

**FBB**



*Entry-level speed upgrade to improve experience and long-term value*  
(10 Mbps to 20 Mbps)

**20Mbps** IndiHome TV

**Rp170k**

**IndiHome**  
by Telkom

*IndiHome's entry-level offering upgrade from 30 Mbps to 50 Mbps, delivering better value for customers while maintaining competitive pricing*

Internet (1P)  
**50-200Mbps**

**N** CATCHPLAY prime

**Rp230-490k**

Internet + TV (2P)  
**50-200Mbps**

116 TV channels  
sushitroll WeTV vii fita kuncie CATCHPLAY prime Vidio

**Rp345-625k**

**Telkom  
One**

**FMC**

*Refined product and pricing strategy to capture broader household value and engagement*

One Dynamic  
**50-150Mbps**

Family Quota  
15-30GB

**Rp270-380k**

One Dynamic + TV  
**50-150Mbps**

Voice/SMS All Ops  
30 Mins/30 SMS

116 TV channels  
CATCHPLAY sushitroll WeTV vii fita kuncie CATCHPLAY prime Vidio

**Rp375-505k**

One Dynamic IP  
**300Mbps**

Unlimited Voice and SMS  
On-net

Disney+

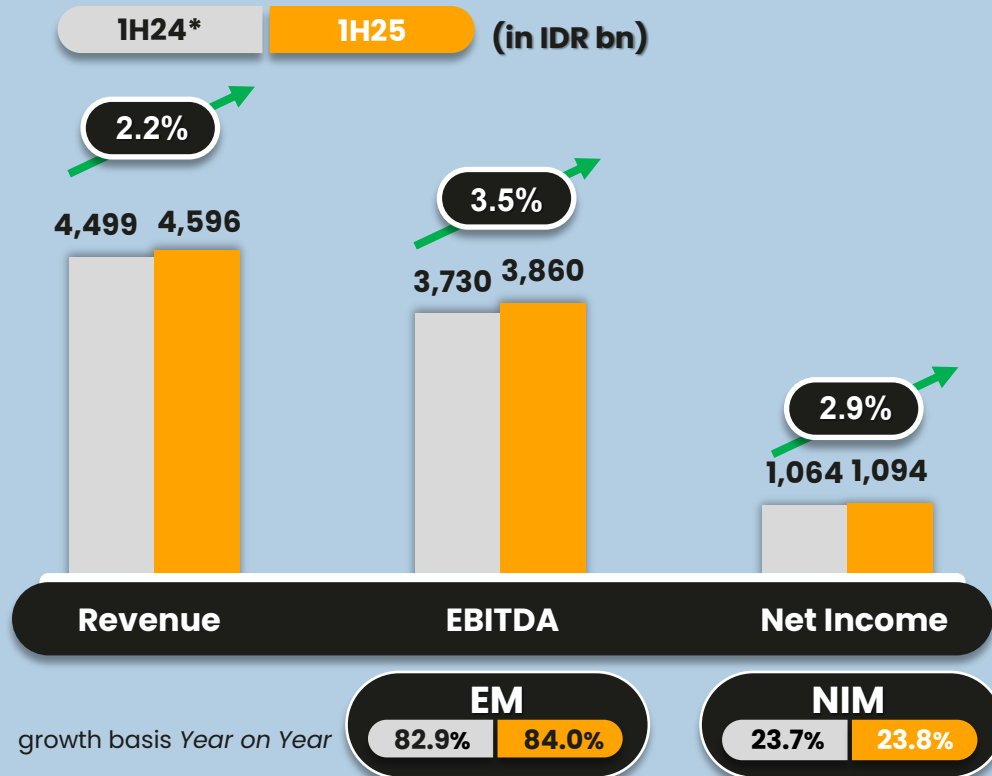
**Rp888k**

*...and many more package options to suit customers needs*

# Mitratel 1H25 Highlights

Excellent Operation Across The Nation

## Financial Performance 1H25



\*) Restatement YoY normalized growth:  
Revenue 3.3%, EBITDA 4.4%, NI 2.9%

## Operational Performance 1H25



**378 New Tower**

(Total Tower 1H25: 39,782)



**1,039 New Tenant**

(Total Tenant 1H25: 60,907)



**4,554 KM New Billable**

(Total Fiber Billable Length 1H25: 65,660 KM)

# Telkom Indonesia Sustainability Journey

## 2006 - 2023

First report in **2006** (CSR focus);

**2017–2019** reports paused due to POJK 51/2017 relaxation;

**2020** report resumed with Scope 1 & 2 GHG disclosures;

**2021** formed TJSL Committee for SOE programs;

**2023** launched ESG program **EXIST** to strengthen sustainability commitment.



## 2024

Telkom Indonesia's ESG principles, with a focus on creating long-term value that positively impacts society and the environment through innovative solutions and services

**Telkom Group Sustainability Master Plan 2024 - 2030** was released on May 2, 2023. It sets a target for Net Zero Emissions by 2060, with a **20% reduction** in emissions (Scope 1 & 2) by 2030, using 2023 as the baseline year.

