

# KEEP MOVING FORWARD

# AND RISE TOGETHER

Despite the pandemic, Telkomsel has fortified its position as a market leader in telecom industry by consistently moving forward in its commitment to empowering the nation, from the westernmost to the eastern ends of Indonesia. In 2020,

# **the role of digital-powered communications became far greater**

as countries and communities alike rely on digital technologies to prop the economy, to be productive, to collaborate, and to learn. All these have made us as a nation to rise together—not only to deliver economic recovery, but beyond that, to create a better future for all. Against the challenging headwind, Telkomsel together with the Indonesian people are proving their strength, agility, and resilience.

Telkomsel's role and contribution have been immensely important. As part of a state-owned entity with a robust financial position, as well as a telco provider with superior network coverage and quality,

# Telkomsel helps to ensure equitable fulfilment of the Indonesian citizens' needs in 2020

by ensuring the reliability, availability, and affordability of our products and services, by widening our service offerings to remain at the core of our customers' daily activities, and by investing in one of the country's digital unicorns to lead at the forefront of the industry. This will accelerate the positive impact of Telkomsel's initiatives all the way to the grassroot level, true to its reputation as "the most Indonesian" telecommunications company.

## Performance Highlights

Digital Business Revenue  
in billion Rupiah

**62,328**

↑ 7.0%

Data \_\_\_\_\_ **54,766**

Digital Services \_\_\_\_\_ **7,562**

Digital Business Contribution  
%

**71.6%**

Total BTS units

**231,172**

↑ 8.9%

3G/4G BTS \_\_\_\_\_ **180,920**

Data Users  
in million

**115.9**

↑ 5.2%

LTE Users  
in million

**106.6**

↑ 20.7%

Payload  
in terabyte

**9,654,742**

↑ 43.8%

Consumption/  
Data User  
in gigabyte

**7.5**

↑ 43.7%

# Key Performance

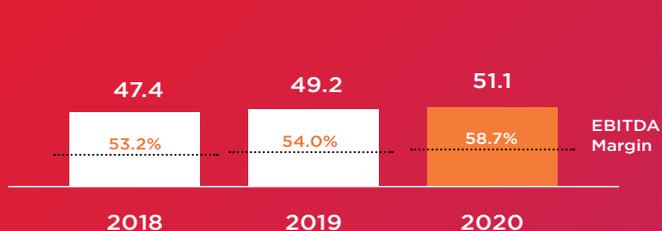
## Revenues

in trillion Rupiah



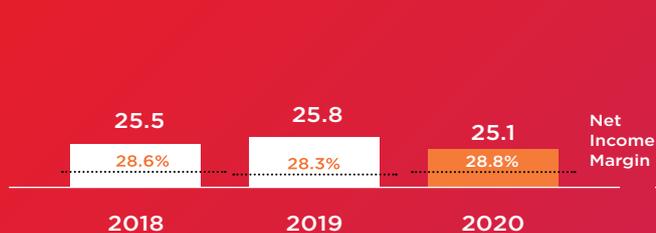
## EBITDA & EBITDA Margin

in trillion Rupiah



## Net Income & Net Income Margin

in trillion Rupiah



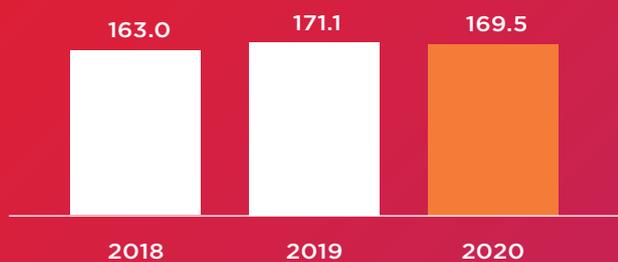
## Total Assets

in trillion Rupiah



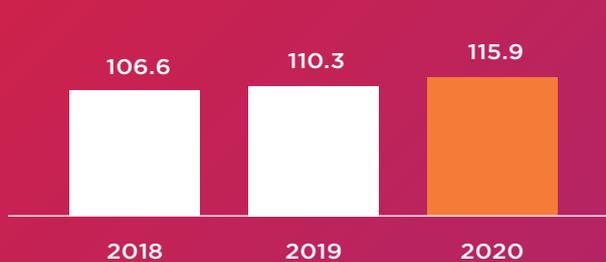
## Total Customer Base

in million



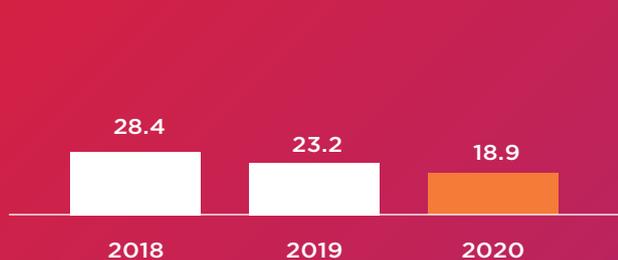
## Data Users

in million



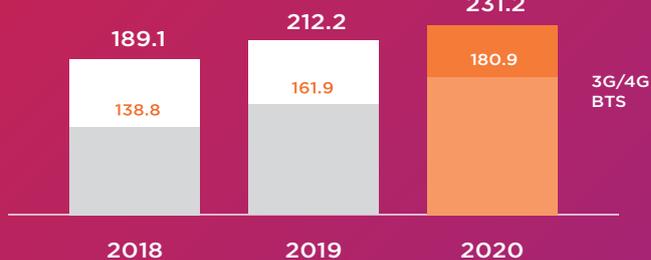
## Total BTS Roll-Out

in thousand



## Total BTS On-Air & Total 3G/4G BTS

in thousand



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## Financial Highlights

Description (in billion Rupiah)	2020	2019	2018	2017	2016
<b>Balance Sheet</b>					
Current Assets	19,488	18,657	16,836	21,098	28,818
Fixed Assets	74,901	55,229	56,899	56,074	54,259
Other Non - Current Assets	9,263	8,844	8,916	8,576	6,704
Total Assets	103,652	82,730	82,650	85,748	89,781
Current Liabilities	28,997	20,892	20,737	23,031	21,891
Non-Current Liabilities	23,568	12,629	10,767	8,587	8,520
Equity	51,088	49,209	51,147	54,130	59,370
Total Liabilities and Equity	103,652	82,730	82,650	85,748	89,781
<b>Profit and Loss</b>					
Revenues	87,103	91,088	89,246	93,217	86,725
Expenses (Include Depreciation & others)	54,000	56,134	54,707	53,164	49,502
EBITDA	51,094	49,218	47,439	53,592	49,781
Net Income	25,062	25,799	25,536	30,395	28,195
<b>Cash Flows</b>					
Cash Flows from Operating Activities	39,770	41,478	36,910	39,571	42,805
Cash Flows for Investing Activities	(10,923)	(13,448)	(16,095)	(13,984)	(12,794)
Cash Flows from (for) Financing Activities	(6,976)	439	2,998	(710)	(4,731)
Cash Dividend	(21,301)	(26,382)	(27,865)	(34,010)	(19,401)
Cash and Cash Equivalents at End of Year	9,154	8,583	6,497	10,548	19,681
<b>Financial Ratios</b>					
EBITDA Margin <sup>1</sup>	59%	54%	53%	57%	57%
Net Income Margin <sup>2</sup>	29%	28%	29%	33%	33%
Return on Assets <sup>3</sup>	27%	31%	30%	35%	32%
Return on Equity <sup>4</sup>	50%	51%	49%	54%	51%

Notes:

1. EBITDA divided by Revenues
2. Net Income divided by Revenues
3. Net Income divided by Average Total Assets
4. Net Income divided by Average Total Equity

## Operational Highlights

	2020	2019	2018	2017	2016
<b>Customers - in thousands</b>					
Postpaid	6,495	6,376	5,400	4,739	4,180
Prepaid	163,046	164,729	157,587	191,583	169,740
Total	169,542	171,105	162,988	196,322	173,920

### Legacy Business Drivers

MoU Total - in billion minutes	151	179	207	212	232
SMS Total - in billion units	39	54	77	135	183

### Core Business Drivers

Data-enabled Users - in thousands	115,938	110,253	106,553	105,808	84,729
Data Payload - in TB	9,654,742	6,715,227	4,373,077	2,168,245	958,733

### ARPU - in thousand Rupiah

Blended	44	46	41	43	45
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### Network Data - units

Total BTS-2G	50,252	50,297	50,310	50,324	50,344
Total BTS-3G/4G	180,920	161,938	138,771	110,381	78,689
Total BTS	231,172	212,235	189,081	160,705	129,033

### Employee Data

Total Employees (incl. subs & associated co)	5,371	5,465	5,535	5,461	5,191
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# A Pioneer for the Nation, 25 years in the Making





Throughout its 25-year history, Telkomsel has always been synonymous with innovation. Starting from the very beginning, Telkomsel has journeyed into today to become Indonesia's foremost digital telecommunication company by delivering innovations that bolster connectivity, strengthen the nation's unity, and enhance the quality of life of everyone in it. By harnessing powerful technology and embracing ingenuity, Telkomsel has blazed a trail and paved a path for the betterment of the Indonesian society. Looking ahead, Telkomsel aspires to progress together with the people, to rise and scale greater heights.

## 2020 Event Highlights

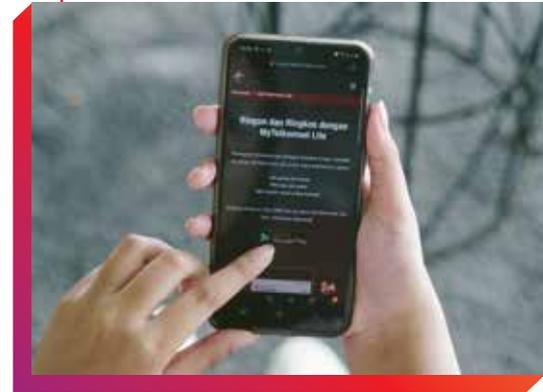


### Telkomsel Mitra Innovation (TMI) Made Series B Investment in Roambee

IoT service is one of Telkomsel's digital business growth engines. Synergy with Roambee, a US-based IoT-based logistics and asset monitoring startup that has been trusted by more than 300 companies worldwide, will add to Telkomsel's IoT portfolio and open up new opportunities for innovation to bring more mature and effective IoT technology to industry players. TMI's investment with MDI Ventures in Roambee was grounded upon the growing and promising market potential of the IoT industry in Indonesia. Telkomsel is aggressively developing the reach of Narrow Band - Internet of Things (NB-IoT) technology, and thus synergy with Roambee expanded the use case for Telkomsel's IoT development and supports the era of Industry 4.0.

