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elkom	
РТТ	

No.	КРІ	Unit	Target	Polarity	Point
D. In	vestment Increase				
1.	Telkom Digital Venture:				
	a. Telkom Venture Fund Value	T Rp	6	Maximize	5
	b. Money Multiplier	×	1.5	Maximize	5
2.	% Subsidiaries with ROIC > WACC Telkom	%	50	Maximize	5
E. Ta	lent Development				
1.	% Woman in Nominated Talent	%	15	Maximize	2
2.	% Millenial (< 40 tahun) in Top Talent	%	3	Maximize	2
3.	Digital Talent Readiness (Build)	Total	632	Maximize	4
4.	Project milestone ITDRI	Time	December 2021	Minimize	2
Total					100

BOARD OF DIRECTORS' MEETING

Based on the Company's Articles of Association, Telkom's Board of Directors has a stipulation to hold an internal meeting once a month, but may hold other meetings at any time. Meanwhile, joint meetings between the Board of Directors and the Board of Commissioners are held at least once in 4 months.

In meeting, a quorum is reached when more than half of the members of the Board of Directors are present or legally represented at the meeting. Each member of the Board of Directors who is present or legally represented has one vote. The decision making mechanism at the Board of Directors meeting is based on deliberation to reach consensus. If consensus is not reached, then decision making will be carried out based on the majority vote of the members of the Board of Directors who are present.

In 2022, Telkom Board of Directors held 54 meetings. The following table explains the frequency of attendance of the Board of Directors' meetings during the 2022 reporting period.

BOARD OF DIRECTORS' ATTENDANCE AND AGENDA AT INTERNAL MEETINGS

No.	Date					Meet	ing's Ager	nda			
1.	January 4, 2022	٦.	Ope	rational P	erformanc	e Report &	Revenue V	V4 Dec	ember 202	21	
[2.	Rep	ort of Lim	ited Meetir	ngs Agenda	Э				
	Attendance List		RA	AW	HS	FMV	EW ⁽¹⁾	нw	MFR	BSW	BW
			\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark
2.	January 11, 2022	1.	Ope	rational	Performan	ce Report,	Revenue	& SI	Program	Action	Based YtD
			Dec	ember 20	21 (Outlook	<)					
	2. Report of Limited Meetings Agenda										
	Attendance List		RA	AW	HS	FMV	EW ⁽¹⁾	нw	MFR	BSW	BW
			\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark
3.	January 18, 2022	1.	Rep	ort of Dire	ector Meeti	ng's Forma	t 2022				
		2.	Rep	ort of Cor	porate The	me 2022 Te	lkomGrou	0			
		3.	Ope	rational P	erformanc	e Report &	Revenue V	V2 Jan	uary 2022		
	Attendance List		RA	AW	HS	FMV	EW ⁽¹⁾	нw	MFR	BSW	BW
			\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark

No.	Date				Mee	ting's Age	enda							
4.	January 20, 2022	1. Rep	ort of Com	pany Perf	formance	/tD Decem	nber 2021							
		2. BOC	Concern r	material th	hat is repoi	rted regula	arly							
		3. Add	itional con	cerns tha	t need to b	e reported	k							
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BM				
		\checkmark	\checkmark	\checkmark	\checkmark	$\overline{\mathbf{v}}$	\checkmark	\checkmark	\checkmark	\checkmark				
5.	January 25, 2022	W3 . 2. Rep 3. Rep	January 20 ort of Direc ort of <i>Gero</i>)22 ctor Meeti I <i>kan Pedu</i>	ce Report ing's Form <i>IliInfrastru</i> ngs Agenc	at 2022 <i>ktur</i>	nue YtD [December	(Closing)	2021 a				
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW				
6.	February 2, 2022	V V V V V V 1. Operational Performance Report & Revenue W4 January 2022 2. Report of STO's Naming 3. Report of Limited Meetings Agenda												
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW				
		$\overline{\mathbf{v}}$		\sim	\sim	~	\checkmark	\sim	\checkmark	\checkmark				
7.	February 8, 2022													
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BV				
						~								
8.	February 15, 2022	 Operational Performance Report & Revenue W2 February 2022 Report of Five Bold Moves Program Report of Limited Meetings Agenda 												
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BV				
						~	\checkmark	-	-	-				
9.	February 22, 2022	 Operational Performance Report and Revenue YtD January (Closing) 2022 and W3 February 2022 Report of Limited Meetings Agenda 												
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BV				
		\checkmark	\checkmark	\checkmark			\checkmark		\checkmark					
10.	March 1, 2022				ce Report & ngs Agenc		W4 Febru	uary 2022						
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	нw	MFR	BSW	BV				
		\checkmark	\checkmark	\checkmark	\checkmark		\checkmark	\checkmark	\checkmark	\checkmark				
11.	March 08, 2022	2022 2. Rep 3. Kick	2 (Outlook) ort of Prod off Quality	uct Plan 2 Control (0	ce Report, F 2022 QC) PSB In ngs Agenc	diHome	SI Progra	m Action E	Based YtD	Febru				
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW				
		\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark				
	March 15, 2022		ort of Five	Bold Mov	e Report 8 es: Report	of Fixed-m			(FMC) Prog	gram				
12.			ort of Limit	ted Meeti	ngs Agenc	la								
12.	Attendance List		ort of Limit	ted Meeti HS	ngs Agenc FMV	EW(1)	HW	MFR	BSW	BV				

