

No.	KPI	Unit	Target	Polarity	Point
D. Investment Increase					
1.	Telkom Digital Venture:				
	a. Telkom Venture Fund Value	T Rp	6	Maximize	5
	b. Money Multiplier	X	1.5	Maximize	5
2.	% Subsidiaries with ROIC > WACC Telkom	%	50	Maximize	5
E. Talent Development					
1.	% Woman in Nominated Talent	%	15	Maximize	2
2.	% Millennial (< 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	Meeting's Agenda	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW
1.	January 4, 2022	1. Operational Performance Report & Revenue W4 December 2021									
		2. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	√	√	√	√	√
2.	January 11, 2022	1. Operational Performance Report, Revenue & SI Program Action Based YtD December 2021 (Outlook)									
		2. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	√	√	√	√	√
3.	January 18, 2022	1. Report of Director Meeting's Format 2022									
		2. Report of Corporate Theme 2022 TelkomGroup									
	Attendance List		√	√	√	√	√	√	√	√	√

No.	Date	Meeting's Agenda										
4.	January 20, 2022	<ol style="list-style-type: none"> Report of Company Performance YtD December 2021 BOC concern material that is reported regularly Additional concerns that need to be reported 										
	Attendance List		RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR	BSW	BW	
			√	√	√	√	√	√	√	√	√	
5.	January 25, 2022	<ol style="list-style-type: none"> Operational Performance Report and Revenue YtD December (Closing) 2021 and W3 January 2022 Report of Director Meeting's Format 2022 Report of <i>Gerakan PeduliInfrastruktur</i> Report of Limited Meetings Agenda 										
	Attendance List		RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR	BSW	BW	
			√	√	√	√	√	√	√	√	√	
6.	February 2, 2022	<ol style="list-style-type: none"> Operational Performance Report & Revenue W4 January 2022 Report of STO's Naming Report of Limited Meetings Agenda 										
	Attendance List		RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR	BSW	BW	
			√	√	√	√	√	√	√	√	√	
7.	February 8, 2022	<ol style="list-style-type: none"> Operational Performance Report, Revenue & SI Program Action Based YtD January 2022 (Outlook) Report of Limited Meetings Agenda 										
	Attendance List		RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR	BSW	BW	
			√	√	√	√	√	√	√	√	√	
8.	February 15, 2022	<ol style="list-style-type: none"> 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	BW	
			√	√	√	√	√	-	-	-		
9.	February 22, 2022	<ol style="list-style-type: none"> 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	BW	
			√	√	√	√	√	√	√	√	√	
10.	March 1, 2022	<ol style="list-style-type: none"> Operational Performance Report & Revenue W4 February 2022 Report of Limited Meetings Agenda 										
	Attendance List		RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR	BSW	BW	
			√	√	√	√	√	√	√	√	√	
11.	March 08, 2022	<ol style="list-style-type: none"> Operational Performance Report, Revenue & SI Program Action Based YtD February 2022 (Outlook) Report of Product Plan 2022 Kickoff Quality Control (QC) PSB IndiHome Report of Limited Meetings Agenda 										
	Attendance List		RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR	BSW	BW	
			√	√	√	√	√	√	√	√	√	
12.	March 15, 2022	<ol style="list-style-type: none"> Operational Performance Report & Revenue W2 March 2022 Report of Five Bold Moves: Report of Fixed-mobile Convergence (FMC) Program Report of Limited Meetings Agenda 										
	Attendance List		RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR	BSW	BW	
			√	√	√	-	√	√	√	√	√	

