(Perse	
Idonesia	
opul r	
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	<b>EW</b> <sup>(1)</sup>	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	<b>EW</b> <sup>(1)</sup>	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	<b>EW</b> <sup>(1)</sup>	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 material that is reported regularly												
		3. Add	itional con	cerns tha	t need to b	e reported	k							
	Attendance List	RA	AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BM				
		$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
5.	January 25, 2022	<ul> <li>W3 January 2022</li> <li>2. Report of Director Meeting's Format 2022</li> <li>3. Report of <i>Gerakan PeduliInfrastruktur</i></li> <li>4. Report of Limited Meetings Agenda</li> </ul>												
	Attendance List	RA	AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BW				
		$\checkmark$	$\checkmark$	$\checkmark$		$\checkmark$	$\checkmark$		$\checkmark$	$\checkmark$				
6.	February 2, 2022	<ol> <li>Operational Performance Report &amp; Revenue W4 January 2022</li> <li>Report of STO's Naming</li> <li>Report of Limited Meetings Agenda</li> </ol>												
	Attendance List	RA	AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BW				
		$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
7.	February 8, 2022													
	Attendance List	RA	AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BV				
		~	$\checkmark$	$\checkmark$			$\checkmark$		$\checkmark$					
8.	February 15, 2022	<ol> <li>Operational Performance Report &amp; Revenue W2 February 2022</li> <li>Report of Five Bold Moves Program</li> <li>Report of Limited Meetings Agenda</li> </ol>												
	Attendance List	RA	AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BV				
		~	$\checkmark$				$\checkmark$	-	-	-				
9.	February 22, 2022	<ol> <li>Operational Performance Report and Revenue YtD January (Closing) 2022 and W3 February 2022</li> <li>Report of Limited Meetings Agenda</li> </ol>												
	Attendance List	RA	AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BV				
		$\checkmark$	$\checkmark$			$\checkmark$	$\checkmark$		$\checkmark$					
10.	March 1, 2022	1. Ope	rational Pe	erformanc	ce Report & ngs Agenc	Revenue								
	Attendance List	RA	AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BV				
		$\overline{\mathbf{v}}$	$\checkmark$	$\checkmark$	$\checkmark$		$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
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	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BW				
		$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
	March 15, 2022				ce Report & es: Report	of Fixed-m			(FMC) Pro	gram				
12.	10101110, 2022			ted Meeti	ngs Agenc	la								
12.	Attendance List			ted Meeti <b>HS</b>	ngs Agenc FMV	ew(۱)	HW	MFR	BSW	BV				

No.	Date					Mee	eting's Age	enda				
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	<b>EW</b> <sup>(1)</sup>	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	<b>EW</b> <sup>(1)</sup>	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	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BW	
					√			√				
16.	April 12, 2022	<ol> <li>Report of Limited Meetings Agenda</li> <li>Operational Performance Report &amp; Revenue W1 April 2022</li> <li>Report of Redefining IT Transformation (Progress of audiences IT pain point program at CFU-FU)</li> <li>Report of House Style Gedung Telkom</li> </ol>										
	Attendance List			AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BW	
			$\checkmark$									
17.	April 14, 2022	<ol> <li>Report of Management YtD March 2022</li> <li>BoC Concern Joint Meetings Performance YtD March 2022</li> </ol>										
	Attendance List	R	A	AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BW	
			$\checkmark$	-	$\checkmark$	$\checkmark$	-	-	-	_		
18.	April 19, 2022	v     v     v       1. Operational Performance Report & Revenue W2 April 2022       2. Update Earning Call FY Material 2021       3. Report of Limited Meetings Agenda										
	Attendance List	R	A	AW	HS	FMV	EW <sup>(1)</sup>	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	A.	AW	HS	FMV	EW <sup>(1)</sup>	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 <sup>(1)</sup>	HW	MFR	BSW		
20.	Attendance List		2A	AW	HS						BW	
20.	Attendance List	R	<b>×A</b> √	<b>WA</b>	HS		√	√	√	-	<b>BW</b>	
20.	Attendance List May 20, 2022	R	$\checkmark$	$\checkmark$	-		$\checkmark$			-		
		<b>R</b> 1.	$\checkmark$	$\checkmark$	-	$\checkmark$	$\checkmark$			BSW		