No.	Date Meeting's Agenda											
13.	March 22, 2022		March	2022		e Report a ngs Agenc	and Reveni da	ue YtD Fel	bruary (Clo	osing) 2022	2 and W	
	Attendance List		A	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW	
			V		√			√	√		√	
14.	March 29, 2022			•			& Revenue	•		V	V	
14.	March 29, 2022					ngs Agenc		VV4 Marci	12022			
	Attendance List	R	A	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW	
		r	\checkmark							~	-	
15.	April 5, 2022	2. 3. 4.	regard Report Report SOE M Operat	ling Incre t of Limit t of Telko linister's	easing Use ed Meetir omGroup Safari Rai erformanc	e of Dome ngs Agenc Safari Ra madhan r	ion of the estic Produ da <i>madhan</i> F readiness) Revenue 8	cts Readiness	(including) an updat	e on th	
	Attendance List		2022 (0	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW	
					√			√				
16.	April 12, 2022	 Report of Limited Meetings Agenda Operational Performance Report & Revenue W1 April 2022 Report of Redefining IT Transformation (Progress of audiences IT pain point program at CFU-FU) Report of House Style Gedung Telkom 										
	Attendance List			AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW	
			\checkmark									
17.	April 14, 2022	 Report of Management YtD March 2022 BoC Concern Joint Meetings Performance YtD March 2022 										
	Attendance List	R	A	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW	
			\checkmark	-	\checkmark	\checkmark	-	-	-	_		
18.	April 19, 2022	 Operational Performance Report & Revenue W2 April 2022 Update Earning Call FY Material 2021 Report of Limited Meetings Agenda 										
	Attendance List	R	A	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW	
			_		\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	_	\checkmark	
19.	May 10, 2022	2.	2022 (0 Report	Dutlook) t of Upda	ate the Re		, Revenue f IKN's Satg da		Iram Actic	on Based \	YtD Apr	
	Attendance List	R	2A	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW	
		۲	\checkmark	-	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	-	
20.	May 18, 2022	2.	Report	t of Limit	ed Meetir	ngs Agend	omestic Pr da & Revenue	×	,	2		
20.		3.				FMV	EW ⁽¹⁾	HW	MFR	BSW		
20.	Attendance List		2A	AW	HS						BW	
20.	Attendance List	R	×A √	WA	HS		√	√	√	-	BW	
20.	Attendance List May 20, 2022	R	\checkmark	\checkmark	-		\checkmark			-		
		R 1.	\checkmark	\checkmark	-	\checkmark	\checkmark			BSW		