No.	Date	Meeting's Agenda								
13.	March 22, 2022	<ol style="list-style-type: none"> Operational Performance Report and Revenue YtD February (Closing) 2022 and W3 March 2022 Report of Limited Meetings Agenda 								
			Attendance List	RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR
			√	√	√	√	√	√	√	√
14.	March 29, 2022	<ol style="list-style-type: none"> Operational Performance Report & Revenue W4 March 2022 Report of Limited Meetings Agenda 								
			Attendance List	RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR
			√	√	√	√	√	√	√	-
15.	April 5, 2022	<ol style="list-style-type: none"> Report of Follow up on the Direction of the President of the Republic of Indonesia regarding Increasing Use of Domestic Products Report of Limited Meetings Agenda Report of TelkomGroup <i>Safari Ramadhan</i> Readiness (including an update on the SOE Minister's <i>Safari Ramadhan</i> readiness) Operational Performance Report, Revenue & SI Program Action Based YtD March 2022 (Outlook) 								
			Attendance List	RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR
			√	√	√	√	√	√	√	√
16.	April 12, 2022	<ol style="list-style-type: none"> 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 <i>Gedung Telkom</i> 								
			Attendance List	RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR
			√	√	√	√	√	√	√	√
17.	April 14, 2022	<ol style="list-style-type: none"> Report of Management YtD March 2022 BoC Concern Joint Meetings Performance YtD March 2022 								
			Attendance List	RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR
			√	-	√	√	-	-	-	√
18.	April 19, 2022	<ol style="list-style-type: none"> Operational Performance Report & Revenue W2 April 2022 Update Earning Call FY Material 2021 Report of Limited Meetings Agenda 								
			Attendance List	RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR
			-	√	√	√	√	√	-	√
19.	May 10, 2022	<ol style="list-style-type: none"> Operational Performance Report, Revenue & SI Program Action Based YtD April 2022 (Outlook) Report of Update the Readiness of IKN's Satgas Report of Limited Meetings Agenda 								
			Attendance List	RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR
			√	-	√	√	√	√	√	-
20.	May 18, 2022	<ol style="list-style-type: none"> Kick Off Satgas Increased Use of Domestic Products (P3DN) 2022 Report of Limited Meetings Agenda Operational Performance Report & Revenue W2 May 2022 								
			Attendance List	RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR
			√	√	-	√	√	√	-	√
21.	May 20, 2022	<ol style="list-style-type: none"> Report of Limited Meetings Agenda 								
			Attendance List	RA	AW	HS	FMV	EW⁽¹⁾	HW	MFR
			√	√	√	√	√	√	√	√

No.	Date	Meeting's Agenda	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW
22.	May 24, 2022	1. Operational Performance Report and Revenue YtD April (Closing) and W3 May 2022 2. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	√	√	√	√	√
23.	May 31, 2022	1. Operational Performance Report & Revenue W4 May 2022 2. Update always on backbone national: Design & Capacity 3. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	√	√	√	√	√
24.	June 7, 2022	1. Operational Performance Report, Revenue & SI Program Action Based YtD May 2022 (Outlook) 2. Report of Readiness of Celebrate 57th Telkom's Anniversary 3. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	√	√	√	√	√
25.	June 14, 2022	1. Operational Performance Report & Revenue W4 December 2021 2. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	-	√	-	√	√
26.	June 21, 2022	1. Report of Limited Meetings Agenda 2. Report of Limited Meetings Agenda 3. Report of Limited Meetings Agenda 4. Report of Limited Meetings Agenda 5. Operational Performance Report and Revenue YtD May (Closing) 2022 and W2 June 2022									
	Attendance List		√	√	√	√	√	√	√	√	√
27.	June 28, 2022	1. Operational Performance Report & Revenue W3 June 2022 2. Kick Off Satgas INDI 4.0 TelkomGroup 3. Report of Limited Meetings Agenda 4. Report of Limited Meetings Agenda 5. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	√	-	√	√	√
28.	July 5, 2022	1. Operational Performance Report, Revenue & SI Program Action Based YtD June 2022 (Outlook) 2. Kick Off Satgas Telkom Organization Post 5 Bold Moves 3. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	N/A	√	√	√	√
29.	July 19, 2022	1. Operational Performance Report & Revenue W2 July 2022 2. Report of Limited Meetings Agenda 3. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	N/A	√	√	√	√
30.	July 22, 2022	1. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	N/A	√	√	√	√

No.	Date	Meeting's Agenda	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW
31.	July 26, 2022	1. Operational Performance Report & Revenue YtD June (Closing) and W3 July 2022									
		2. Report of Limited Meetings Agenda									
		3. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	N/A	√	√	√	√
32.	August 2, 2022	1. Report of Limited Meetings Agenda									
		2. Operational Performance Report & Revenue W4 July 2022									
	Attendance List		√	√	√	√	N/A	√	√	√	√
33.	August 16, 2022	1. Report of Limited Meetings Agenda									
		2. Report of Limited Meetings Agenda									
		3. Report of Limited Meetings Agenda									
		4. Operational Performance Report & Revenue W2 August 2022									
	Attendance List		√	√	-	√	N/A	√	√	√	√
34.	August 23, 2022	1. Report of Limited Meetings Agenda									
		2. Operational Performance Report and Revenue YtD July (Closing) 2022 and W3 August 2022									
	Attendance List		√	√	√	√	N/A	√	√	√	-
35.	August 24, 2022	1. Report of Limited Meetings Agenda									
		2. Report of Limited Meetings Agenda									
		3. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	N/A	√	√	√	√
36.	August 30, 2022	1. Operational Performance Report & Revenue W4 August 2022									
		2. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	N/A	√	√	√	√
37.	September 7, 2022	1. Operational Performance Report, Revenue & SI Program Action Based YtD August 2022 (Outlook)									
		2. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	N/A	√	√	√	√
38.	September 13, 2022	1. Operational Performance Report & Revenue W1 September 2022									
		2. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	N/A	√	√	√	√
39.	September 20, 2022	1. Operational Performance Report & Revenue W2 September 2022									
		2. Report of Program Non-5 Bold Moves: Regional Empowerment Office (REO)									
		3. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	N/A	√	√	√	√
40.	September 23, 2022	1. Report of Company Performance YtD August 2022									
		2. Report of Limited Meetings Agenda									
		3. Report of Limited Meetings Agenda									
		4. Report of Plan of Spectrum Auction 2100 MHz									
	Attendance List		√	√	√	√	N/A	√	√	√	√