### MyTelkomsel Application Presented the Latest Version to Improve User Experience

Telkomsel strengthened its customer service through the latest version of the MyTelkomsel digital touch point customer application, with several additional features. Now customers can buy credit and packages using electronic money with LinkAja and GoPay, while OVO, Dana, and Kredivo will be available soon. The UI/UX aspect was also improved, making for a more comfortable and smoother customer experience in using the application.



### Telkomsel Launched Mobile Game "Rise of Nowlin"

Telkomsel via Dunia Games strengthened its position as the leading mobile gaming application publisher by launching "Rise of Nowlin". This Open World MMORPG genre game was developed in collaboration with mobile game developer 8 Elements, and followed two game titles that had been launched by Dunia Games earlier, namely "ShellFire" (2018) and "Lord of Estera" (2019), all available for free on Google Play Store and App Store.



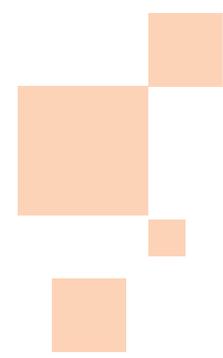
# January

# February



**by.U Presents the Latest Innovations Geared to the Young People’s Digital Lifestyle**

As the first digital prepaid cellular service in Indonesia, by.U continued to expand its service availability to reach more young people throughout Indonesia. New varieties of internet quota packages on offer continued to be added. Responding to requests for large quotas, in addition to the IDR 4 thousand for 1 GB quota for 1 day, and IDR 50 thousand for 10 GB for 30 days, by.U planned to launch other large quota packages. The latest innovation here was #RichGIGA, which provided an additional 2 GB quota for 7 days for customers who successfully invite their friends to use by.U using the referral link.



**Packages with Special Price and Free Data Quota for CloudX Corporate Business Solution Service**

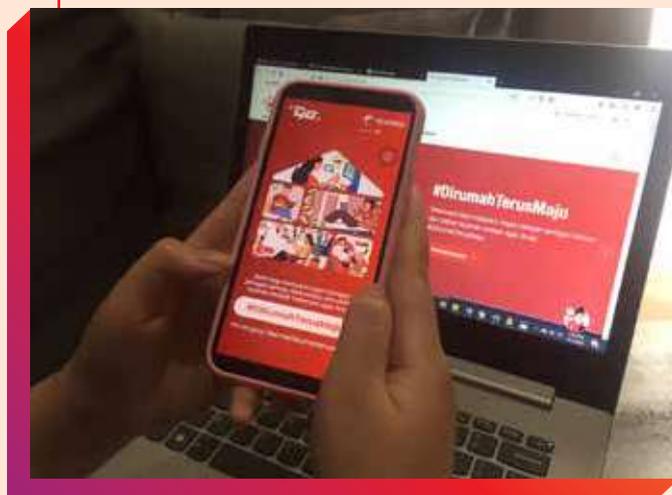
As a leading digital telecommunication company, Telkomsel presents the right solutions to respond to government policies that facilitate people to work from home. Through corporate business solution services, Telkomsel offers special prices and free data access for CloudX. CloudX is an enterprise digital solution providing communication, chat and meeting features accessible via tablets, mobile phones, and desktops.

# March



## #DiRumahTerusMaju to Overcome Covid-19 in Indonesia Together

The #DiRumahTerusMaju initiative is a movement inspired by the spirit of solidarity to protect Indonesia by synergizing all assets in Telkomsel's digital ecosystem in the fields of e-learning, e-health, e-commerce, e-donation and entertainment. With #DiRumahTerusBelajar, Telkomsel collaborates with e-learning platforms, higher education institutions, and the Ministry of Education and Culture to ensure smooth learning from home. With #DiRumahTerusProduktif, Telkomsel supports people's productivity and effectiveness as they work from home. With #DiRumahTerusTerhibur Telkomsel presents various quality films and videos through the MAXstream application, in collaboration with several international partners, to make people entertained at home. To maintain health and access application-based health information and services, Telkomsel collaborates with e-health application platforms Halodoc and Alodokter to present #DiRumahTerusSehat. Through #DiRumahTerusBerbagi, Telkomsel collaborates with crowdfunding platforms Kitabisa.com and Benih Baik. Meanwhile, with #DiRumahTerusTerhubung, Telkomsel provides various data quota packages at affordable prices, namely Kuota Keluarga and Combo Sakti, which offer large quotas to meet various needs of the customers to stay connected. And through #DiRumahTerusUpdate, Telkomsel presents the Kuota Ketengan Package for users to access their favorite social media without consuming the main quota.



# April



## Offering Mobile Security Service to Support WFH

Telkomsel offered a Mobile Security solution allowing employees to work from home safely (#DiRumahTerusAman) and maintain their productivity anywhere and anytime. This solution caters to customers from the enterprise segment, and maximizes collaboration and protects the confidentiality of corporate data through its core feature, the Unified Endpoint Management (UEM). Through its single integrated dashboard approach, UEM expedites organizations' management of vastly varying applications and contents on different devices running on different operating systems.



### 25 Years of Telkomsel: Consistent in Serving the Nation to Keep Moving Forward with Indonesia

In every phase that Telkomsel has gone through with the Indonesian people for the last 25 years, various challenges have been faced and overcome. Now in its 25<sup>th</sup> year, Telkomsel is giving a closer look at its primary objective. Telkomsel is determined to be a loyal companion in providing connectivity that can strengthen the socio-cultural aspects of society in adapting and adopting the “new normal” in every phase of the nation’s life.

# May

### myenterprise, Telkomsel myBusiness Service for Business Solutions for Corporate Segment

Telkomsel’s myBusiness unit launched myenterprise platform as a new solution for the corporate (enterprise) or business-to-business (B2B) segment. Presented in the form of a self-service platform, myenterprise makes it easy for corporate customers to access various corporate business solution products offered by Telkomsel.



### Telkomsel Boosted Service Readiness and Broadband Network for Customer Convenience During Eid al-Fitr 1441 H Events

In anticipation of the end of Ramadan and the start of Idul Fitri (RAFI) 1441 H period, Telkomsel ensured the availability of networks and services so that customers can stay in touch with each other virtually. This was emphasized by Telkomsel in a video conference entitled “Virtual Network Inspection RAFI 2020” with the Minister of Communication and Information of the Republic of Indonesia, Johnny G. Plate, on 22 May 2020. The activity was attended by Deputy Governor of East Java Emil Dardak, Head of the Central Java Communication and Informatics Office Rina Retnaningrum, and Sociologist Imam Prasodjo.



# May

## Online eSports Tournament “Indonesia Games Championship 2020”

The third edition of the Indonesia Games Championship (IGC) was held from May to September 2020, in collaboration between Dunia Games and Garena. The event was participated by more than 32,000 mobile game activists from all over Indonesia, competing for a total prize of more than IDR 1.6 billion. In light of the pandemic, IGC 2020 qualifying round was held online.



## Launching of VolTE to Strengthen the Roadmap Towards 5G

The soft launch of the Voice over Long Term Evolution (VoLTE) service marked a milestone for Telkomsel in commemorating its 25<sup>th</sup> anniversary. VoLTE is a telephone service based on the 4G LTE network that allows customers to connect to the internet without being interrupted when making phone calls, so that they can remain productive at home (#DiRumahBisaTerusProduktif) with a smooth internet connection for work and life.



## Telkomsel Releases Game “Kolak Express 3”

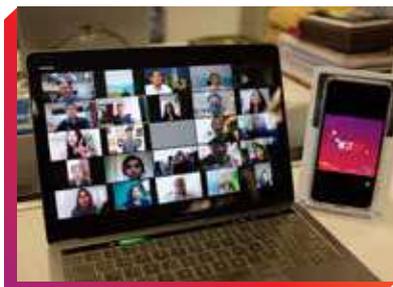
Dunia Games released their newest game with a simulation genre, “Kolak Express 3”. Available for free on the Google Play Store, this is the fourth game launched by Dunia Games.



# June

## The NextDev with Huawei Holds a Series of Webinars for Digital Ecosystem Activists

Since its launch in December 2019, The NextDev Hub has continued to bolster its commitment as a digital innovation center for the digital creative industry community in Indonesia. This effort was demonstrated through collaboration with Huawei. “The NextDev Hub X Huawei Webinar Series” took place on a weekly basis from June to August 2020. The series of online seminars discussed a wide range of market trends, from 5G optimization, cloud, Internet of Things, big data, to artificial intelligence for growing business.





**Telkomsel Releases Affordable Quota Assistance for Higher Education Institutions**

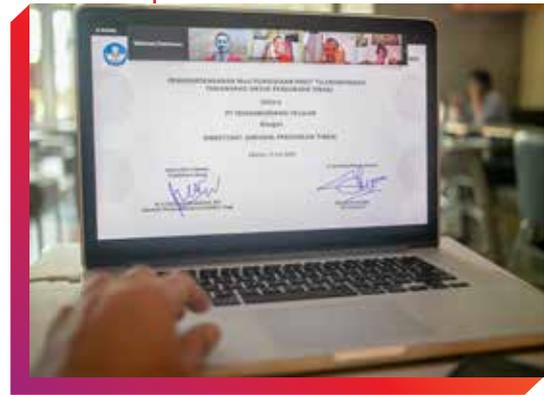
Telkomsel with the Directorate General of Higher Education of the Ministry of Education and Culture of the Republic of Indonesia delivered the Affordable Quota Assistance program for higher education institutions. Through this collaboration, Telkomsel presented special packages of internet quota packages and CloudX quota for lecturers, educators, employees, and students. This data package has a quota of up to 50 GB, with prices starting from IDR 40 thousand, which can be activated via MyTelkomsel application or via access menu (UMB) \*168#.