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No.	Date				Mee	ting's Age	enda				
22.	May 24, 2022	1. Ope	rational Pe	erformanc	e Report a	nd Revenu	ue YtD Ap	ril (Closing) and W3 I	May 20	
		2. Rep	ort of Limit	ted Meeti	ngs Agend	a					
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW	
		\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	
23.	May 31, 2022		rational Pe				0				
			ate always ort of Limit			-	& Capaci	ty			
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BV	
			√	√			√	√			
24.	June 7, 2022	1. Ope	rational Pe look)	•		· · · · · · · · · · · · · · · · · · ·	•		· · · · · · · · · · · · · · · · · · ·		
			ort of Read				n's Annive	rsary			
			ort of Limit								
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BV	
		\checkmark	√	√	\checkmark	~	\checkmark	√	\checkmark		
25.	June 14, 2022		rational Pe ort of Limit				W4 Dece	mber 2021			
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BV	
		$\overline{\mathbf{v}}$	\checkmark		\checkmark	_		_	\sim		
26.	June 21, 2022	1. Rep	ort of Limit	ted Meeti	ngs Agend	la					
		2. Rep	ort of Limit	ted Meeti	ngs Agend	la					
			ort of Limit								
			ort of Limit								
	 Operational Performance Report and Revenue YtD May (Closing) 2022 and W 2022 										
	Attendance List RA AW HS FMV EW ⁽¹⁾ HW MFR BSW										
		~	\checkmark		\checkmark	~		\checkmark	~		
27.	June 28, 2022	1. Ope	rational Pe	erformanc	e Report 8	Revenue	W3 June	2022			
			Off Satgas								
			ort of Limit		0 0						
			ort of Limit								
	Attendance List	<u>э.</u> қер RA	ort of Limit	HS	FMV	EW(1)	HW	MFR	BSW	BV	
				√	√		-	√			
		V				· · · · · · · · · · · · · · · · · · ·	& SL Proc		n Based \		
28.	July 5. 2022	1. Ope	rational Pe	errormano	.e Redon.						
28.	July 5, 2022		rational Pe 2 (Outlook)		le Report,						
28.	July 5, 2022	2022 2. Kick	2 (Outlook) Off Satgas	s Telkom (Drganizatio	on Post 5 B	old Move	S			
28.	July 5, 2022	2022 2. Kick	2 (Outlook)	s Telkom (Drganizatio	on Post 5 B	old Move	S			
28.	July 5, 2022 Attendance List	2022 2. Kick 3. Rep RA	2 (Outlook) Off Satgas ort of Limit AW	s Telkom (ted Meetii HS	Drganizatio ngs Agend FMV	on Post 5 B la EW (1)	HW	MFR	BSW		
	Attendance List	2022 2. Kick 3. Rep RA √	2 (Outlook) Off Satgas ort of Limit AW V	s Telkom (ted Meetii HS √	Drganizatic ngs Agend FMV	on Post 5 B la EW(1) N/A	H₩	MFR V	BSW √	BV	
28. 29.		2022 2. Kick 3. Rep RA √ 1. Ope	2 (Outlook) Off Satgas ort of Limit AW rational Pe	s Telkom (ted Meeti HS V erformanc	Drganization ngs Agend FMV V e Report 8	en Post 5 B la EW⁽¹⁾ N/A Revenue	H₩	MFR V			
	Attendance List	2022 2. Kick 3. Rep RA √ 1. Ope 2. Rep	2 (Outlook) Off Satgas ort of Limit AW V rational Pe ort of Limit	s Telkom (ted Meeti HS √ erformanc ted Meeti	Drganization ngs Agend FMV V e Report 8 ngs Agend	on Post 5 B la EW ® N/A Revenue	H₩	MFR V			
	Attendance List	2022 2. Kick 3. Rep RA √ 1. Ope 2. Rep	2 (Outlook) Off Satgas ort of Limit AW rational Pe	s Telkom (ted Meeti HS √ erformanc ted Meeti	Drganization ngs Agend FMV V e Report 8 ngs Agend	on Post 5 B la EW ® N/A Revenue	H₩	MFR V		V	
	Attendance List July 19, 2022	2022 2. Kick 3. Rep RA √ 1. Ope 2. Rep 3. Rep	2 (Outlook) Off Satgas ort of Limit AW rational Pe port of Limit	s Telkom C ted Meetii HS √ erformanc ted Meetii	Drganization ngs Agend FMV V e Report 8 ngs Agend	n Post 5 B a EW (1) N/A Revenue	HW √ W2 July 2	MFR √ 022	\checkmark		
	Attendance List July 19, 2022	2022 2. Kick 3. Rep √ 1. Ope 2. Rep 3. Rep RA √	2 (Outlook) Off Satgas ort of Limit AW V rational Pe ort of Limit ort of Limit AW	s Telkom (ted Meeti V erformance ted Meeti ted Meeti HS V	Drganization ngs Agend V e Report 8 ngs Agend ngs Agend FMV V	n Post 5 B EW (1) Revenue a a EW (1) N/A	HW √ W2 July 2 HW	MFR √ 022 MFR	√ BSW	√ BV	
29.	Attendance List July 19, 2022 Attendance List	2022 2. Kick 3. Rep √ 1. Ope 2. Rep 3. Rep RA √	2 (Outlook) Off Satgas ort of Limit AW V rational Pe ort of Limit ort of Limit AW V	s Telkom (ted Meeti V erformance ted Meeti ted Meeti HS V	Drganization ngs Agend V e Report 8 ngs Agend ngs Agend FMV V	n Post 5 B EW (1) Revenue a a EW (1) N/A	HW √ W2 July 2 HW	MFR √ 022 MFR	√ BSW	√ BV	



