

3. The determination of five perspectives in the preparation of KPI of the Board of Directors collegially, namely:

- Economic and social value for Indonesia;
- Business model innovation;
- Technology leadership;
- Increased investment; and
- Talent development.

The achievement of the KPI of the Board of Directors is calculated collegial and individually, and reviewed by the Public Accounting Firm (KAP) that audits Telkom's Financial Statements. Along with Telkom's commitment to manage ESG aspects in its business value chain, the Company has also set key performance indicators in the ESG aspect category, including:

- The environmental aspect is reflected in the TJSL effectiveness parameters, and, ITDRI research effectiveness;
- The social aspect, as seen from the parameters of total shareholder return and social impact;
- The governance aspect is reflected in the risk maturity index parameters, the effectiveness of

the 2023 Financial Statements, and procurement excellence.

In addition, based on the Joint Regulation of the Board of Commissioners and Board of Directors No. 05/KEP/DK/2022 and PD.620.00/r.01/HK200/COP-M4000000/2022 regarding the Guidelines for the Work Procedures of the Board of Commissioners and Directors (Board Manual) of the Company (Persero) PT Telekomunikasi Indonesia Tbk, Telkom implements a self-assessment policy to assess the performance of the Board of Directors. The assessment is carried out by each member of the Board of Directors by assessing the performance of the Board of Directors collegially, not individual performance assessments. This policy is a form of accountability for the performance assessment of the Board of Directors, so that it is hoped that each member can contribute to improving the performance of the Board of Directors on an ongoing basis. More complete information about the Board of Directors' self-assessment policy can be found on the Telkom website on the GCG menu – Work Guidelines for the Board of Directors and Board of Commissioners.

Results of Collegial Assessment of the Performance of the Board of Directors

No.	KPI	Unit	Target	Polarities	Weight
A. Economic and Social Value for Indonesia					
1.	Financial Performance				
	a. Revenue Consolidated	T Rp	156,22	Maximize	3
	b. EBITDA Consolidated	T Rp	83,96	Maximize	6
	c. EBITDA Telkomsel	T Rp	54,74	Maximize	4
2.	Operating Cash Capability and Economic Value Added				
	a. Free Cash Flow	T Rp	34,23	Maximize	5
	b. ROIC ≥ WACC	%	6,2	Maximize	5
3.	Funding Debt Ratio	%	100	Maximize	5
4.	Operational Excellence				
	a. Home Served/Home Passed	%	45,5	Maximize	4
	b. CAPEX to Revenue	%	28,7	Maximize	4
	c. Mobile Data Revenue Share	%	48,38	Maximize	4
5.	Social Impact	%	100	Maximize	5

No.	KPI	Unit	Target	Polarites	Weight
B. Business Model Innovation					
6.	External Revenue				
	a. B2B Digital	T Rp	17,46	Maximize	5
	b. B2C Digital	T Rp	11,19	Maximize	5
7.	TMT Cluster Synergy: Effectiveness of Telkom Synergy with Cluster Members (PFN, Peruri, Antara)	Time	Des 2023	Maximize	5
C. Technology Leadership					
8.	Project milestone completion for planned 5G initiatives: Infrastructure preparation to support 5G	Total	16	Maximize	2
9.	5G Readiness: % Fiber Connected Towers, Number of Pilot Use Cases, and 5G Implementation Cities (Strengthening 5G Implementation)	%	100	Maximize	3
D. Increased investment					
10.	Telkom Digital Venture:				
	a. Telkom Venture Fund Value	T Rp	9,06	Maximize	3
	b. Money multiplier	x	1,3	Maximize	3
11.	TELKOM MPF effectiveness: Implementation of Winter Strategy for startups and potential unicorns	Time	Des 2023	Maximize	3
12.	Effectiveness of Value Creation				
	a. Subs with ROIC>WACC	%	50	Maximize	3
	b. Streamlining effectiveness program	%	100	Maximize	3
13.	Data Center				
	a. Strategic Partnership	Time	Jun-23	Maximize	3
	b. Capacity Expansion	%	100	Maximize	2
E. Talent Development					
14.	Female talent and millennial talent				
	a. Female ratio in nominated talent	%	18	Maximize	5
	b. Ratio of young Top Talent to nominated talent	%	6	Maximize	5
15.	Digital capability readiness (build)	Talent	2.500	Maximize	5
Total					100

AFFILIATION RELATIONSHIP BETWEEN THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

Telkom's Board of Commissioners and Board of Directors are prohibited from having affiliated relationships between fellow members of the Board of Commissioners, fellow members of the Board

of Directors, between the Board of Directors and the Board of Commissioners, or with Shareholders, in accordance with the provisions of Law No. 40 of 2007 regarding Limited Liability Companies, as well as TelkomGroup's affiliated relationship provisions conveyed in the form of President Director's Memorandum Number: C.Tel.02/HK 000/TEL-000000000/2021 regarding Temporary Procedures for Affiliated Transactions and Conflict