The 2023 **Climate Risk Report** was released for the first time as part of the adoption of IFRS S2, and the 2023 Sustainability Report was released as an initial adoption of IFRS S1 (in line with policies issued in 2023).

An **ESG Dashboard** was developed.

The ESG program was strengthened through the **GoZero% program (Sustainability Action by Telkom Indonesia)**.

## 2025

Telkom has established a **sustainability policy** that includes the formation of **Sustainability Committee**.

**Disclosure of Scope 3** Greenhouse Gas (GHG) emissions.

**Verification of GHG emissions (Scope 1, 2, 3)** by an independent organization (*ongoing*).

**Assurance of the 2024 Sustainability Report** (*ongoing*).

Preparation for the **full adoption of IFRS S1 & S2** standards in the 2025 Sustainability Report and Annual Report (*ongoing*).

Development of the **Decarbonization Roadmap** (*ongoing*).

- 2024 GHG emissions (Scopes 1–3) are verified under ISO 14064-1:2018 per GHG Protocol to support Net Zero 2060 and IFRS S2 compliance;
- Scope 2 increased due to BTS expansion, while Scopes 1 and 3 declined from operational efficiency and CapEx optimization.
- Telkom's decarbonization roadmap targets net-zero by 2060 and 20% emission cuts by 2030, supported by efficiency measures, solar installations, renewable energy certificates, and green data center technologies.

## Telkom Sustainability Rating & Index



ESG Rating

**A**

Score 5,7 (Score 0-10)

as June 2024



ESG Assessment

**91,23%**

Very Good (Score 0-100%)

as August 2024



Corporate Sustainability Assessment (CSA)

**40%**

Industry Average (Score 0-100%)

as August 2024



Sustainalytics ESG Rating

**25,6**

Medium Risk (Score 0-40+)

as March 2025



Carbon Disclosure Project

**B**

For Climate

**C**

For Water

as March 2025

# ESG Programs & Key Initiatives

Program

## Environmental

### Energy Management



Utilizing solar panels in BTS to reduce greenhouse gas emissions.  
Promoting energy-saving practices as part of the company's culture to foster awareness and concrete actions in the workplace.

### Water Management System



Implementing sewage treatment plants and water treatment plants to ensure efficient water management in office environments.

### Green Building



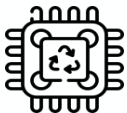
Creating green spaces, adopting energy-saving technologies, and using renewable energy in lighting systems.

### Green Data Center



Developing blue energy-based, environmentally friendly data centers powered by renewable energy.

### E-waste Management



Reusing viable fiber optic cables to minimize electronic waste.  
Recycling employees' electronic waste and repurposing it to support educational needs in Indonesia.

## Social

### Telkom Daycare



Providing Telkom Daycare facilities to help employees in their productive years work with peace of mind.

### Pre-nurturing Program



Conducting mentoring and internship activities to enhance student capabilities in Indonesia and prepare future workers with IT skills.

### Inclusive Workplace



Telkom provides opportunities for people with disabilities to contribute as employees.  
As of Q3 2024, Telkom Group employs 87 persons with disabilities.

### Diversity



Telkom is committed to promoting equality and fairness, with a particular focus on gender equality and advancing women's leadership within Telkom Group.

## Governance

### Anti-bribery



Telkom has implemented the ISO 37001:2016 Anti-Bribery Management System standard since 2020, which has also been adopted by its subsidiaries.

### Data Privacy



Telkom is dedicated to safeguarding customer and company data by adhering to the Personal Data Protection Law and establishing the role of a Data Protection Officer (DPO).

### Cyber Security



Telkom is committed to mitigating the risks of cyberattacks i.e. development of the Cyber Security Operations Center (CSOC), which serves as a hub for continuous monitoring, detection, and response to information security incidents.

### Business Ethics



Telkom regularly conducts Integrity Pact signings with all employees, aiming to uphold ethical and fair business practices