I

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	<b>EW</b> <sup>(1)</sup>	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 <sup>(1)</sup>	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 <sup>(1)</sup>	HW	MFR	BSW	BV		
		$\checkmark$	√	√	√	~	$\checkmark$	√	$\checkmark$			
25.	June 14, 2022		rational Pe ort of Limit				W4 Dece	mber 2021				
	Attendance List	RA	AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	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									
	5. Operational Performance Report and Revenue YtD May (Closing) 2022 and W2 2022											
	Attendance List RA AW HS FMV EW <sup>(1)</sup> HW MFR											
		~	$\checkmark$		$\checkmark$	~		$\checkmark$	~			
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 <b>RA</b>	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 <b>RA</b>	2 (Outlook) Off Satgas ort of Limit <b>AW</b>	s Telkom ( ted Meetii <b>HS</b>	Drganizatio ngs Agend <b>FMV</b>	on Post 5 B la <b>EW</b> (1)	HW	MFR	BSW			
	Attendance List	2022 2. Kick 3. Rep <b>RA</b> √	2 (Outlook) Off Satgas ort of Limit <b>AW</b> V	s Telkom ( ted Meetii <b>HS</b> √	Drganizatic ngs Agend <b>FMV</b>	on Post 5 B la <b>EW(1)</b> N/A	<b>H₩</b>	MFR V	BSW √	<b>BV</b>		
28. 29.		2022 2. Kick 3. Rep <b>RA</b> √ 1. Ope	2 (Outlook) Off Satgas ort of Limit <b>AW</b>  rational Pe	s Telkom ( ted Meeti <b>HS</b> V erformanc	Drganization ngs Agend FMV V e Report 8	en Post 5 B la <b>EW<sup>(1)</sup></b> N/A Revenue	<b>H₩</b>	MFR V				
	Attendance List	2022 2. Kick 3. Rep <b>RA</b> √ 1. Ope 2. Rep	2 (Outlook) Off Satgas ort of Limit <b>AW</b> V rational Pe ort of Limit	s Telkom ( ted Meeti <b>HS</b> √ erformanc ted Meeti	Drganization ngs Agend FMV V e Report 8 ngs Agend	on Post 5 B la <b>EW</b> ® N/A Revenue	<b>H₩</b>	MFR V				
	Attendance List	2022 2. Kick 3. Rep <b>RA</b> √ 1. Ope 2. Rep	2 (Outlook) Off Satgas ort of Limit <b>AW</b>  rational Pe	s Telkom ( ted Meeti <b>HS</b> √ erformanc ted Meeti	Drganization ngs Agend FMV V e Report 8 ngs Agend	on Post 5 B la <b>EW</b> ® N/A Revenue	<b>H₩</b>	MFR V		V		
	Attendance List July 19, 2022	2022 2. Kick 3. Rep <b>RA</b> √ 1. Ope 2. Rep 3. Rep	2 (Outlook) Off Satgas ort of Limit <b>AW</b>  rational Pe port of Limit	s Telkom C ted Meetii <b>HS</b> √ erformanc ted Meetii	Drganization ngs Agend <b>FMV</b> V e Report 8 ngs Agend	n Post 5 B a <b>EW</b> (1) N/A Revenue	<b>HW</b> √ W2 July 2	MFR √ 022	$\checkmark$			
	Attendance List July 19, 2022	2022 2. Kick 3. Rep √ 1. Ope 2. Rep 3. Rep <b>RA</b> √	2 (Outlook) Off Satgas ort of Limit <b>AW</b> V rational Pe ort of Limit ort of Limit <b>AW</b>	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 <b>EW</b> (1) Revenue a a <b>EW</b> (1) N/A	HW √ W2 July 2 HW	MFR √ 022 MFR	√ BSW	√ <b>BV</b>		
29.	Attendance List         July 19, 2022         Attendance List	2022 2. Kick 3. Rep √ 1. Ope 2. Rep 3. Rep <b>RA</b> √	2 (Outlook) Off Satgas ort of Limit <b>AW</b> V rational Pe ort of Limit ort of Limit <b>AW</b> 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 <b>EW</b> (1) Revenue a a <b>EW</b> (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	<b>EW</b> <sup>(1)</sup>	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	<b>EW</b> <sup>(1)</sup>	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	<b>EW</b> <sup>(1)</sup>	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	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BW			
		$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	N/A	$\checkmark$	$\checkmark$	$\checkmark$	-			
i5.	August 24, 2022	<ol> <li>Report of Limited Meetings Agenda</li> <li>Report of Limited Meetings Agenda</li> <li>Report of Limited Meetings Agenda</li> </ol>											
	Attendance List	RA	AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BW			
		$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	N/A	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$			
	August 30, 2022	<ol> <li>Operational Performance Report &amp; Revenue W4 August 2022</li> <li>Report of Limited Meetings Agenda</li> </ol>											
	Attendance List	RA	AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	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	<b>EW</b> <sup>(1)</sup>	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	<b>EW</b> <sup>(1)</sup>	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	<b>EW</b> <sup>(1)</sup>	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	<b>EW(1)</b>	HW	MFR	BSW	BW			

