

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

from subsidiaries. All Culture Agents are required to participate in the Culture Agent On Boarding (CAOB) program to align their understanding of the Company's cultural role and its relevance to the Company's strategy in achieving its Purpose, Vision, and Mission.

In its implementation, unit leaders, together with Culture Agents and Culture Boosters, formed the Culture Activation Provocation Community (*Kipas Budaya*) as a collaborative forum to drive and coordinate various cultural actualization activities in each work unit.

Impactful Digital Cultural Revitalization

In line with the ever-evolving and increasingly competitive telecommunications industry, TelkomGroup is not only focused on strengthening the Company's values, but also revitalizing Digital Ways of Working as a strategic response to maintain relevance, increase competitiveness, and strengthen the Company's resilience in the face of increasing business complexity. This revitalization is part of the Company's strategic priorities in ensuring the organization's readiness for industry changes and continuous digital transformation.

As a manifestation of this commitment, on June 12, 2025, Telkom officially launched Digital Ways of Working: BISA (Bravery, Integrity, Service Excellence, and Agility) as a digital work behavior framework that serves as the foundation in supporting the acceleration of TelkomGroup's digital transformation. This framework is designed to encourage adaptive, integrity-driven, service-oriented, and responsive mindsets, attitudes, and work behaviors.

To ensure that the implementation of culture can have a direct impact on performance achievement, the Company's cultural program is carried out through various strategic programs that are aligned with TelkomGroup's business targets and priorities, and supported by integrated policies and support systems. These supporting systems include the use of various digital tools, such as the Diarium collaboration application as a corporate portal, daily operational systems such as e-office, e-budgeting, and file sharing, the Ingenium application for career and succession management, and MyDigilearn as a learning and knowledge management platform, along with other supporting digital systems.

Corporate Culture Evaluation

To ensure the effectiveness of the implementation of the Company's culture and digital work behavior across all TelkomGroup entities, HCM TelkomGroup will conduct a Culture Survey in 2025 as part of its efforts to measure the implementation of culture in a systematic and sustainable manner. This survey is designed to monitor the level of internalization and actualization of culture, as well as assess its impact on the achievement of TelkomGroup's digital transformation.

The 2025 Culture Survey measures several key indicators, namely Digital Ways of Working: BISA Implementation Index, BISA Culture Journey Index, AKHLAK Culture Journey Index, and Employee Net Promoter Score (e-NPS). The results of these measurements are used to map the position and journey of the organization's culture, identify strengths and areas that need strengthening, and assess the relationship between work culture and the Company's performance and digital transformation success.

The Culture Survey was conducted online and covered all TelkomGroup entities. To deepen and validate the quantitative measurement results, a qualitative study was conducted using the Focused Group Discussion (FGD) method. This combination of quantitative and qualitative approaches enabled the Company to gain a more comprehensive understanding of the perceptions, experiences, and dynamics of the work culture within TelkomGroup. Based on the measurement results, TelkomGroup achieved the following index scores:

- Digital Ways of Working Implementation Index: BISA, TelkomGroup scored 76.44% (Exemplary Champion).
- The TelkomGroup BISA Journey Index comprises a Readiness to Change score of 82.77% (Highly Ready), a Symbolic Intervention score of 2.81 (Above Standard), and an Acceptance score of 257.84 (High Acceptance).
- The TelkomGroup AKHLAK Culture Journey Index comprises a Readiness to Change score of 86.33% (Highly Ready), a Symbolic Intervention score of 2.74 (Above Standard), and an Acceptance score of 257.74 (High Acceptance).
- The TelkomGroup Culture Journey includes a Leadership Intervention score of 2.62 (Above Standard) and a System Intervention score of 2.58 (Above Standard).
- The TelkomGroup Employee Net Promoter Score (e-NPS) is 84.37 (Mature).