**Telkomsel Orbit Presented Wholly-Digital Home Internet Solutions**

Telkomsel introduced its latest digital solution for customers to enjoy smarter, faster and more reliable connectivity: Telkomsel Orbit. It allows users to enjoy premium feature wireless connectivity based on the 4G LTE network that is widely accessible to various devices at home. Telkomsel Orbit was initially launched in 50 cities throughout Indonesia.



July



**Telkomsel Enriched the Digital Ecosystem in Indonesia through Tinc Batch 5 Program**

Through Tinc (Telkomsel Innovation Center) Batch 5, Telkomsel targeted collaboration with local innovators to present a variety of digital solutions from all over Indonesia. In 2020, Tinc focused on innovation in areas such as Internet of Things (IoT), machine learning, artificial intelligence, advertising technology, financial technology (fintech), and other digital-based solutions to enrich of the digital ecosystem that plays a role in every phase of people's lives.

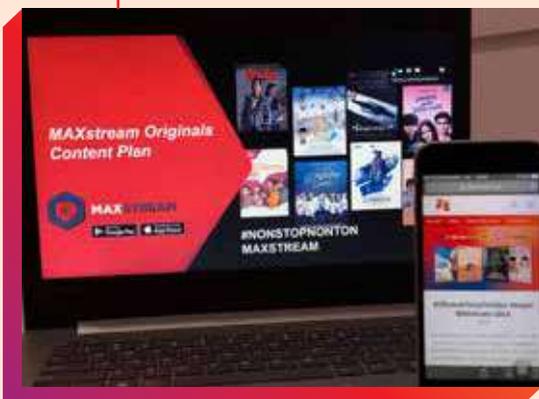
### MAXstream Presents the Latest Range of Special Content

MAXstream, Telkomsel's trailblazing video on-demand (VOD) platform, presented a variety of original series content and the latest special programs of reality shows, music concerts, to online graduation. This move emboldened MAXstream's commitment as a one-stop service VOD platform. A number of original series and special programs on MAXstream included "Passion Project", "Wisuda Online 2020", "25 Tahun Berkarya Melly Goeslaw dan Anto Hoed", and "Lebih Dekat dengan Raffi dan Gigi".

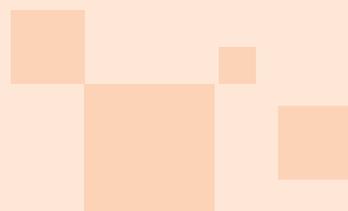


### Commemorating Indonesia's 75<sup>th</sup> Anniversary of Independence, Telkomsel Kept Moving Forward with Indonesia

Telkomsel commemorated the 75<sup>th</sup> anniversary of Indonesia's Independence Day with the spirit to provide telecommunication access throughout Indonesia, which also delivered a momentum for Telkomsel to raise its efforts as a leading digital telecommunication company to provide digital connectivity, digital platforms, and digital services, in fostering a digital ecosystem that is inclusive and sustainable across the archipelago.



# August



### Telkomsel launched the Merdeka Distance Learning (MBJJ) program

Telkomsel is fully committed to support the Internet Data Quota Subsidy Program from the Ministry of Education and Culture, aimed at empowering distance learning activities of students and teachers during the Covid-19 pandemic. To deliver more value to society, Telkomsel launched the Merdeka Distance Learning (MBJJ) program, offering a special starter pack with the advantages of a 10GB study quota package and an 11GB renewal quota package worth IDR 5 thousand.



### Telkomsel DigiAds Innovation Bolstered Indonesia's Digital Advertising Sector

Telkomsel DigiAds is an integrated digital advertising solution provider that is part of Telkomsel's digital transformation. Released in 2013, Telkomsel DigiAds offers a complete digital advertising solution through four main pillars: Messaging, Display, Rewards, and Banking. Telkomsel DigiAds comprehensive solutions help companies run various digital marketing campaigns that are effective, efficient, and on target, for boosting awareness, traffic, and sales. Its flagship feature, ROLi, allows users to obtain various information and win prizes by interacting with its content, features and programs.

### Telkomsel Tech Titans League, a Competitive Platform for Leading Tech Talents in Indonesia

Telkomsel presented the Tech Titans League, a new program for prominent technology talents in Indonesia to sharpen their knowledge and expertise. Telkomsel's Tech Titans League consisted of a series of events conducted entirely online. In its initial run, the event chose data analytics as its main theme, considering this field's key importance in the digital era and in powering the 4.0 Industrial Revolution. Telkomsel's Tech Titans League is open for public and the registration phase was from September to October 2020.



### Collaboration with Disney+ Hotstar

Through Telkomsel's collaboration with Disney+ Hotstar, prepaid and postpaid customers can access Disney+ Hotstar services through MyTelkomsel application, by accessing \*363\*999#, and MAXstream application. Disney + Hotstar subscription packages and MAXstream quota are available from IDR 20 thousand, along with additional 3 GB MAXstream quota every month that can be used to access Disney+ Hotstar and MAXstream. This service is offered in four subscription options, namely for 1, 3, 6, and 12 months.



### Telkomsel Held the 2020 Digital Creative Millennials to Accelerate Digital Transformation of Indonesian MSMEs

Digital Creative Millennials has been Telkomsel's annual CSR program since 2018. In commemorating the Youth Pledge Day, Digital Creative Millennials focused on assisting MSMEs advance through a series of training and education and online workshops related to digital transformation in the MSME sector. The events featured highly experienced entrepreneurs as the speakers.

### Telkomsel Transferred Ownership of 6,050 Towers to Mitratel

Telkomsel undertook a corporate action to restructure its business portfolio by gradually transferring 6,050 telecommunication towers it had previously owned to Mitratel. This process is slated to be completed by the end of the first quarter of 2021. The event was marked by the signing of a Conditional Sale and Purchase Agreement between the two parties. In the future, Telkomsel will focus on strengthening the digital ecosystem by ensuring availability and even distribution of the best digital services in Indonesia.



### by.U Trusted by Generation Z as the Digital Brand of Choice

by.U won the title as the brand of choice for Generation Z in Indonesia at the Marketeers Youth Choice Brands of the Year 2020 event. At this inaugural award event, by.U was proclaimed winner in the Digital Operator category. Telkomsel as the initiator of by.U also received an award in the Telecommunication Operator category. The announcement of winners was done online at the Marketeers XFest 2020 event on 25–26 November 2020.

### Collaboration between Telkomsel and Gojek Strengthened Indonesia's Digital Economy

Telkomsel made an investment in Gojek, the leading on-demand and payment platform in Southeast Asia. This investment will underpin the collaboration of the two companies in accelerating digital transformation in the country. This collaboration was an extension of Gojek and Telkomsel's previous collaboration, through which Telkomsel has offered affordable data packages to Gojek driver partners since 2018.



# December



## Telkomsel Released “Three Kingdoms: Quest of Infinity”, a Friendly Game for Various Devices

Dunia Games launched its third game in 2020, “Three Kingdoms: Quest of Infinity”, with the support of PT Melon Indonesia. This game presents new challenges for mobile gaming fans in Indonesia in the form of tactical battles.

## Telkomsel Brought Enthusiasm for Everyone to Welcome Christmas 2020 and New Year 2021

Entering the Christmas 2020 and New Year 2021 festive season, Telkomsel held a number of activities and programs to bring enthusiasm to all Indonesians. The activities included securing and improving the quality of broadband networks, loyalty programs along with superior digital product promos, and sharing with others through CSR programs in the form of distribution of basic food packages and gift parcels to 15,000 orphans, disadvantaged groups, and underprivileged people, as well as assistance in the form of basic food packages and cleaning kit for 250 foundations, orphanages, and churches.



## Synergy of Telkomsel - Gojek Strengthened SME Digitalization and Driver Partners' Productivity

Continuing its previous collaboration with Gojek, Telkomsel further deepened its penetration in expanding and strengthening SME digitalization by providing support to more than 20 thousand of its reseller/outlet partners to join Gojek's GoShop digital ecosystem, allowing them to expand their business reach. In addition, Telkomsel continued to boost the productivity of Gojek's driver partners by promoting Paket Swadaya Telkomsel, which had been geared to cater to these drivers' very needs.

# Awards & Accolades

Telkomsel received **national and international awards in 2020 across a wide range of categories**, reflecting its commitment to continuous excellence in business and customer service, a good corporate image, corporate social responsibility and customer experience.



Indonesia CX  
Customer  
Experience  
Champions  
2020 - *simPATI*  
(Prepaid Card)



Indonesia CX  
Customer  
Experience  
Champions  
2020 - GraPARI  
(Customer  
Touch Point)



Indonesia CX  
Customer Experience  
Champions 2020 -  
Telkomsel Orbit (Home  
Internet Wireless  
Broadband)



World Branding Awards -  
Telkomsel (Brand of The Year  
2020-2021)



Frost & Sullivan -  
2020 Excellence  
in Customer  
Experience



Opensignal Award -  
Telkomsel



International  
Finance Awards  
2020 - Most  
Innovative Telecom  
Service Provider -  
Indonesia 2020



CIPS Asia Supply  
Management Awards  
2020 - People  
Development Winner



CIPS Asia Supply  
Management Awards 2020  
- Collaborative Teamwork  
Winner

BUMN Marketeers Awards 2020 - Telkomsel  
(Silver Winner)



Marketeers Youth  
Choice Award 2020  
- by.U

Marketeers Youth  
Choice Award 2020 -  
Telkomsel



Iconomics CSR Award 2020 - Telkomsel  
(Inisiatif Tanggap Darurat COVID-19)



Marketing Continuity Brand  
Appreciations - by.U



Marketing Sustainability  
Brand Appreciations -  
Telkomsel



Anugerah Humas Indonesia - Telkomsel (Terpopuler di Media Digital 2020)



Anugerah Humas Indonesia - Setyanto Hantoro (Direktur Utama Telkomsel)



PR Indonesia Award - Most Popular Leader in Social Media 2020 (Setyanto Hantoro - Direktur Utama Telkomsel)



Indonesia Wow Brand 2020 - Telkomsel (Gold Champion)



Top Digital Awards 2020 - Telkomsel (Level Stars 5)



Millennial's Top Brand Award 2020 - Telkomsel (1st Millennial's Choice Brand)



PR Indonesia Awards 2020 - by.U (Gold Winner)



PR Indonesia Awards 2020 - Let's Rebound and Go Digital (Gold Winner)