214

I

No.	Date				Mee	ting's Age	enda						
41.	September 27, 2022	Sept 2. Repo	ember 202 ort of Limit	22 ed Meetii	e Report a ngs Agend ngs Agend	а	ue YtD A	ugust (Clo	osing) 2022	and W			
	Attendance List	3. Rept		HS	FMV	ط <b>EW(۱)</b>	HW	MFR	BSW	BW			
				√	√	 N/A	√	√	 				
42.	October 4, 2022	1. Oper 2. Repo	ational Pe ort of Prog	rformanc ress Mitig	e Report & ation Frau ngs Agend	d IndiHom	W4 Septe			v			
	Attendance List	RA	AW	HS	FMV	EW <sup>(1)</sup>	HW	MFR	BSW	BW			
				$\checkmark$	$\checkmark$	N/A	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$			
43.	October 11, 2022	Sept	ember 202	22 (Outloc			e & SI F	Program	Action Ba	sed Y			
	Attendance List	RA	AW	HS	FMV	EW <sup>(1)</sup>	HW	MFR	BSW	BW			
		~				N/A							
44.	October 19, 2022	<ol> <li>Operational Performance Report &amp; Revenue W2 October 2022</li> <li>Report of Roadmap Management of Digital B2B &amp; B2C TelkomGroup</li> <li>Report of Limited Meetings Agenda</li> </ol>											
	Attendance List	RA	AW	HS	FMV	EW <sup>(1)</sup>	HW	MFR	BSW	BW			
		$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	N/A	$\checkmark$	-	$\checkmark$	$\checkmark$			
45.	November 1, 2022	<ol> <li>Operational Performance Report &amp; Revenue W4 October 2022</li> <li>Report of Limited Meetings Agenda</li> </ol>											
	Attendance List	RA	AW	HS	FMV	EW <sup>(1)</sup>	HW	MFR	BSW	BW			
		$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	N/A	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$			
46.	November 08, 2022	<ol> <li>Operational Performance Report, Revenue &amp; SI Program Action Based YtD October 2022 (Outlook)</li> <li>Report of National Appreciation of Innovation</li> <li>Report of Limited Meetings Agenda</li> </ol>											
	Attendance List	RA	AW	HS	FMV	EW <sup>(1)</sup>	HW	MFR	BSW	BW			
		$\checkmark$	$\checkmark$	-	/	N/A	$\checkmark$			DVV			
		*			$\checkmark$			V	-				
47.	November 15, 2022	1. Ope			v e Report & ngs Agend		W2 Novei	•					
47.	November 15, 2022 Attendance List	1. Ope			e Report &		W2 Nover	•	BSW	$\checkmark$			
47.	· · · · · · · · · · · · · · · · · · ·	1. Oper 2. Repo	ort of Limit	ed Meetii	e Report & ngs Agend	а		mber 2022		√ BW			
47. 48.	· · · · · · · · · · · · · · · · · · ·	1. Oper 2. Repo <b>RA</b> √ 1. Oper	ert of Limit AW √	HS √ erformanc	e Report & ngs Agend <b>FMV</b> √	a EW(1) N/A	<b>H₩</b> √	mber 2022 MFR √	BSW	√ ■ ₩ √			
	Attendance List	1. Oper 2. Repo <b>RA</b> √ 1. Oper	AW √ rational Pe	HS √ erformanc	e Report & ngs Agend <b>FMV</b> √	a EW(1) N/A	<b>H₩</b> √	mber 2022 MFR √	BSW √	√ <b>BW</b> √ 2 and V			
	Attendance List November 22, 2022	1. Oper 2. Repo <b>RA</b> √ 1. Oper Nove	AW √ rational Pe ember 202	rformanc	e Report & ngs Agend <b>FMV</b> √ re Report a	a EW <sup>(1)</sup> N/A nd Revenu	<b>H₩</b> √ ue YtD Oo	MFR √ ctober (Clo	<b>BSW</b> √ osing) 2022	√ <b>BW</b> √ 2 and V			
	Attendance List November 22, 2022	1. Oper 2. Repo <b>RA</b> √ 1. Oper Nove <b>RA</b> - 1. Repo 2. Repo	AW V rational Pe ember 202 AW V prt of Limit prt of Limit	HS V erformance HS V HS V end Meetin red Meetin	e Report & ngs Agend <b>FMV</b> √ re Report a <b>FMV</b>	a EW <sup>(n)</sup> N/A nd Revenu EW <sup>(n)</sup> N/A a a	HW V ue YtD Oo HW	MFR V Ctober (Clo	BSW √ Dosing) 2022 BSW	√ <b>BW</b> √ 2 and V <b>BW</b>			