э.	Date				Mee	ting's Age	enda						
l.	July 26, 2022	2. Repo	ort of Limit	ted Meetir	e Report & ngs Agenc ngs Agenc	la	YtD June	(Closing) a	and W3 Jul	y 2022			
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW			
		\checkmark	\checkmark	\checkmark	\checkmark	N/A	\checkmark	\checkmark	\checkmark	\checkmark			
2.	August 2, 2022				ngs Agenc e Report 8	la Revenue	W4 July 2	022					
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW			
		\checkmark	\checkmark	\checkmark	\checkmark	N/A	\checkmark	\checkmark	\checkmark	\checkmark			
3.	August 16, 2022	2. Repo 3. Repo	ort of Limit ort of Limit	ted Meetir ted Meetir	ngs Agenc ngs Agenc ngs Agenc e Report 8	la	W2 Augu:	st 2022					
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	нw	MFR	BSW	BW			
		\checkmark	\checkmark	-	\checkmark	N/A	\checkmark	\checkmark	\checkmark	\checkmark			
34.	August 23, 2022	2. Ope			ngs Agenc ce Report		nue YtD	July (Clos	ing) 2022	and V			
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW			
		\checkmark	\checkmark	\checkmark	\checkmark	N/A	\checkmark	\checkmark	\checkmark	-			
5.	August 24, 2022	 Report of Limited Meetings Agenda Report of Limited Meetings Agenda Report of Limited Meetings Agenda 											
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW			
		\checkmark	\checkmark	\checkmark	\checkmark	N/A	\checkmark	\checkmark	\checkmark	\checkmark			
	August 30, 2022	 Operational Performance Report & Revenue W4 August 2022 Report of Limited Meetings Agenda 											
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW			
		\checkmark	\checkmark	\checkmark	\checkmark	N/A	\checkmark	\checkmark	\checkmark	\checkmark			
	September 7, 2022	2022	(Outlook)		e Report, ngs Agenc		SI Progra	am Action	Based YtE) Augu			
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW			
			\checkmark	\checkmark	\checkmark	N/A	$\overline{\mathbf{v}}$	\checkmark		\checkmark			
3.	September 13, 2022				e Report & ngs Agenc	Revenue la	W1 Septe	mber 2022	2				
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW			
		\checkmark	\checkmark	\checkmark	\checkmark	N/A	\checkmark	\checkmark	\checkmark	\checkmark			
).	September 20, 2022	2. Repo	ort of Prog	ram Non-	1	0			2 Office (REC))			
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW			
		\checkmark	\checkmark	\checkmark	\checkmark	N/A	\checkmark	\checkmark	\checkmark	\checkmark			
D.	September 23, 2022	2. Repo 3. Repo	ort of Limit ort of Limit	ted Meetir ted Meetir	ngs Agenc ngs Agenc	la							
		4. Repo	ort of Plan	of Spectri	uni Auctio		~						
	Attendance List	4. Repo	AW	of Spectro HS	FMV	EW(1)	HW	MFR	BSW	BW			