PR Indonesia Awards 2020 - Telkomsel

## Corporate Image

TOP Digital Awards 2020	Setyanto Hantoro (President Director) - Top Leader on Digital Implementation 2020
International Finance Awards 2020	Most Innovative Telecom Service Provider - Indonesia 2020
World Branding Awards	Telkomsel - Brand of The Year 2020-2021 (Telecommunications - Mobile - Indonesia)
CIPS Asia Supply Management Awards 2020	Telkomsel - Collaborative Teamwork Winner
CIPS Asia Supply Management Awards 2020	Telkomsel - People Development Winner
Cloudera Data Impact Awards 2020	Telkomsel - Industry Transformation
Indonesia Most Admired Company Award 2020	Telkomsel - Top 3 Most Admired Companies (Telecommunication Sector)
Corporate Branding PR Awards	Telkomsel - Best Corporate Branding 2020
Selular Awards 2020	Best Contact Center - Telkomsel
GATRA Icon Awards 2020	Best " <i>Inovasi Peningkatan UMKM Melalui Basis Digital</i> "
Inhouse Magazine Award 2020	E-Magazine Sub Kategori Perusahaan Swasta Nasional
BUMN Marketeers Awards 2020	Telkomsel - Silver Winner - The Most Promising Company in Marketing 3.0
Indonesia Wow Brand 2020	Telkomsel - Gold Champion (Cellular Operator Category)
Millennial's Top Brand Award 2020	Telkomsel - 1 <sup>st</sup> Millennial's Choice Brand in Cellular Telecommunication Provider Category
TOP Digital Awards 2020	Telkomsel - Top Digital Implementation 2020 on Telecommunication Sector - Level Stars 5
TOP Digital Awards 2020	Telkomsel - Top Digital Transformation Readiness 2020

## Corporate Social Responsibility

Iconomics CSR Award 2020	Telkomsel ( <i>Sektor Telekomunikasi</i> ) <i>Inisiatif Tanggap Darurat COVID-19 - Dukungan Kesehatan Medis dan Pendidikan Online</i>
Iconomics Indonesian CSR Brand Equity Award 2020	Telkomsel - CSR Brand Equity
Selular Awards 2020	Telkomsel - Best Social Contribution

## Customer Experience

Frost & Sullivan - 2020 Excellence in Customer Experience	Telkomsel - Best in Mobile Experience (Telecommunications Industry)
Frost & Sullivan - 2020 Excellence in Customer Experience	Telkomsel - Best in Net Promotor Score (Telecommunications Industry)
Indonesia CX Customer Experience Champions 2020	<i>simPATI</i> (Prepaid Card) - Champion Indonesia Customer Experience 2020
Indonesia CX Customer Experience Champions 2020	Telkomsel Orbit (Home Internet Wireless Broadband) - Champion Indonesia Customer Experience 2020
Indonesia CX Customer Experience Champions 2020	GraPARI (Customer Touch Point) - Champion Indonesia Customer Experience 2020

## Public Relations

PR Indonesia Award	Most Popular Leader in Social Media 2020 - Kategori CEO Anak Usaha BUMN - Setyanto Hantoro (Direktur Utama Telkomsel)
Anugrah Humas Indonesia	Terpopuler di Media Digital 2020 - Kategori Pemimpin Anak BUMN (Setyanto Hantoro - Direktur Utama Telkomsel)
PR Indonesia Awards 2020	Telkomsel by.U - Gold Winner (Kategori Anak Usaha BUMN - Sub Kategori Aplikasi)
PR Indonesia Awards 2020	Telkomsel Transformation: Let's Rebound and Go Digital - Gold Winner (Kategori Anak Usaha BUMN - Sub Kategori Digital PR)
PR Indonesia Awards 2020	Telkomsel (Kategori Terpopuler di Media - Sub Kategori Anak Usaha BUMN)
PR Awards 2020	Telkomsel - Best Insight Driven - Silver Winner
PR Awards 2020	Best PR by In House Communications Team - Finalist
PR Awards 2020	Best Employee Engagement - Finalist
PR Awards 2020	Best Use of Content - Finalist
Anugrah Humas Indonesia	Terpopuler di Media Digital 2020 - Kategori Anak BUMN (Telkomsel)
Teropong Public Relations Award 2020	Telkomsel - Best Use of Digital Innovation
Teropong Public Relations Award 2020	Telkomsel - Best of Media Relation

## Product & Marketing

Selular Awards 2020	Most Innovative Data Package - by.U
Selular Awards 2020	Best Digital Services - CloudX
MarkPlus Marketing Continuity Brand Appreciations	Marketing Continuity Brand - by.U
MarkPlus Marketing Sustainability Brand Appreciations	Marketing Sustainability Brand - Telkomsel
Marketeers Youth Choice Award 2020	Telecommunication Operator - Telkomsel
Marketeers Youth Choice Award 2020	Digital Operator - by.U
Indonesian Esports Awards 2020	Favorite Non-publisher Esports Tournament: Indonesia Games Championship 2020
The Marketing Events Awards 2020	Telkomsel Dunia Games - Best Consumer Event: eSports (Finalist)
The Marketing Events Awards 2020	Telkomsel - Best Use of Multi Channel Marketing (Finalist)

## Network

Opensignal Award	Telkomsel - Video Experience
Opensignal Award	Telkomsel - Voice App Experience
Opensignal Award	Telkomsel - Latency Experience
Opensignal Award	Telkomsel - Download Speed Experience
Opensignal Award	Telkomsel - Upload Speed Experience
Opensignal Award	Telkomsel - 4G Coverage Experience

# ISO Certification

## CUSTOMER SERVICE

# 80

of Telkomsel's GraPARI  
were awarded ISO  
9001:2015 certification

### Telkomsel's GraPARI:

- Banda Aceh
- Batam Center
- Batam Penuin
- Belitung
- Bengkulu
- Binjai
- Dumai
- Jambi
- Kisaran
- Kualanamu
- Lampung
- Lhokseumawe
- Lubuk Linggau
- SKA Pekanbaru
- Meulaboh
- Ring Road City Walks Medan
- Muara Bungo
- Padang
- Padang Sidempuan
- Palembang Icon
- Pekanbaru
- Sibolga
- Tanjung Balai Karimun
- Tanjung Pinang
- Tembilahan
- Center Point Medan
- Central Park Jakarta Barat
- Cianjur
- Cibubur
- Cilegon
- Dago Bandung
- Gandaria City Jakarta Selatan
- Wisma Alia
- Karawang
- Serang
- Sukabumi
- Terminal 3 Bandara Soetta
- Tasikmalaya
- Banyuwangi
- Denpasar
- Gresik
- Jember
- Kediri
- Kudus
- Kupang
- Kuta
- Madiun
- Malang
- Mataram
- Pondok Jati
- Probolinggo
- Purwokerto
- Renon
- Ciputra Semarang
- Semarang Pahlawan
- Solo
- Bukit Darmo Surabaya
- Surabaya Pemuda
- Tegal
- TTC HR Muhammad Surabaya
- WTC Surabaya
- Yogyakarta
- Ambon
- Banjarmasin
- Bontang
- Gorontalo
- Jayapura
- Kendari
- Makassar
- Manado
- Manado Town Square
- Manokwari
- Palangkaraya
- Palu
- Pare-Pare
- Pontianak
- Samarinda
- Sudirman Balikpapan
- Tarakan
- Timika

We are committed to providing the highest customer satisfaction in accordance with the International ISO 9001:2015 standard. This is the international standard for quality management, indicating that we have achieved consistency in delivering high quality services and guaranteed customer satisfaction.

In 2020, we maintained ISO certification for 80 GraPARI, reflecting the quality of our maintenance.

## INFORMATION TECHNOLOGY

Telkomsel received ISO/IEC 27001:2013 certification from BSI for the management of information security in provision of Billing, Rating and Charging, Mobile Financial Management (E-Wallet), Service management, Order & Fulfillment Management, Customer Management (Prepaid, Postpaid, Customer Data Support), Supply Chain & Resource Management, Sales & Channel Management, Business Intelligence Management, Financial Management, Messaging and Notification Management, Telco Network Infrastructure and Surrounding Billing Environments. This is in accordance to the Statement of Applicability ISMS/M01 Version 10.2 issued in May 2020.





# Remarks from the Management

# 02.

## Remarks from the President Commissioner

### Dear Shareholders,

Economic growth in 2020 was beset by enormous pressures as the Covid-19 pandemic disrupted economic activities and spawned severe recessions worldwide. Lockdown measures imposed by various governments around the globe had practically almost stopped the activities in many sectors, bringing industrial as well as social activities to a standstill. Although global economic activity started to rebound by the third quarter of 2020, many institutions expect the recovery process to be protracted and subdued.

After having contracted by 4.3% in 2020, global economy is projected to expand by around 4.0% in 2021. Nevertheless, despite renewed growth following the vaccine rollout in many countries across the world, global economic output for the year is expected to only reach below pre-pandemic levels. Global investment has been significantly on the decline, especially in emerging markets and developing economies as they struggled with virus outbreaks. Facing this crisis, governments and financial authorities around the world had responded by implementing numerous fiscal policies, such as fiscal stimulus supported by monetary expansion and policy relaxation in the financial sector.

Though recording its first full-year contraction of 2.07% since the 1998 financial crisis, Indonesia's GDP in the fourth quarter of 2020 was actually showing signs of economic recovery. Supported by government stimulus and growth in household consumption, GDP in the fourth quarter shrank only by 2.19% YoY, an improvement compared to the -3.49% growth in the third quarter of 2020. Overall, Indonesia's recovery is expected to be gradual over the current year, amid uncertainty looming over slow rollout of vaccinations and a slew of new virus variants.

**Telkomsel's next step is to become a fully digital telecommunication company by leveraging our assets and digital capabilities to accelerate and continue expanding our digital ecosystem.**



**Wishnutama Kusubandio**  
President Commissioner

The telecommunication industry, given its increasingly essential position in the society, empowering every activity from the densest urban agglomerations to the remotest villages on the frontier, is undergoing a historic transition. Yet as globally the number of users of telecommunication services has been steadily rising in this era of social distancing, the pandemic has also presented the industry with enormous headwinds. Weaker purchasing power and lower consumer spending have markedly impacted the industry, stalling its growth potential. The interplay of slowing economy and intense pressures on mobile data pricing structure resulting from fiercer market competition has ultimately led to increased strain on the industry's revenue and profitability.

