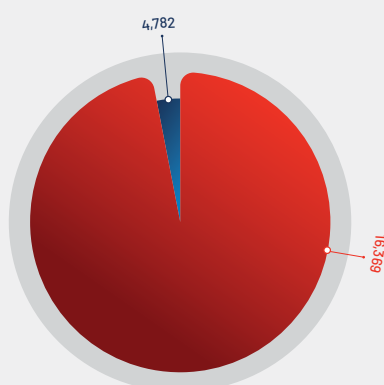


Telkom Employee Profile

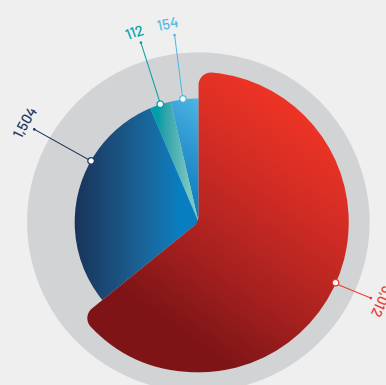
Employees are key assets in achieving the Company's strategic objectives. Therefore, TelkomGroup continuously empowers all employees to have high competence and be able to adapt to changes in supporting Telkom's transformation into a digital telecommunication company. TelkomGroup management also ensures the creation of an inclusive, safe, and conducive work environment so that every employee can contribute optimally, carry out their duties with integrity, and support the effective implementation of company policies and strategies.

Total Employee



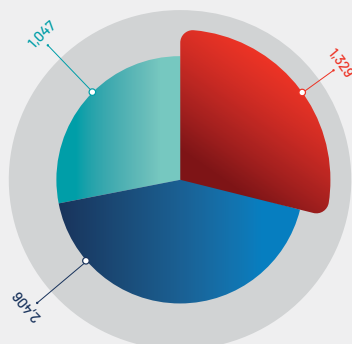
● Subsidiary Employee ● Telkom Employee

Education*



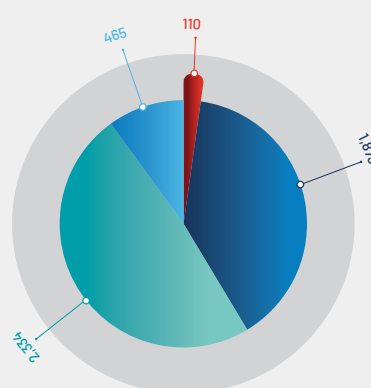
● Bachelor ● Postgraduate (Master and Doctorate) ● Diploma ● Pre-University

Age*

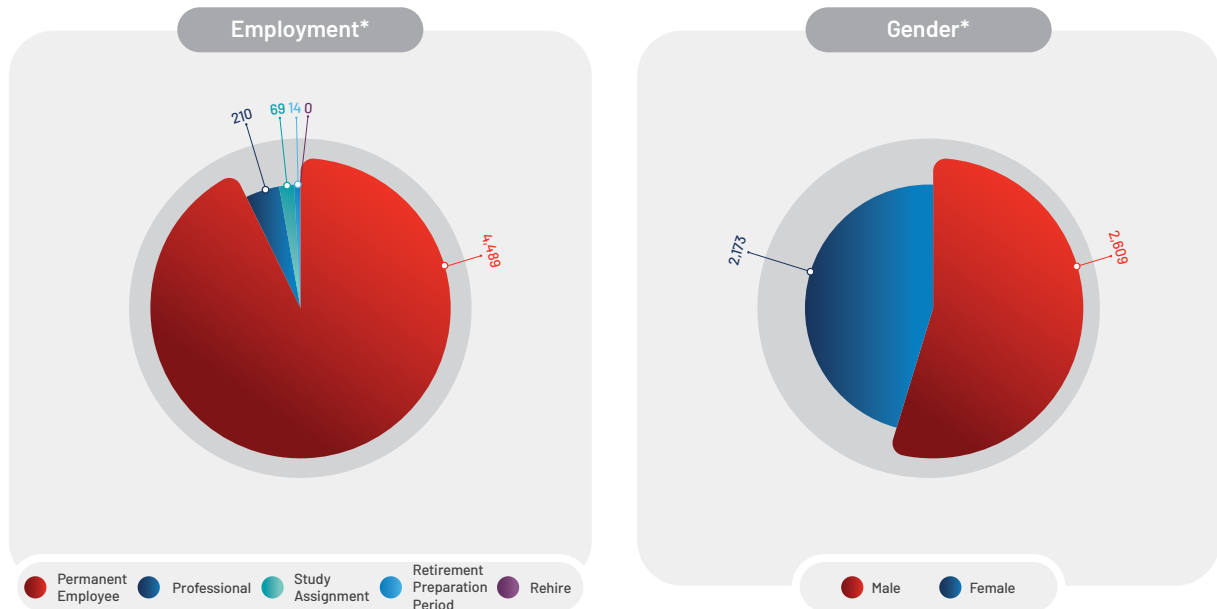


● >45 years old ● 30-45 years old ● <30 years old

Employee Position*



● Senior Management ● Middle Management ● Supervisor ● Others



Remark:

* The charts were created using only Telkom data.

At the end of 2025, Telkom had a total of 21,151 employees, with 4,782 employees coming from the parent company and 16,369 from subsidiaries. The number of TelkomGroup employees decreased by 522 people or around 2.4% compared to 2024. Throughout 2025, Telkom did not terminate any employment contracts before retirement.