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No.	Date				Mee	ting's Age	nda						
41.	September 27, 2022	Sept 2. Repo	ember 202 ort of Limit	22 ed Meetir	e Report a	а	ue YtD A	ugust (Clo	osing) 2022	and W			
	Attendance List	3. Repo		HS	ngs Agend	ew(۱)	HW	MFR	BSW	BW			
				√	√	 N/A	√	√	 				
42.	October 4, 2022	1. Oper 2. Repo	rational Pe ort of Prog	rformanc ress Mitig	e Report & ation Frau ngs Agend	Revenue ' d IndiHom	W4 Septe			V			
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW			
					\checkmark	N/A	\checkmark	\checkmark	\checkmark	\checkmark			
43.	October 11, 2022	Sept	ember 202	22 (Outloc	ce Report ok) ngs Agend		e & SI I	Program	Action Ba	sed Y			
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW			
		~				N/A							
44.	October 19, 2022	 Operational Performance Report & Revenue W2 October 2022 Report of Roadmap Management of Digital B2B & B2C TelkomGroup Report of Limited Meetings Agenda 											
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW			
		\checkmark	\checkmark	\checkmark	\checkmark	N/A	\checkmark	-	\checkmark	\checkmark			
45.	November 1, 2022	 Operational Performance Report & Revenue W4 October 2022 Report of Limited Meetings Agenda 											
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW			
		\checkmark	\checkmark	\checkmark	\checkmark	N/A	\checkmark	\checkmark	\checkmark	\checkmark			
46.	November 08, 2022	 Operational Performance Report, Revenue & SI Program Action Based YtD October 2022 (Outlook) Report of National Appreciation of Innovation Report of Limited Meetings Agenda 											
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW			
		\checkmark	\checkmark	-	\checkmark	N/A	\checkmark	\checkmark	-	\checkmark			
	November 15, 2022	1. Oper			e Report &		W2 Nove	mber 2022	2				
47.			ort of Limit	ed Meetir	ngs Agend	a							
47.	Attendance List		ort of Limit AW	ed Meetir HS	ngs Agend FMV	a EW(۱)	HW	MFR	BSW	BW			
47.		2. Repo	-				HW V	MFR V	BSW √	BW V			
47.		2. Repo RA √ 1. Open	₩ √	HS √	FMV	EW(1) N/A	\checkmark	\checkmark	\checkmark	\checkmark			
	Attendance List	2. Repo RA √ 1. Open	AW √ rational Pe	HS √	FMV √	EW(1) N/A	\checkmark	\checkmark	\checkmark	√ and V			
	Attendance List November 22, 2022	2. Repo RA √ 1. Oper Nove	AW √ rational Pe	HS √ rformanc 2	FMV √ e Report a	EW ⁽¹⁾ N/A Ind Revenu	√ ue YtD O	√ ctober (Clo	√ osing) 2022	√ and V			
	Attendance List November 22, 2022	2. Repo RA √ 1. Opel Nove RA - 1. Repo 2. Repo	AW V rational Pe ember 202 AW V prt of Limit prt of Limit	HS √ rformanc 2 HS √ ed Meetin ed Meetin	FMV √ te Report a FMV	EW ⁽ⁿ⁾ N/A nd Revenu EW ⁽ⁿ⁾ N/A a a	√ ue YtD Oo HW	√ ctober (Clo MFR	√ osing) 2022 BSW	and V			
48.	Attendance List November 22, 2022 Attendance List	2. Repo RA √ 1. Opel Nove RA - 1. Repo 2. Repo	AW V rational Pe ember 202 AW V prt of Limit prt of Limit	HS √ rformanc 2 HS √ ed Meetin ed Meetin	FMV √ te Report a FMV √ mgs Agend mgs Agend	EW ⁽ⁿ⁾ N/A nd Revenu EW ⁽ⁿ⁾ N/A a a	√ ue YtD Oo HW	√ ctober (Clo MFR	√ osing) 2022 BSW	√ Land W BW			
48.	Attendance List November 22, 2022 Attendance List November 23, 2022	2. Repo RA √ 1. Oper Nove RA - 1. Repo 2. Repo 3. Repo	AW √ rational Pe ember 202 AW √ port of Limit port of Limit	HS √ rformanc 2 HS √ ed Meetin ed Meetin ed Meetin	FMV √ te Report a FMV √ mgs Agend mgs Agend	EW ⁽¹⁾ N/A a N/A N/A a a a	√ ue YtD Oo HW √	√ ctober (Clo MFR √	√ osing) 2022 BSW √	√ 2 and V BW √ BW			
48.	Attendance List November 22, 2022 Attendance List November 23, 2022	2. Repo RA √ 1. Oper Nove RA - 1. Repo 3. Repo 3. Repo 7. Repo 1. Repo	AW V rational Pee ember 202 AW V ort of Limit ort of Limit AW V ort of Limit	HS V rformanc HS V ed Meetin ed Meetin HS V ed Meetin	FMV V te Report a FMV V ngs Agend ngs Agend ngs Agend FMV	EW ⁽¹⁾ N/A nd Revenu EW ⁽¹⁾ N/A a a a B EW ⁽¹⁾ N/A a	√ ue YtD Od HW √ HW	√ ctober (Clo MFR √ MFR	√ Dosing) 2022 BSW √ BSW √	√ 2 and V BW √			
48.	Attendance List November 22, 2022 Attendance List November 23, 2022 Attendance List	2. Repo RA √ 1. Oper Nove RA - 1. Repo 3. Repo 3. Repo 7. Repo 1. Repo	AW V rational Pee ember 202 AW V ort of Limit ort of Limit AW V ort of Limit	HS V rformanc HS V ed Meetin ed Meetin HS V ed Meetin	FMV V re Report a FMV V ngs Agend ngs Agend FMV V N ngs Agend	EW ⁽¹⁾ N/A nd Revenu EW ⁽¹⁾ N/A a a a B EW ⁽¹⁾ N/A a	√ ue YtD Od HW √ HW	√ ctober (Clo MFR √ MFR	√ Dosing) 2022 BSW √ BSW √	√ and V BW √ BW			