### **SUPERVISION OF STRATEGIC EXECUTION IN 2020 - EXCELLENCE AGAINST ADVERSITY**

Facing this vast yet highly competitive landscape, Telkomsel took some key tactical actions while continually accelerating the shift from its legacy business to Data. More importantly, we understood the increased need for affordable products and services during the Covid-19 crisis. We have been standing with the community to weather

this together, ensuring a strongly satisfying experience for all our customers, through our affordable and reliable products and services. And as part of the Indonesian nation, we provided extensive support to the government's data subsidy package rollout for students and teachers across the country.

The Board of Commissioners has assessed the performance of the management of Telkomsel throughout 2020 in accordance with its duties and responsibilities, including to review Telkomsel's business continuity regularly. Based on the results Telkomsel has achieved, the Board of Commissioners hereby acknowledges the Board of Directors' excellent performance in navigating Telkomsel through the challenging environment. The Board of Directors has managed to build a robust foundation for Telkomsel's Digital business to flourish in a sustainable way in this era of great uncertainty. We believe that cultivating the Digital business is crucial to affirming Telkomsel's dominance in the Indonesian telecommunication industry in the future.

In 2020, Telkomsel managed to sustain performance in both financial and non-financial aspects. In financial terms, Telkomsel booked solid Revenue, EBITDA & Net Income, with healthy levels of profitability. In what was a truly tough year for us all, it was heartening to witness Telkomsel's return to growth as shown by an uptick in the final quarter of 2020.

In the non-financial aspect, the Board of Directors continued to augment Telkomsel's network coverage and quality by increasing the number of BTS operated. Connectivity remains a core element in our business, even as we are ramping up our digital transformation through a multitude of digital innovations and initiatives. Thus, our services, platforms, and connectivity continue to be improved, so that we can deliver the most enriching and wholesome digital experience to our customers. This is how the management is bringing Telkomsel's aspiration, to become a leading digital telecommunication company, to fruition. We understand that these achievements stem from the support and dedicated work from all T-Flyers, whose talents we persistently cultivate, and the good corporate governance principles we espouse. And it has been delightful to see how Telkomsel has managed to achieve a balanced and sustainable growth that is meaningful to shareholders and stakeholders alike.

### **VIEW ON BUSINESS PROSPECTS - KEEP MOVING FORWARD AND RISE TOGETHER**

Telkomsel's next step is to become a fully digital telecommunication company by leveraging our assets and digital capabilities to accelerate and continue expanding our digital ecosystem. This is a natural progression for us, a company that has been at the forefront of the industry over the course of our 25 years. And it will be a more prominent and impactful transformation

compared with the previous ones we have gone through. This evolution, as formulated in Telkomsel's plan on growth strategy, will be underpinned by a plethora of new offerings in terms of digital content and lifestyle choices for our customers, and by potent synergies with our digital partners from both domestic and international scenes that will help us expand our market share, and most importantly, keep our customers engaged. Telkomsel's digital telecommunication strategy, focused on 5G rollout, will open up exciting avenues for an ever-deeper technological integration in our lives. This strategy will be the engine of our transformation, unlocking and enhancing our digital capabilities in the bold, new playgrounds of possibilities emerging on the horizon.

Telkomsel's performance in 2020 has validated our strong drive in enhancing our product offerings and digital capabilities, and thus we will continue to focus on customer needs and long-term growth. We aim to strengthen our customer engagement as the basis of our strategic direction in 2021. With that in mind, Telkomsel will go one step further beyond connectivity and provide extended digital services and solutions supported by a superior network quality, and uphold the principle of performance excellence and sustainability along the way.

## CORPORATE GOVERNANCE

Good corporate governance is critical for our long-term operations. The Board of Commissioners is responsible for supervising the governance implementation in the Company, as well as advising and supervising the Board of Directors' actions through regular meetings, reporting, and discussions.

In conducting these tasks, the Board of Commissioners has been assisted by three committees under the Board of Commissioners: the Audit Committee, the Remuneration Committee, and the Capital Expenditure, Financing and Management Process (CFMP) Committee. These committees have greatly expedited the Board of Commissioners' tasks and meticulously examined key aspects of corporate governance, thus ensuring that the business is run accountably and sustainably.

As a result, I am pleased to report that Telkomsel's financial statements once again received an unqualified opinion from the auditors in 2020.

## CHANGES TO THE BOARD OF COMMISSIONERS

The composition of the Board of Commissioners saw some changes during this reporting period. In June 2020, Harry M. Zen was honorably discharged

from the Board of Commissioners, and Heri Supriadi was appointed in his place. In November 2020, Heri Supriadi was honorably discharged, and was replaced by Sutrisno Saidi Tatetdagat. In February 2021, Ririek Adriansyah was honorably discharged as President Commissioner, and I was appointed in his place, while Sutrisno Saidi Tatetdagat was also honorably discharged and Heri Supriadi was reappointed.

## ACKNOWLEDGEMENTS

I hereby express our gratitude to all stakeholders, the Board of Directors and employees, for the support and collaboration throughout this critical juncture in our time. We also extend our thanks to our valued customers and distinguished partners for their loyalty, trust, and support. In the years to come, Telkomsel is committed to serving Indonesia through its digital offerings, helping to boost the nation's digital talents' preparedness and proficiency, in our pursuit of enduring prosperity.

Sincerely yours,



**Wishnutama Kusubandio**  
President Commissioner

## The Board of Commissioners



**Paul Dominic O'Sullivan**  
Commissioner

**Nanang Pamuji Mugasejati**  
Commissioner

**Heri Supriadi**  
Commissioner



**Wishnutama Kusubandio**  
President Commissioner

**Yuen Kuan Moon**  
Commissioner

**Yose Rizal**  
Commissioner

## Profile of the Board of Commissioners



### **Wishnutama Kusubandio**

President Commissioner

Mr. Wishnutama Kusubandio has been the President Commissioner of Telkomsel since February 2021. He was previously the Minister of Tourism and Creative Economy of the Republic of Indonesia (2019-2020).

During his career, Wishnutama has held various strategic roles, mainly within the media, digital and creative industry. He was the President Director at Trans 7, President Director at Trans TV, Director at Detik.com, President Director at NET TV, Commissioner at Kumparan and Commissioner at Tokopedia. In 2018 he was appointed as the Creative Director of the Opening and Closing Ceremonies for the Asian Games.

Graduating from Mount Ida College Massachusetts with a Communication degree, Wishnutama also attended The Military College of Vermont, Norwich University and Emerson College studying television production. He's also actively participated in various executive programs including GE Management Development Institute, Crotonville, New York and Harvard Business School, Boston, Massachusetts.

His achievements in the industry have been recognized through many prestigious awards, such as Indonesia's Influential Person in Creative Industry Awards IdeaFest 2017, Best Digital Talent - Digital Business Leader Bubu Awards Indosat Ooredoo IDByte 2017, The Best Chief Strategy Execution Officer Across All Industries on The Annual Strategy-Into-Performance Execution Excellence (SPEX2) Awards 2016 from Tempo Media Group, The 500 Most Influential CEOs in The World according Richtopia UK 2015, Marketeer of the Year, Indonesia Marketing Champion 2015 on Broadcast, TV, Media category, and The Best CEO from SWA Magazine 2010.



## Yuen Kuan Moon

Commissioner

Mr. Yuen Kuan Moon has been on the Board of Commissioners since September 2009. He is concurrently Singtel's Group Chief Executive Officer (2021-present).

Since joining Singtel in 1993, Moon has held several leadership roles, including Vice President of Regional Operations, Executive Vice President of Digital Consumer, Chief Executive Officer Consumer (2012-2020) as well as Group Chief Digital Officer (2018-2020).

In 2003, he was posted to Telkomsel as General Manager of Product Development and appointed as Director of Commerce (2005-2007).

He is a board member of GSMA, Singapore Institute of Management Group Limited and SkillsFuture Singapore. He is also a member of the Advisory Council of the Lifelong Learning Endowment Fund and the Digital Readiness Council at the Ministry of Communications and Information.

He is an engineering graduate with a First-Class Honors degree from the University of Western Australia and holds an MSc in Management from Stanford University, USA.



## Yose Rizal

Commissioner

Mr. Yose Rizal has served as a Commissioner of Telkomsel since May 2017. Currently, he is the Chairman and Founder of MediaWave Group - a big data and digital company, Founder of PoliticaWave - a political social media monitoring and analytics, and an extraordinary lecturer and business mentor for the Master of Business Administration at the School of Business and Management - the Bandung Institute of Technology. He has also been the Head of Digital and Big Data, The Indonesian Public Opinion Survey Association (Persepi) since 2019.

Previously, he was the Business Director of Snoop Mobile Media (2008-2010), Director of Azka Megah Dirgantara (2003-2008), and Director of Bandung Information Technology (2000-2004). He was also the Head of Research and Measurement at Indonesia Digital Association since (2014-2020), Chairman of the Business Data Department at the West Java Trade Chamber (2009-2013), Chairman of the Creative Industry Compartment at BPP Indonesian Young Entrepreneurs Association (2009-2010), and General Secretary of Indonesian Young Entrepreneurs of West Java (2006 -2009).

He holds a bachelor's degree in urban & regional planning from the Bandung Institute of Technology in 2003. He was also an alumnus of the Indonesian National Resilience Institute (Lemhanas RI) in 2021.

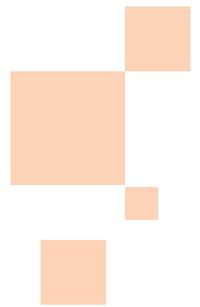
He is often asked to act as a speaker at public forums, lead forums, national media and TV, also national and international seminars.



