

Purpose, Vision, Mission, and Strategy

PURPOSE

Building a more prosperous and competitive nation and delivering the best value to our stakeholders.

VISION

To become a world-class digital telecommunications company that makes a significant impact at the regional level and builds a digital ecosystem to create value for stakeholders.

MISION

- 🔥 To become the leading digital telecommunications company in Indonesia that makes a significant impact on the international stage.
- 🔥 Building an organization with standardized, agile, collaborative, and results-oriented governance.
- 🔥 Strengthening a culture of excellence in service for all stakeholders.

STRATEGIC FOCUS 2025

In 2025, we continued to undergo transformation to strengthen our business fundamentals and drive healthy and sustainable growth. Based on lessons learned from the execution of the Company's initiatives in previous years, there are several areas that need improvement, particularly in relation to the speed of execution of the bold moves, which has not been optimal. This situation is caused by internal factors related to capabilities, as well as external factors related to the slowing telecommunications industry trend and increasing competition. Therefore, in 2025, Telkom will continue to implement the bold moves with a focus on more disciplined execution quality by paying attention to progress and impact. We have announced the corporate theme for 2025, **"Regain B2C market share and drive B2B performance acceleration by boldly executing practical & impactful programs"** with three main programs, namely:

1. Execute FMC offerings & Beyond Connectivity services to uplift customer productivity, reinforced by efficient territory management to ensure sales quality in both mobile and fixed markets;
2. Strengthen product & consultative selling capability and accelerate efficient business process & IT-tools readiness to improve B2B competitiveness with clear E2E financial visibility; and
3. Push for more efficient & competitive network-access and tighten Group capex & procurement collaboration, while optimizing asset utilization to enhance Group profitability.

Corporate Culture and Values

TelkomGroup culture is a system of values, beliefs, norms, and basic assumptions shared by all TelkomGroup employees. This culture is formed from the accumulation of the Company's experiences in facing various external challenges and internal integration needs, and acts as the main driver in realizing the vision, mission, and strategic objectives of each entity in TelkomGroup. This culture is internalized and implemented consistently as a guideline in thinking, behaving, and acting across all lines of the organization.

Referring to the Company Policy on TelkomGroup Culture Implementation Guidelines, TelkomGroup culture is based on the core values and work practices established by Telkom as core values that are believed in and practiced by all TelkomGroup employees. These values and ways of working are constantly aligned with the dynamics of TelkomGroup's business strategy, thereby forming the basis for daily work behavior, including interaction, communication, collaboration, and decision-making.

Thus, TelkomGroup culture encompasses:

Core Values

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

Digital Ways of Working

BISA

Bravery | Integrity | Service Excellence | Agility

Bravery	The courage to execute tasks to achieve the best results by taking calculated risks for the benefit of the Company
Integrity	Adhering to ethical principles, values, norms, and applicable regulations, acting honestly, and refraining from any misconduct that could harm the Company
Service Excellence	A commitment to always providing the best service to all stakeholders, taking full responsibility for results without making excuses
Agility	The ability to act quickly, accurately, effectively, and efficiently without adding bureaucracy, and to always be solution-oriented and innovative in the face of change

The implementation of TelkomGroup culture applies to all individuals within TelkomGroup, including the Board of Directors/Management, Board of Commissioners/Supervisory Board, and all employees, as a single entity in supporting the sustainability of the Company's performance and achievement of its objectives.

Corporate Culture Actualization Program

All unit leaders within TelkomGroup serve as role models and key drivers in the implementation of the Company's cultural actualization program. The Company's cultural program is built through various structured and sustainable cultural implementation and actualization initiatives, aimed at bridging the values set forth with actual work behavior. This program is one of the important instruments in the Company's Change Management.

To ensure that the implementation of the culture runs effectively and involves the active participation of all employees, unit leaders appoint Culture Agents and Culture Boosters in their respective units. As of the reporting year, there were 4,231 Culture Agents and Culture Boosters, consisting of 2,010 people from Telkom and 2,221 people