

No.	Program Name	Organizer	Location and Date	Participant
5.	Risk Management Organ for BoD (Pathway 1)	TCUC	Online, July 30 – October 6, 2025	All BoD
6.	BoD and BoC Telkom Workshop regarding CSS 2026 – 2028	Telkom	Jakarta, August 14, 2025	All BoE
7.	BATIC 2025	Telin	Bali, August 26 – 29, 2025	Operator Global, Vendor, Tech Partner, and Regulator
8.	Qualified Risk Governance Professional (QRGP)	Telkom Corporate University	Bandung, September 17, 2025	All BoD
9.	Qualified Risk Governance Professional (QRGP)	LSP-MKS	Online, November 5, 2025	All BoD
10.	Qualified Risk Governance Professional (QRGP)	LSP Mitra Kalyana Sejahtera	Jakarta, November 10, 2025	Director of Legal & Compliance
11.	E-Learning of <i>Penguatan Integritas</i>	Telkom Corporate University	Bandung, November 17, 2025	All BoD
12.	Executive Leadership Development Program BoD & BoD-1	Human Talent Development	Telkom Corporate University, December 18 – 19, 2025	All BoD
13.	Executive Leadership Development Program BoD & BoD-1	Human Talent Development (Telkom Corporate University)	Bandung, December 18 – 19, 2025	All BoD and BoD-1
14.	Executive Leadership Development Program BoD & BoD-1	Human Talent Development (Telkom Corporate University)	Offline, December 18 – 19, 2025	Director of WINS, Director of HCM, BP1 WINS, and BP1 HCM

Board of Directors' Self-Assessment Policy

Based on 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 Guidelines for the Work Procedures of the Board of Commissioners and Board of Directors (Board Manual) of the State-Owned Company (Persero) PT Telekomunikasi Indonesia Tbk, a self-assessment policy is implemented to evaluate 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 collectively, rather than individually. This policy is a form of accountability for the performance assessment of the Board of Directors, so that each member is expected to contribute to improving the performance of the Board of Directors on an ongoing basis. More detailed information about the Board of Directors' self-assessment policy can be found on the Telkom website under the GCG menu – Work Guidelines for the Board of Directors and Board of Commissioners.

Results of Collegial Performance Assessment of the Board of Directors

No.	KPI	Unit	Target	Direction	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

No.	KPI	Unit	Target	Direction	Weight
2.	Operating Cash Capability and Economic Value Added				
a.	Free Cash Flow	T Rp	34.23	Maximize	5
b.	ROIC $\geq$ 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
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	Dec 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 tower, number of use case piloting, and 5G implementation city (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 startup and potential unicorn	Time	Dec 2023	Maximize	3
12.	Effectiveness of Value Creation				
a.	Subs with ROIC $>$ WACC	%	50	Maximize	3
b.	Streamlining Program Effectiveness	%	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.	Young Top Talent Ratio in Nominated Talent	%	6	Maximize	5
15.	Digital Capability Readiness (Build)	Talent	2,500	Maximize	5
Total					100