### **Nanang Pamuji Mugasejati**

Commissioner

Mr. Nanang Pamuji Mugasejati has served as a Commissioner of Telkomsel since November 2019. In October 2019, he was appointed as a Special Assistant to the Indonesian State-Owned Enterprises Minister for talent development and technology innovation, with the task of providing advice to the Minister on upgrading SOE competitiveness for the global market. He is presently the Director of the Center for Digital Society (CFDS) at the Faculty of Social and Political Sciences, Gadjah Mada University, Yogyakarta, which conducts research on digital transformation in Indonesia (2015-present). He also teaches at the Department of International Relations, Faculty of Social and Political Science, Gadjah Mada University, Yogyakarta (2008-present). He previously served as CEO at Forbil Institute, a leading think tank organization in Yogyakarta that promotes policies for global competitiveness (2018), as well as a Commissioner at Krakatau Steel (2017-2019). He earned a PhD in International Relations in 2001 from Universitas Gadjah Mada followed by a stint at the Graduate School of International Development (GSID) at Nagoya University, Nagoya. His area of expertise is global competitiveness in the era of digital disruption.



## Paul Dominic O'Sullivan

Commissioner

Mr. Paul Dominic O'Sullivan has been a Commissioner of Telkomsel since January 2010. He has also served as Chairman of Optus since October 2014.

Concurrently, Paul is Chairman for Australian and New Zealand (ANZ) Banking Group Limited and Western Sydney Airport Company. He is also Board of Directors' member of Coca-Cola Amatil Limited, Australian Tower Network Pty Ltd and St Vincent's Health Australia (SVHA).

Paul previously held several strategic roles within Singtel Group and Optus. He was Chief Executive Officer of Singtel Group Consumer (2012-2014) and Chief Executive Officer of Optus, Australia (2004-2012).

He holds a BA (Mod) Economics from Trinity College, University of Dublin, and is a graduate of the Advanced Management Program of Harvard University, USA.



## Heri Supriadi

Commissioner

Mr. Heri Supriadi rejoined the Board of Commissioners at Telkomsel in February 2021. Concurrently, he is the Chief of Financial Officer at PT Telkom Indonesia (Persero) Tbk (2020-present) and President Commissioner of PT Graha Sarana Duta (2020-present).

Heri previously held several strategic roles, such as President Commissioner of PT Fintek Karya Nusantara (LinkAja) (2019-2020), Director of Finance at Telkomsel (2012-2020), Commissioner of PT Telkomsel Mitra Inovasi (2019-2020), President Director of PT Graha Sarana Duta (2010-2012), Commissioner of PT Multimedia Nusantara (Metra) (2008-2011), and Vice President of Subsidiary Performance at Telkom Indonesia (Persero) Tbk (2007-2010).

He holds a Bachelor of Engineering from Institute of Technology Bandung (1991), an MBA from Saint Mary's University, Canada (1997), also a Doctoral degree in Business Management from Padjadjaran University, Bandung (2013). He has attended several executive programs at Harvard Business School, Kellogg School of Management, Euro Money, and University of Auckland Business School.



### **Ririek Adriansyah**

President Commissioner (served until February 2021)

Mr. Ririek Adriansyah was President Commissioner of Telkomsel from May 2019 to February 2021. He is currently the President Director of PT Telkom Indonesia (Persero) Tbk. He has held various strategic positions at PT Telekomunikasi Indonesia (Telkom) and Telkom Group since 1990 including as President Director of Telkomsel (2015-2019), Director of Wholesale & International Service at Telkom (2013-2014), Director of Compliance and Risk Management at Telkom (2012-2013) and has also served as President Director at PT Telekomunikasi Indonesia International (Telin), a subsidiary of Telkom (2011-2012), Director of Marketing & Sales at Telin (2010-2011), Director of International Carrier & Services at Telin (2008-2010) and Deputy Executive General Manager of the Infratel Division at Telkom (2004-2008). He earned a degree in Electronic Engineering from the Bandung Institute of Technology (ITB) in 1989.



### Sutrisno Saidi Tatetdagat

Commissioner (served until February 2021)

Mr. Sutrisno Saidi Tatetdagat joined the Board of Commissioners at Telkomsel from November 2020 to February 2021. Before joining Telkomsel, Sutrisno has held several executive leadership positions for more than a decade.

Sutrisno began his career journey over 30 years ago. He joined PT TIMAH Tbk, as a Management Trainee and worked his way up to be one of the senior leaders. Sutrisno was a member of the Board of Directors for several subsidiaries of PT TIMAH Tbk. He also served as President Director at PT Timah Investasi Mineral and PT Truba Bara Banyu Enim. Subsequently, in 2017, he was appointed as a Business Development Director for PT ANTAM Tbk, and served in this role for more than two years.

Sutrisno earned a bachelor's degree in Mining Engineering from Sriwijaya University in 1989. Afterward, in 2001, he earned his master's degree from IPMI Business School. Sutrisno also completed an executive education program at Harvard Business School in 2018.



### Harry M. Zen

Commissioner (served until June 2020)

Mr. Harry M. Zen was a member of the Board of Commissioners of Telkomsel from August 2016 to June 2020. He served as the Chief Financial Officer of PT Telkom Indonesia (Persero) Tbk since April 2016. He has concurrently served President Commissioner of PT Graha Sarana Duta since 2016. He previously held various strategic positions including as President Director of PT Credit Suisse Securities Indonesia (2008-2015), Director of Barclays Capital (2007-2008), Co-Head Investment Banking of PT Bahana Securities (2001-2007) and Assistant Vice President of Citibank - Corporate Banking. He was named Best CFO in Compliance & Governance at the CFO BUMN Award 2019, Asia's Best CFO for two consecutive years at the 9<sup>th</sup> and 8<sup>th</sup> Asian Excellence Award in 2019 and 2018, and Finance Asia's Best CFO 2018. He holds a Bachelor degree in Metallurgical Engineering from the University of Indonesia and a Master of Business Administration in Corporate Finance and Financial Institutions & Market from the State University of New York at Buffalo, USA.



## Remarks from the President Director

### Our Esteemed Shareholders and Stakeholders,

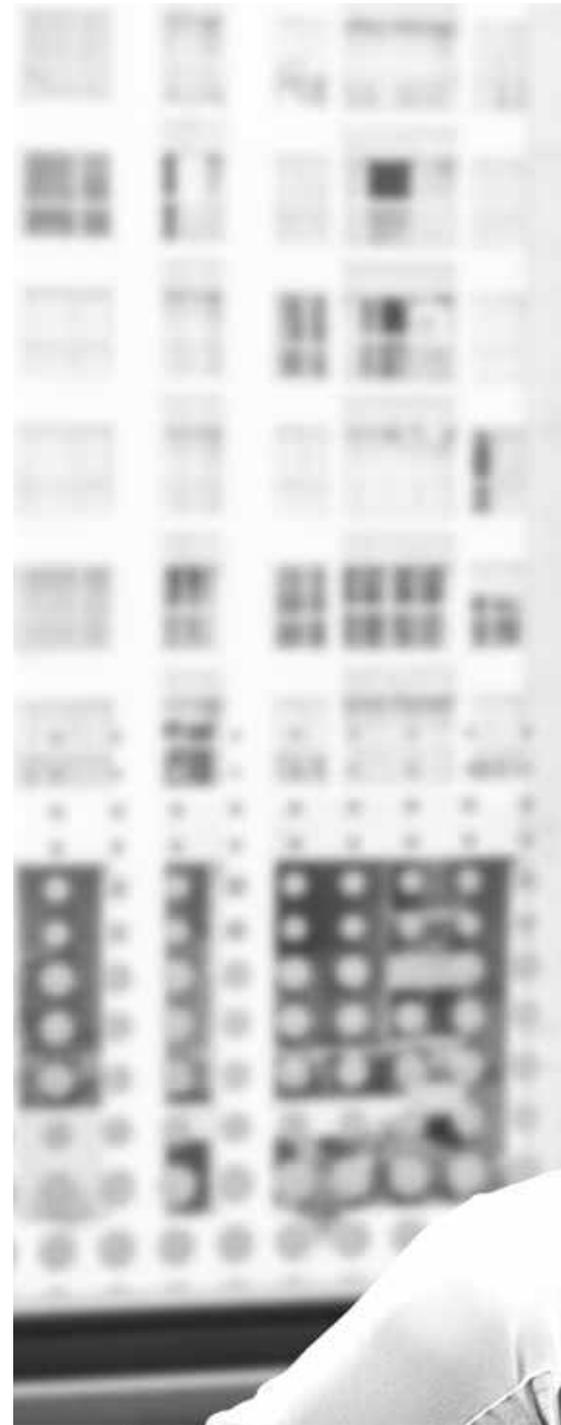
The Indonesian telecommunications industry in 2020 experienced a turbulent year that presented both opportunities and challenges in droves. On the one hand, the Covid-19 pandemic has placed the telecommunications industry at the center of life by keeping businesses and societies empowered through the connectivity it provides. Due to the various social restriction policies imposed by the governments across the globe, people are increasingly reliant on telecommunications technology for their social distancing activities, most notably working, learning, and shopping from home.

On the other hand, the pandemic has exacted a heavy strain on the global and national economy alike, resulting in negative GDP growth and officially pushed Indonesia into its first recession since the 1998 Asian financial crisis. The plummeting economy directly affected the telecommunication industry, as purchasing power continued to dwindle while the economy was struggling to recover, exacerbating the already rampant competition in the industry.

### STRATEGIC DEVELOPMENTS

In response to the current market dynamics, Telkomsel implemented several tactical actions, chief of which being to offer a wide array of affordable and valuable packages to support our customers in doing essential activities during the pandemic, such as work from home (WFH) and learning from home (LFH). Meanwhile, on the home front, we instigated strict health protocols following the government's social distancing policy to stifle the spread of the pandemic. This was aimed at minimizing the number of Covid-19 cases among our personnel and ensuring that they are adequately equipped to perform with excellence during the pandemic.

The management has led the activation of the Business Continuity Plan (BCP) not only to address any emergent obstacles related to the pandemic, but also to provide a means for our employees to contribute to the alleviation of the pandemic's societal impacts through our CSR programs, in support of the government-led initiatives. In so doing, we have donated personal



PAYLOAD PER DATA USER

43.7%



ARPU DATA

8.8%



PAYLOAD

43.8%



**Setyanto Hantoro**  
President Director

**Aside from the pandemic, we continued to see a challenging phenomenon in recent years as customer behavior is shifting in this digital era.**

protective equipment, ventilators, monetary aid, and data packages especially for students, therefore expanding our market reach among the youth population.

Aside from the pandemic, we continued to see a challenging phenomenon in recent years as customer behavior is shifting in this digital era. With our legacy business continuing to diminish, we cannot overstate the urgency of making the transition from our legacy business towards Data. We thankfully have dealt successfully with this challenge by consistently expanding our digital ecosystem and creating strategic initiatives that we believe will spur the growth of our digital services and products.