No.	Date	Meeting's Agenda																		
41.	September 27, 2022	<ol style="list-style-type: none"> Operational Performance Report and Revenue YtD August (Closing) 2022 and W3 September 2022 Report of Limited Meetings Agenda Report of Limited Meetings Agenda 																		
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	√	√	√	√	N/A	√	√	√	√											
42.	October 4, 2022	<ol style="list-style-type: none"> Operational Performance Report & Revenue W4 September 2022 Report of Progress Mitigation Fraud IndiHome Report of Limited Meetings Agenda 																		
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43.	October 11, 2022	<ol style="list-style-type: none"> Operational Performance Report, Revenue & SI Program Action Based YtD September 2022 (Outlook) Report of Limited Meetings Agenda 																		
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44.	October 19, 2022	<ol style="list-style-type: none"> Operational Performance Report & Revenue W2 October 2022 Report of Roadmap Management of Digital B2B & B2C TelkomGroup Report of Limited Meetings Agenda Report of Limited Meetings Agenda Report of Limited Meetings Agenda 																		
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45.	November 1, 2022	<ol style="list-style-type: none"> Operational Performance Report & Revenue W4 October 2022 Report of Limited Meetings Agenda 																		
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46.	November 08, 2022	<ol style="list-style-type: none"> Operational Performance Report, Revenue & SI Program Action Based YtD October 2022 (Outlook) Report of National Appreciation of Innovation Report of Limited Meetings Agenda 																		
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47.	November 15, 2022	<ol style="list-style-type: none"> Operational Performance Report & Revenue W2 November 2022 Report of Limited Meetings Agenda 																		
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48.	November 22, 2022	<ol style="list-style-type: none"> Operational Performance Report and Revenue YtD October (Closing) 2022 and W3 November 2022 																		
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49.	November 23, 2022	<ol style="list-style-type: none"> Report of Limited Meetings Agenda Report of Limited Meetings Agenda Report of Limited Meetings Agenda 																		
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	√	√	√	√	N/A	√	√	√	√											
50.	November 29, 2022	<ol style="list-style-type: none"> Report of Limited Meetings Agenda Operational Performance Report & Revenue W4 November 2022 																		
			<table border="1"> <thead> <tr> <th>Attendance List</th> <th>RA</th> <th>AW</th> <th>HS</th> <th>FMV</th> <th>EW⁽¹⁾</th> <th>HW</th> <th>MFR</th> <th>BSW</th> <th>BW</th> </tr> </thead> <tbody> <tr> <td></td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>N/A</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table>	Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW		√	√	√	√	N/A	√
Attendance List	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW											
	√	√	√	√	N/A	√	√	√	√											

No.	Date	Meeting's Agenda	RA	AW	HS	FMV	EW ⁽¹⁾	HW	MFR	BSW	BW
51.	December 6, 2022	1. Report of Limited Meetings Agenda									
		2. Report of Digital Group Strategic Orchestration (DGSO)									
		3. Operational Performance Report, Revenue & SI Program Action Based YtD November 2022 (Outlook)									
	Attendance List		√	√	√	√	N/A	√	√	√	√
52.	December 13, 2022	1. Operational Performance Report & Revenue W1 December 2022									
		2. Report of Limited Meetings Agenda									
	Attendance List		√	√	√	√	N/A	√	√	√	√
53	December 20, 2022	1. Report of Limited Meetings Agenda									
		2. Report of Limited Meetings Agenda									
		3. Operational Performance Report and Revenue YtD November (Closing) 2022 and W2 December 2022									
	Attendance List		√	-	√	√	N/A	√	√	√	√
54	December 28, 2022	1. Report of Limited Meetings Agenda									
		2. Report of System Integration Design (FIONA-Anaplan)									
		3. Report of Masterplan IT & Maturity level IT									
		4. Operational Performance Report & Revenue W3 December 2022									
	Attendance List		-	-	√	-	N/A	√	√	-	√

Remarks:

- Has been out of position since July 8, 2022

RA	Ririek Adriansyah	HW	Herlan Wijanarko	FMV	FM Venusiana R.	BSW	Budi Setyawan Wijaya	HS	Heri Supriadi
DR	Dian Rachmawan	MFR	Muhamad Fajrin Rasyid	EW	Edi Witjara	BW	Bogi Witjaksono	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:

- 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