Mechanism for Advising the Board of Directors

Beyond supervisory and monitoring, the Board of Commissioners also fulfills an advisory function, discharged through Board of Commissioners meetings, joint meetings with the Board of Directors, and formal written communications including official letters and Board of Commissioners Resolutions.

Throughout 2025, a regular cadence of Internal Meetings, Joint Meetings with the Board of Directors, and committee sessions was maintained to keep both supervisory and advisory functions sharp. Over the year, these included 26 Internal Meetings of the Board of Commissioners, 8 Joint Meetings with the Board of Directors, 35 Audit Committee Meetings, 26 KEMPR Meetings, 13 Nomination and Remuneration Committee Meetings, and 3 Integrated Governance Committee Meetings. In addition, the Board of Commissioners issued 21 approval letters, 10 advisory letters, and 24 Board of Commissioners Resolutions.

Through all of these channels, the Board of Commissioners worked to ensure that every strategic decision made by the Board of Directors was rooted in comprehensive analyses and a balanced consideration of the potential benefits and risks involved, a discipline considered essential to the Company's sustainable long-term growth.

Assessment of the Performance of Committees Under the Board of Commissioners

The Board of Commissioners carries out its supervisory role supported by four key committees: the Audit Committee, the Nomination and Remuneration Committee (KNR), the Evaluation, Planning, and Risk Monitoring Committee (KEMPR), and the Integrated Governance Committee, the latter established in recognition of Telkom's status as a Systemic A State-Owned Enterprise (BUMN Sistemik A). We have evaluated that all four committees fulfilled their mandates effectively in 2025, delivering rigorous assessments and recommendations that meaningfully strengthened the Board of Commissioners' supervision of the Company's management.

The KEMPR advises the Board of Commissioners on risk management monitoring and strategy implementation, evaluates Board of Directors' proposals on strategic planning matters including the RJPP, CSS, and RKAP, and approves corporate actions within specified thresholds under the Company's strategic plan. The Nomination and Remuneration Committee advises on policies, criteria, and selection processes for key roles within TelkomGroup, including Board of Directors remuneration policy. The Audit Committee works to ensure the integrity of published financial information, reviews the internal control system, and handles reports received through the whistleblowing channel. The Integrated Governance Committee evaluates the Integrated Governance Policy proposed by the Board of Directors, monitors its implementation, and ensures alignment between the Company's governance framework and those of its subsidiaries.