And to sharpen our competitive edge further amidst this intense competition, we are determined to sustain and expand our core operations outside Java, reaching out to the more remote regions of this archipelago, by adeptly harnessing the combination of our powerful capability and strategic initiatives.

With the rapidly evolving customer needs and the transformation taking place in the society, in our 25<sup>th</sup> anniversary we at Telkomsel aim to go beyond merely providing connectivity, focusing instead on ramping up and enhancing our digital services and platforms, supported by our superior network quality. On that front, we are proud to report that Telkomsel has significantly improved the digital entertainment business comprising video, music, and games content. We have augmented the positioning of MAXstream in the video streaming industry through partnerships with HBO Go and Disney+.

Furthermore, adapting to the flourishing needs and the lifestyle of the youth segment, in 2020 we augmented the functionalities of by.U, a fully digital prepaid product offering integrated services based on fully customizable digital applications. And lastly, by leveraging

our strong network capacity, we are currently developing Telkomsel Orbit, a home wireless internet service featuring exclusive Telkomsel 4G network to maintain stable and fast connection.

## FINANCIAL & OPERATIONAL RESULTS

In spite of the complex challenges brought about by the Covid-19 pandemic, we managed to sustain our Revenue, EBITDA, and Net Income trajectory we have been building over the years, underpinned by our transformation initiatives in the Digital Business as well as by various cost-efficiency measures to streamline our operational expenses.

In 2020, Telkomsel recorded total Revenue of Rp87.1 trillion, EBITDA of Rp51.1 trillion, Net Income of Rp25.1 trillion. As an engine of growth, Digital Business underwent several key transformation initiatives, leading to a 7.0% YoY growth in Revenue and contributing 72% to Total Revenue, up from 64% in 2019. This growth was coupled by the growth in Data Revenue, at 8.3% YoY.

Seen from a quarterly basis, Telkomsel succeeded in creating a positive growth trend in Q4, after undergoing a tumultuous period in the previous quarters. Telkomsel marked a turnaround in Revenue, which grew 4.0% QoQ, as our EBITDA also grew by 4.4% QoQ, and our Net Income recorded rose by 32.8% QoQ. Crucial to this was the sale and purchase agreement involving telecommunication towers previously owned by Telkomsel that have been transferred to Mitratel.

In another achievement of note, in 2020 our Payload grew by 43.8% YoY, while Payload per Data User increased by 43.7% and ARPU for Data grew by 8.8%. A greater growth in traffic and Data consumption as well as Data ARPU shows that our subscribers and users have been more productive and engaged. This is indicative of our ample room for future growth to support what

we hope will be a steady rise of Mobile Revenue.

In line with the challenging market competition in regions outside of Java, we remain committed to maintaining and strengthening our network leadership and expand our Digital Business. Demonstrating this commitment, we deployed a total of 27,689 new 4G BTS in 2020. As a result, by the end of 2020 Telkomsel had operated 231,172 units of on-air BTS, an increase of 8.9% YoY, of which 78% were 3G/4G BTS.

## OUR FUTURE AS A DIGITAL TELCO COMPANY

As the leading digital telecommunication company in Indonesia, Telkomsel is seeking to explore the possibilities and opportunities on the horizon and beyond. Armed with innovation in our DNA, and true to our trailblazing reputation as the first company to usher in 5G into Indonesia, we are actively looking at areas beyond telecommunication to cultivate as part of our strategic business portfolio. The areas we are currently exploring to serve include smart farming, remote healthcare, smart mining, and remote factory.

Accelerated by the Covid-19 pandemic, the necessity to adopt remote technology will be a key opportunity for growing our revenue base beyond connectivity. And ever-aware of the rapidly growing shift in customer behavior and lifestyle, Telkomsel is persistently expanding and enriching the Digital Services portfolio, to build a strong fundamental and complement the connectivity business.

Our strategic investment in Gojek in 2020 gives a clear example of our endeavor to build an inclusive and sustainable digital ecosystem that will propel our growth upwards as a digital telecommunication company. Simultaneously, the transfer of our telecommunication towers will furnish us with ample financial firepower to focus on our core business and

**In our 25<sup>th</sup> anniversary we at Telkomsel aim to go beyond merely providing connectivity, focusing instead on ramping up and enhancing our digital services and platforms, supported by our superior network quality.**

deliver the best digital connectivity experience to our customers across this vast nation, dependably and equitably. Last but not least, through our subsidiary Telkomsel Mitra Inovasi (TMI)—launched in 2019—we are harnessing our high-value core business to engender complementary digital ecosystems, both organically and otherwise, with an aim to boost their monetization in the future. TMI will be our means to achieve this, by engaging in innovation-stimulating strategic investment partnerships throughout our business.

## **CORPORATE SOCIAL RESPONSIBILITY**

In line with our vision and mission to be a world-class mobile digital lifestyle services and solutions provider, we have designed our CSR programs and initiatives to deliver broad and meaningful benefits to the society by banking on our advanced technological capacity.

Telkomsel's CSR initiatives are focused on four main areas: Education, Digital Citizenship, Community Empowerment & Wellbeing, and Philanthropy. We have been emboldened to learn that some of Telkomsel's CSR Masterpiece programs in 2020 have been enthusiastically received by the

public. They include IndonesiaNEXT, The NextDev, Baktiku Negeriku, as well as our #DiRumahTerusMaju campaign. We encourage you to read more about these programs in the CSR section of this report.

## **CHANGES TO THE BOARD OF DIRECTORS COMPOSITION**

In 2020 and early 2021, several changes were made to the composition of the Board of Directors at Telkomsel. In June 2020, Heri Supriadi, Irfan Ahadi, and Venusiana Papasi were honorably discharged as Director of Finance, Director of Human Capital Management, and Director of Network, respectively. Appointed as their successors were Leonardus WW Mihadjo as Director of Finance, Raden Muharam Perbawamukti as Director of Human Capital Management, and Hendri Mulya Syam as Director of Network.

In August 2020, Edward Ying Siew Heng was honorably discharged from his position as Director of Planning & Transformation. He was replaced by Wong Soon Nam.

Lastly, in February 2021, Ririn Widaryani was honorably discharged as Director of Sales, to be replaced by Hendri Mulya Syam, who had hitherto served as Director of Network.

Stepping in to replace Hendri Mulya Syam's previous role was Nugroho, as Director of Network.

## **ACKNOWLEDGEMENTS**

On behalf of the Board of Directors, I would like to express my utmost gratitude and appreciation to all valued customers and subscribers for their trust in Telkomsel. I also extend our gratitude to the Board of Commissioners and the regulators for their guidance and support; to our business partners for their fruitful cooperation; and all employees for their ingenuity and hard work in advancing our mission and vision. Lastly, I would like to thank our shareholders for their constant support and faith in the management. In the coming years, we shall deliver on our commitments to realizing Telkomsel's vision and mission, and become a world-class digital telecommunication company in Indonesia.

Sincerely yours,



**Setyanto Hantoro**  
President Director

# The Board of Directors

**Wong  
Soon Nam**  
Director of  
Planning and  
Transformation



**Bharat Alva**  
Director of IT



**Leonardus Wahyu  
Wasono**  
Director of  
Finance



**Setyanto Hantoro**  
President Director



**Nugroho**  
Director of  
Network



**R Muharam  
Perbawamukti**  
Director of  
Human Capital  
Management



**Hendri  
Mulya Syam**  
Director of Sales



**Goh Hui Min  
(Rachel Goh)**  
Director of  
Marketing

## Profile of the Board of Directors



### Leonardus Wahyu Wasono

Director of Finance

Mr. Leonardus Wahyu Wasono, known as Sonny, has served as Director of Finance since June 2020. Previously, he was Chief Finance and Business Partner Officer of PT Telekomunikasi Indonesia International (Telin) (2016-2020). While in Telin, Sonny has served various strategic roles, including Non-Executive Director of Telekomunikasi Indonesia International Pte. Ltd. (Telin Singapore) (2016-2020), Chairman of Telekomunikasi Indonesia International Australia Pty. Ltd. (Telin Australia) (2018-2019), Non-Executive Director of Telekomunikasi Indonesia International Malaysia (Telin Malaysia) (2017-2018), Chairman of Telekomunikasi Indonesia International Timor Leste (Telkomcel) (2017-2018), and Commissioner of Telkom Infra (2015-2017).

Prior to joining Telin, he managed to lead senior roles in Telkomsel, for instance, Senior Vice President Enterprise Resources Planning (2016) and Vice President Financial Planning & Analysis (2012-2016). Sonny graduated with a bachelor's degree in Telecommunication Engineering from Sekolah Tinggi Teknologi Telkom, Bandung, a master's degree in Telecommunication Engineering from the Royal Melbourne Institute of Technology (RMIT), Australia and a Doctoral degree in Strategy and Growth from Bina Nusantara University. He holds Certified Management Accounting (CMA) designation from ICMA Australia and ACMA, Chartered Global Management Accountant (CGMA) designation from CIMA global UK. He attended executive short course in Advance Corporate Finance from London Business School, London UK (2017) and Strategic Financial Analysis and Evaluation from Harvard Business School, Boston, USA (2015).

Sonny was awarded Best CFO on Finance Planning and Analysis from CMO Asia and Indra Group of Institution Singapore, (2019), Asia's CFO on Investor Relation from Asian Governance Hongkong (2019), CFO of the Year 2019 from Certified Management Accounting Australia in collaboration with IPMI and Universitas Indonesia, and Best CFO 2019 from SWA Magazine.

### Setyanto Hantoro

President Director

Mr. Setyanto Hantoro has served as President Director of Telkomsel since January 2020. He is responsible for the overall management of the Company. He is concurrently Commissioner at PT Dayamitra Telekomunikasi (Mitratel) (since 2019-now) and Jalin Pembayaran Nusantara (JALIN) (2017-now). He was previously President Director of PT Multimedia Nusantara (METRA) in 2019. Prior to his tenure at METRA, he held a number of senior strategic leadership positions at Telkom since 2012 including EVP Strategic Investment (2016-2019), VP Strategic Investment Execution (2016), VP Strategic Business Development (2012-2016), VP Business Portfolio and Financial Planning (2010-2012) and AVP Business Financial Analysis (2009-2010). He earned a degree from Sekolah Tinggi Teknologi Telkom in 1995, followed by a Magister Management degree in Finance from Sekolah Tinggi Management Bandung in 2003, where he was named best graduate. He has also attended many training courses domestically and abroad including at London Business School, INSEAD and the Kellogg School of Management, USA. He is presently on the Board of the Jendral Soedirman Education Foundation (2012-present) and the Chairman of the Board of the Senyum Ananda Foundation (2010-present).





