The ongoing rationalization of digital infrastructure assets, particularly the separation and strengthening of PT Telkom Infrastruktur Indonesia (TIF), also figures prominently in the Board of Commissioners' assessment of the 2026 business outlook. With the initial spin-off phase complete, the next priority should be building TIF's operational readiness, strengthening its governance, and creating the conditions for investor participation that can optimize asset value and bring greater transparency to the Group's structure.

The success of this transformation ultimately hinges on getting the cultural architecture right. The holding company must be clearly established as the strategic architect, the entity that holds authority over macro policy and investment decisions (who decides), while subsidiaries operate as fully empowered executors with clear operational mandates (who owns). When performed with excellence, this model fosters a work culture that is agile, built on collective input, and relentlessly focused on results.

For the corporate center to function effectively within this strategic holding model, business streamlining, where similar business units are consolidated and non-core activities are divested to redirect the Group's energy and resources toward its genuine strengths, is non-negotiable.

And finally, the transition must be communicated with clarity and transparency to the workforce. TelkomGroup's employees need to understand, and genuinely buy into, what this transformation means for them. Their readiness and support will be decisive.

Appreciation to Stakeholders and Closing Remarks

The Board of Commissioners extends its appreciation to the Board of Directors, management, and all Telkom Indonesia employees for the dedication, professionalism, and commitment brought to 2025, pushing the transformation agenda forward and keeping the Company's performance on track through an economically challenging year and rapidly shifting industry.

Cross-functional collaboration, strategic consistency, and a shared drive to raise governance and decision-making quality have been the real stabilizers keeping the Company on course. Everything achieved and learned this year stands as valuable capital to carry into the next phase of Telkom's transformation.

Sincere appreciation is also extended to shareholders, customers, the Government, business partners, and all stakeholders for the trust they continue to place in Telkom. That trust is the bedrock on which the Company builds its role in the responsible and sustainable development of Indonesia's national digital ecosystem responsibly and sustainably, in line with Telkom's mandate and strategic role in the Indonesian economy.

Jakarta, May 12, 2026

On Behalf of the Board of Commissioners,

Angga Raka Prabowo
President Commissioner