Number of Telkom and Subsidiaries Employees in 2023-2025

Description	2025	2024	2023
Telkom Employee	4,782	4,930	7,469
Subsidiary Employee	16,369	16,743	15,595
Total	21,151	21,673	23,064

Gender Equality Assurance and Number of Employees Based on Gender

In carrying out its business activities, TelkomGroup ensures gender equality by the Resolution of the Board of Directors PD.201.01/r.00/PS150/COP-B0400000/2014 dated May 6, 2014, regarding Business Ethics within TelkomGroup. By the end of 2025, TelkomGroup has 14,466 male employees and 6,705 female employees. Although there are more male employees, TelkomGroup does not set quotas based on gender or discriminate against either gender. The higher number of male employees is because men tend to be more interested in working in the telecommunication sector than women, along with the characteristics of this industry.

Number of Telkom and Subsidiary Employees Based on Gender

Gender	2025				2024		2023	
	Telkom	Subsidiary	Total	%	Total	%	Total	%
Male	2,609	11,837	14,446	68.3	14,746	68.04	16,019	69.5
Female	2,173	4,532	6,705	31.7	6,927	31.96	7,045	30.5
Total	4,782	16,369	21,151	100.00	21,673	100.0	23,064	100.0

TelkomGroup's efforts to provide equal opportunities for male and female employees who have the capability and competence to occupy various positions in the Company can be seen in the table below. By 2025, there will be 39 women in senior management positions, 1,372 women in middle management positions, 3,685 women in supervisory positions, and 1,609 women in other positions.

Number of Telkom and Subsidiary Employees Based on Position and Gender in 2025

Employee Position	Telkom			Subsidiary			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior Management	94	16	110	146	23	169	240	39	279
Middle Management	1,194	679	1,873	3,349	693	4,042	4,543	1,372	5,915
Supervisor	1,116	1,218	2,334	6,245	2,467	8,712	7,361	3,685	11,046
Others	205	260	465	2,097	1,349	3,446	2,302	1,609	3,911
Total	2,609	2,173	4,782	11,837	4,532	16,369	14,446	6,705	21,151

Number of Employees by Position and Employment Status

The job levels at TelkomGroup consist of senior management, middle management, supervisors, and other job levels below supervisors. Until the end of 2025, the largest number of employees was at the supervisory level, with a total of 11,046 people, a decrease of 0.49% or 55 employees compared to the previous period.

Number of Telkom and Subsidiary Employees Based on Position

Employee Position	2025				2024		2023	
	Telkom	Subsidiary	Total	%	Total	%	Total	%
Senior Management	110	169	279	1.3	271	1.3	307	1.3
Middle Management	1,873	4,042	5,915	28	5,754	26.5	6,155	26.7
Supervisor	2,334	8,712	11,046	52.2	11,101	51.2	12,331	53.5
Others	465	3,446	3,911	18.5	4,547	21	4,271	18.5
Total	4,782	16,369	21,151	100.0	21,673	100.0	23,064	100.0

Based on employment status, as of December 31, 2025, TelkomGroup has 19,082 permanent employees (including employees in retirement preparation and study assignments), representing 90.2% of total employees. Meanwhile, non-permanent employees are divided into two categories, namely professional and rehired, with a total of 2,069 people or 9.78% of all employees.

Number of Telkom and Subsidiary Employees Based on Employment Status

Employment	2025				2024		2023	
	Telkom	Subsidiary	Total	%	Total	%	Total	%
Permanent Employee	4,489	14,447	18,936	89.5	19,503	90.0	20,362	88.3
Professional	210	1,845	2,055	9.7	1,963	9.0	2,435	10.6
Rehire	0	14	14	0.1	15	0.1	24	0.1
Retirement Preparation Period	14	45	59	0.3	78	0.4	110	0.5
Study Assignment	69	18	87	0.4	114	0.5	133	0.5
Total	4,782	16,369	21,151	100.0	21,673	100.0	23,064	100.0

Number of Employees Based on Education Level and Age Distribution

By the end of 2025, the majority of TelkomGroup employees will have a bachelor's degree, reaching 68.8% or as many as 14,552 people. The following table displays data on TelkomGroup employees based on pre-university, diploma, bachelor, and postgraduate education levels for 2023–2025.

Number of Telkom and Subsidiary Employees Based on Education Level

Education Level	2025				2024		2023	
	Telkom	Subsidiary	Total	%	Total	%	Total	%
Pre-University	154	1,179	1,333	6.3	1,770	8.2	2,063	8.9
Diploma	112	1,619	1,731	8.2	1,519	7.0	2,179	9.5
Bachelor	3,012	11,540	14,552	68.8	14,496	66.9	15,624	67.7
Postgraduate (Master and Doctorate)	1,504	2,031	3,535	16.7	3,888	17.9	3,198	13.9
Total	4,782	16,369	21,151	100.0	21,673	100.0	23,064	100.0

Based on age, most of TelkomGroup employees as many as 16,041 employees or 75.8% are under 45 years old. This number decreased by 2.65% compared to the previous year.

Number of Telkom and Subsidiary Employees Based on Age

Age	2025				2024		2023	
	Telkom	Subsidiary	Total	%	Total	%	Total	%
< 30 years	1,047	2,377	3,424	16.2	4,099	18.91	4,922	21.3
30 – 45 years	2,406	10,211	12,617	59.7	12,380	57.12	12,003	52.1
> 45 years	1,329	3,781	5,110	24.1	5,194	23.97	6,139	26.6
Total	4,782	16,369	21,151	100.0	21,673	100.0	23,064	100.0