

Corporate Culture and Value

CORE VALUES AKHLAK

Based on the Circular Letter of the Minister of SOE Number SE-7/MBU/07/2020 dated July 1, 2020, regarding Core Values for Human Resources of State-Owned Enterprises (SOE) strengthened by SK-115/MBU/05/2022 regarding Guidelines for Implementing the Main Value of Human Resources for State-Owned Enterprises (AKHLAK Culture Journey), TelkomGroup as part of a SOE is obliged to implement the main values called AKHLAK.

AKHLAK

**AMANAH KOMPETEN HARMONIS
LOYAL ADAPTIF KOLABORATIF**

| | |
|----------------------------------|--|
| Amanah/Trustworthy | Holding on to the trust given |
| Kompeten/Competent | Continue to learn and develop capabilities |
| Harmonis/Harmonious | Caring for each other and respecting differences |
| Loyal | Dedicated and prioritizing the interests of the nation and the state |
| Adaptif/Adaptive | Continue to innovate and be enthusiastic in moving or facing change |
| Kolaboratif/Collaborative | Building a synergistic collaboration |

As a form of TelkomGroup's commitment to implementing Core Values AKHLAK, Telkom's Corporate Strategic Scenario 2024 - 2026 mandates the Company to Transform to Digital Telco Talents & Incorporate Digital Culture - Ways of Working Under Digital Age which is in line with Core Values AKHLAK. The Corporate Annual Message (CAM) also contains the spirit to strengthen Telkom's culture and digital culture attributes by leveraging AKHLAK core values as foundation. Furthermore, one of the focuses in the HC Strategy also mandates to Instill Harmony & Productive Working Environment Based on AKHLAK & compelling EVP.

COMPANY CULTURE ACTIVATION PROGRAM

All TelkomGroup unit leaders act as role model and main driver in the Company culture activation program. To ensure that the internalization of Company culture runs well and all employees participate actively, unit leaders appoint Culture Agent and Culture Booster in their respective unit. Currently, the number of Culture Agent and Culture Booster are 4,306 people, with 2,164 people coming from units at Telkom and 2,142 people coming from subsidiaries. Every Culture Agent must take part in the Culture Agent on Boarding (CAOB) program to equalize their understanding of the role of Company culture and programs that are relevant to the Company's strategy to achieve its Purpose also Vision and Mission. Unit leaders are assisted by Culture Agent and Culture Booster to form a Cultural Activation Provocation Community (*Kipas Budaya*) as a forum for implementing cultural activation in each unit.

BUILDING DIGITAL CULTURE

To accelerate Telkom's transformation towards Digital Telco, strengthening Digital Culture in line with the implementation of Core Values AKHLAK, is one of the factors believed to support the Company's digital transformation. All TelkomGroup people are expected to implement Core Values AKHLAK, which will be strengthened by the actualization of Digital Ways of Working (digital behavior). Digital Ways of Working are internalized and actualized through regular activations so that they are embedded into employee behavior and will ultimately improve the Company's performance.

To ensure that cultural activation impacts the Company's performance, Core Values AKHLAK and Digital Ways of Working are implemented through strategic programs that become the focus of the Company to achieve the Company's targets, which are regulated in provisions and supporting systems. Supporting systems include digital tools such as the Diarium collaboration application, which is used as a corporate portal, daily operations, which include e-office, e-budgeting, file sharing, Ingenium application for career & succession management, MyDigilearn application for learning & knowledge management, and others.

CORPORATE CULTURE EVALUATION

To maintain and improve the implementation of AKHLAK and digital behavior at TelkomGroup, HCM TelkomGroup conducted Culture TelkomGroup 2024 survey measurement as an effort to determine the extent to which the implementation of AKHLAK culture and digital behavior can support the Company's digital transformation process. With the implementation of Culture TelkomGroup 2024 survey, it is expected that information on the level of implementation of AKHLAK Implementation Index, Digital Ways of Working Index, and Net Promoter Score will be obtained.

Culture TelkomGroup 2024 survey was conducted online and then deepened the survey results with qualitative methods through Focus Group Discussions. Telkom obtained AKHLAK Implementation Index score of 86.52% (Healthy Category), Digital Ways of Working Index of 85.77% (Differentiators), and Net Promoter Score of 94.35% (Mature).