No.	Date				Mee	ting's Ag	enda			
51.	December 6, 2022	2. Rep 3. Ope	ort of Limit ort of Digit erational P ember 202	al Group : erforman	Strategic C ce Repor	Drchestrat		,	Action E	Based YtD
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW
		\checkmark	\checkmark	\checkmark	\checkmark	N/A	\checkmark	\checkmark	\checkmark	\checkmark
52.	December 13, 2022									
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW
		\checkmark	\checkmark	\checkmark	\checkmark	N/A	\checkmark	\checkmark	\checkmark	\checkmark
53	December 20, 2022	 Report of Limited Meetings Agenda Report of Limited Meetings Agenda Operational Performance Report and Revenue YtD November (Closing) 2022 and W2 December 2022 								
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW
		\checkmark	-	\checkmark	\checkmark	N/A	\checkmark	\checkmark	\checkmark	\checkmark
54	December 28, 2022	2. Rep 3. Rep	ort of Limit ort of Syste ort of Mast erational Pe	em Integr erplan IT	ation Desig & Maturity	gn (FIONA level IT	. ,		2	
	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW
		-	-	\checkmark	-	N/A	\checkmark	\checkmark	-	\checkmark
Remarks: 1. Has b	een out of position since July	8, 2022								
	Ririek Adriansyah HW	Herlan Wijanark			nusiana R.	BSW	-	wan Wijaya	HS	Heri Supriadi
DR	Dian Rachmawan MFR	Muhamad Fajrir	Rasyid E	W Edi W	itjara	BW	Bogi Witjal	ksono	AW	Afriwandi

BOARD OF DIRECTORS' ATTENDANCE AT JOINT MEETINGS

No.	Name	Position	Total of Meetings	Total of Attendance	Percentage of Attendance %
1.	Ririek Adriansyah	President Director	54	51	94
2.	Heri Supriadi	Director of FMR	54	51	94
3.	FM Venusiana R	Director of CONS & Acting Director of EBIS	54	52	96
4.	Herlan Wijanarko	Director of NITS	54	52	96
5.	Muhamad Fajrin Rasyid	Director of DB	54	50	93
6.	Budi Setyawan Wijaya	Director of SP	54	48	89
7.	Edi Witjara	Director of EBIS ¹	27	25	93
8.	Afriwandi	Director of HCM	54	51	94
9.	Bogi Witjaksono	Director of WINS	54	50	93

Remark: ٦.

Has been out of position since 8 July 2022 The position of EBIS Director is filled by appointing Ms. FM Venusiana R as Acting Director of EBIS in addition to her position as Director of Consumer Service