48.	Attendance List November 22, 2022 Attendance List	1. Oper 2. Repo <b>RA</b> √ 1. Oper Nove <b>RA</b> - 1. Repo 2. Repo	AW V rational Pe ember 202 AW V prt of Limit prt of Limit	HS V erformance HS V HS V end Meetin red Meetin	e Report & ngs Agend FMV V te Report a FMV V ngs Agend ngs Agend	a EW <sup>(n)</sup> N/A nd Revenu EW <sup>(n)</sup> N/A a a	HW V ue YtD Oo HW	MFR V Ctober (Clo	BSW √ Dosing) 2022 BSW	√ <b>BW</b> √ 2 and V <b>BW</b>			
48.	Attendance List         November 22, 2022         Attendance List         November 23, 2022	1. Opei     2. Repo <b>RA</b> √     1. Opei     Nove <b>RA</b> -     1. Repo     2. Repo     3. Repo	AW V rational Pe ember 202 AW V port of Limit port of Limit	HS V HS V HS V HS V HS V HS V HS HS HS HS HS HS HS HS HS HS	Report & ngs Agend FMV √ re Report a FMV √ ngs Agend ngs Agend ngs Agend	a EW <sup>(1)</sup> N/A nd Revenu EW <sup>(1)</sup> N/A a a a	HW V ue YtD Oo HW V	mber 2022 MFR √ ctober (Clo MFR √	<b>BSW</b> √ Dosing) 2022 <b>BSW</b> √	√ <b>BW</b> √ 2 and V <b>BW</b> √			
48.	Attendance List         November 22, 2022         Attendance List         November 23, 2022	1. Opei     2. Repo     RA     √     1. Opei     Nove     RA     -     1. Repo     2. Repo     3. Repo     3. Repo     7     1. Repo     1. Repo     1. Repo     1. Repo	AW √ rational Pe ember 202 AW √ ort of Limit ort of Limit AW √ ort of Limit ort of Limit	HS V HS V HS V HS V HS HS V HS HS HS HS HS HS HS HS HS HS	e Report & ngs Agend FMV V te Report a FMV V ngs Agend ngs Agend ngs Agend FMV	a <b>EW</b> (1) N/A nd Revenu <b>EW</b> (1) N/A a a <b>EW</b> (1) N/A a	H₩ √ ue YtD Oo HW √ HW	MFR V Ctober (Clo MFR V MFR V	BSW √ posing) 2022 BSW √ BSW √	√ <b>BW</b> 2 and V 2 and V <b>BW</b>			
48.	Attendance List         November 22, 2022         Attendance List         November 23, 2022         Attendance List	1. Opei     2. Repo     RA     √     1. Opei     Nove     RA     -     1. Repo     2. Repo     3. Repo     3. Repo     7     1. Repo     1. Repo     1. Repo     1. Repo	AW √ rational Pe ember 202 AW √ ort of Limit ort of Limit AW √ ort of Limit ort of Limit	HS V HS V HS V HS V HS HS V HS HS HS HS HS HS HS HS HS HS	e Report & ngs Agend FMV v te Report a FMV v ngs Agend ngs Agend FMV v ngs Agend	a <b>EW</b> (1) N/A nd Revenu <b>EW</b> (1) N/A a a <b>EW</b> (1) N/A a	H₩ √ ue YtD Oo HW √ HW	MFR V Ctober (Clo MFR V MFR V	BSW √ posing) 2022 BSW √ BSW √	√ <b>BW</b> 2 and V 2 and V <b>BW</b>			

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	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BW
		$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	N/A	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$
52.	December 13, 2022		erational Pe ort of Limit				e W1 Decer	mber 2022		
	Attendance List	RA	AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BW
		$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	N/A	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$
53	December 20, 2022	<ol> <li>Report of Limited Meetings Agenda</li> <li>Report of Limited Meetings Agenda</li> <li>Operational Performance Report and Revenue YtD November (Closing) 2022 and W2 December 2022</li> </ol>								
	Attendance List	RA	AW	HS	FMV	<b>EW</b> <sup>(1)</sup>	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	<b>EW</b> <sup>(1)</sup>	HW	MFR	BSW	BW
		-	-	$\checkmark$	-	N/A	$\checkmark$	$\checkmark$	-	$\checkmark$
Remarks: 1. Has b	een out of position since July	8, 2022								
	Ririek Adriansyah <b>HW</b>	Herlan Wijanark			nusiana R.	BSW	-	wan Wijaya	HS	Heri Supriadi
DR	Dian Rachmawan MFR	Muhamad Fajrir	Rasyid <b>E</b>	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 <sup>1</sup>	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