### Goh Hui Min (Rachel Goh)

Director of Marketing

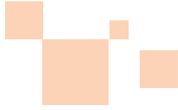
Ms. Rachel Goh has served as Director of Marketing from July 2019. She has over 20 years of experience in the telco and tech industry. Known for her passion of defining new norms, she leads Telkomsel's Core Product, Gaming & E-Sports, Digital Video, MyTsel App, Pricing, Advanced Analytics, Customer Journey and Brand & Marcoms teams towards creating more exciting experiences for Indonesians. In her pursuit, she forges strategic partnerships with like-minded providers in the Digital, Content, Media, Devices, Apps, IT and Technology ecosystem to co-create new propositions for the customers. Under her leadership, the Marketing team also collaborates closely with Sales for more effective and digital go-to market approaches and energizes the market with unconventional brand and social media campaigns. Prior to joining Telkomsel, she was Chief Marketing Officer at Niometrics (2017-2019), Executive Director of Marketing at Ooredoo Myanmar (2015), Senior Director, International Group at Singtel (2013-2014), Chief Marketing Officer & EVP Marketing and VP Product Lifecycle Management at Telkomsel (2008-2012), and Marketing & Strategic Planning, Singtel Group (2000-2008). She holds a Master of Science in Telecommunications, and Bachelor of Arts in Marketing and Mass Communications from Australia.

### R Muharam Perbawamukti

Director of Human Capital Management

Mr. R. Muharam Perbawamukti, known as Endi, has served as Director of Human Capital Management since June 2020. He was previously Senior Vice President of Corporate Secretary at Telkomsel (2017-2020). Muharam experienced to lead several strategic roles in Telkomsel, for instance, Vice President of Corporate Counsel (2014-2017), Vice President of Regulatory Management (2012-2014), and Vice President of Interconnect & Regulatory Affair (2011-2012). He earned a bachelor's degree from Padjajaran University, Bandung. In 2019, he received the Satya Lencana Pembangunan medal from the Government of the Republic of Indonesia.





### Wong Soon Nam

Director of Planning & Transformation

Mr. Wong Soon Nam has served as Director of Planning and Transformation since August 2020. He has vast leadership experiences in the telecommunications and technology industry for more than 20 years. His career highlights have shown several senior leadership roles, such as Vice President of Consumer Products at SingTel (2015-2020), Vice President of Smart and Safe City for NCS Group (2012-2015), Vice President of Communication Engineering for NCS Group (2009-2012), Vice President of Consumer Marketing at SingTel (2007-2009), Vice President of Corporate Business Marketing at SingTel (2005-2007), and Vice President of Account Management at SingTel (2003-2005). Soon Nam has also held several important positions in various organizations and institutions, such as Board Member of Bridge Alliance (2016-2020), Board Member of VA Dynamics Malaysia (2014-present), Chairman of Kai Square (2014-2015), and Council Member of the Singapore Infocomm Technology Federation (2005-2008). Soon Nam is a Nanyang Technological University graduate and holds an MSc. degree from the National University of Singapore.

### Bharat Alva

Director of IT

Mr. Bharat Alva has served as Director of Information Technology since May 2019, where he actively drives the Digital Transformation process for Telkomsel in addition to being responsible for all aspects of IT. As Director of IT at Telkomsel, his vision is to elevate technology to a 'business partnership' role. He has over 30 years of experience with leading global ICT technology solutions/service providers in Australia, Hong Kong, Thailand, India and USA. In his various senior leadership roles, he has focused on strategy, innovation, transformation and seeking results that reflect business growth. Many of the products and services developed under his leadership have been recognized with industry awards for innovation and mobile solutions. He was previously CIO at Optus where he was responsible for all IT services in Australia. He held various senior regional roles within the Singtel Group including VP for Online and Enterprise Technologies, Head of Wireless services and GM Advertising and Finance. He was responsible for leading strategic transformation programs in the areas of Digitization, Business support systems, Business intelligence, Analytics, Automation and Value-Added services. He holds an Engineering Degree in Computer Technology from Pune University and has attended various global executive management programs.



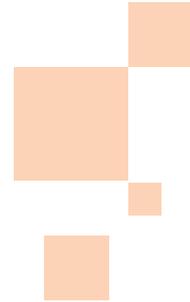
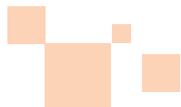


**Nugroho**  
Director of Network

Mr. Nugroho has been appointed as Director of Network since February 2021. Prior to his appointment, Nugroho was Senior Vice President of Business IT Delivery Telkomsel.

He has served for numerous strategic roles in Telkomsel, including Vice President of IT Delivery (2019-2021), Vice President of IT Customer Care and Charging Group (2017-2019), and Vice President of IT Customer Care and Billing Solution and Management Group (2014-2017).

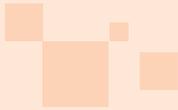
Nugroho holds a Bachelor of Engineering in Electrical from Institute Technology Bandung and a degree in Information System Development from the University of Hertfordshire.



**Hendri Mulya Syam**  
Director of Sales

Mr. Hendri Mulya Syam has served as Director of Sales since February 2021. Prior to his appointment, Hendri was Director of Network since June 2020. Before became Director of Network, Hendri was Chief Sales & Distribution Officer at Indosat Ooredoo (2018-2020). Prior to joining Indosat Ooredoo, Hendri started his professional career in Telkomsel since 1995. He has served for many strategic roles, which included Senior Vice President of Program Management Office and Executive Vice President of the Sales Area. He has vast leadership experienced in the telecommunication industry, particularly in Network Strategy, Network Services and Quality Management, Corporate Planning, Product and Mobile Data, Marketing, Customer Service, and IT Operation. He holds a Bachelor of Engineering in Electro Telecommunications from the Indonesian Institute of Technology (ITI).





### Ririn Widaryani

Director of Sales (served until February 2021)

Ms. Ririn Widaryani had served from May 2019 to February 2021 as Director of Sales. She has vast experience in sales and consumer marketing in the telecommunication industry. She was previously Executive Vice President Area Jabotabek-Jabar (2017-2019), Executive Vice President Area Java Bali (2016-2017), Senior Vice President Consumer Marketing (2016), VP Prepaid and Broadband Marketing (2013-2016), VP Strategic Marketing Group (2012) when Telkomsel won 'The best mobile broadband provider', and VP Product Marketing Group (2012). She also served as the GM for Contact Center & Customer Service Management in 2018 and the GM for CLM Development, when Telkomsel won 'The Best Call Center Asia-Pacific'. She graduated from Bandung Institute of Technology (ITB) in 1990 with a degree from the Engineering Faculty and immediately began her career at the Telkom Headquarters. In 2019 she was named Marketeer of the Year 2019 Jabodetabek by Markplus, and she also received the Satyalancana Pembangunan Postel medal from the President of the Republic of Indonesia in 2016.

### Irfan A Tachrir

Director of Human Capital Management  
(served until June 2020)

Mr. Irfan A. Tachrir had served from May 2017 to June 2020 as Director of Human Capital Management.

Since joining Telkomsel, he has held various strategic positions including Senior Vice President Corporate Secretary (2014-2015), Vice President Corporate Counsel (2012-2014), Head of Wholesale Management Group (2012), Vice President International Roaming (2009-2012) and VP Synergy & Partnership (2008-2009).

He holds a degree in Economics and Development Law from the Padjadjaran University, and has attended various executive education programs, such as the Management Program at the Singapore Management University (SMU), and a Leadership Course at the University of California, Berkeley, USA. He was also awarded Indonesia's Best Corporate Secretary in 2015 by SWA Magazine, a Satyalancana Wira Karya medal in 2016, and Excellence in Performance in the 16th Annual Selular Award 2019.





### FM Venusiana R

Director of Network (served until June 2020)

Mrs. Venusiana R. had served from January 2020 to June 2020 as Director of Network. She has over 25 years of experience in the telecommunications industry. She has deep expertise in the telecommunication industry specializing in large-scale Network, Marketing, Sales and Procurement. She is also a Commissioner of Telkom infra (2017-present).

As Director of Network at Telkomsel, she was responsible for defining Telkomsel's overall network strategy and leading the network transformation to implement superior digital network connectivity which has focuses significantly on Prime Zones, B2B and Digital Solutions.

She previously served in a number of senior positions including Senior Vice President Procurement (2017-2019) where she led the transformation of procurement by adopting best practices and leveraging synergies across the group, Senior Vice President Consumer Marketing (2016-2017), Executive Vice President Area Jabotabek Jabar (2013-2016), Vice President Area Jabotabek Jabar (2010-2013), Vice President Customer Lifecycle Management (2010), Vice President Radio Access Engineering Java-Bali at Telkomsel (2008-2010), and VP Network Operation (2005-2008).

She earned an Electrical Engineering degree from Universitas Diponegoro (UNDIP) and a Magister Management degree from Universitas Hasanuddin (UNHAS). She received the Satyalancana Pembangunan special government award from the President of the Republic Indonesia in 2015 for successfully deploying BTS infrastructure all over Indonesia including the IKK (Ibu Kota Kecamatan) Program.

### Edward Ying Siew Heng

Director of Planning and Transformation  
(served until August 2020)

Mr. Edward Ying Siew Heng had served from May 2012 to August 2020 as Director of Planning and Transformation. He was responsible for leading the Digital Services as well as developing Corporate Strategy and Transformation.

He previously served as Director of Commerce of Telkomsel since November 2011. He has vast leadership experience in the telecommunication industry, particularly in the telephony, entertainment and content business, in many countries. From 2008 to 2011 he was Chief Multimedia Group at Singtel, where he successfully led the company to become a leader in local content, the media landscape and Pay TV businesses. He also served as COO of Maxis Communications, Malaysia's largest mobile operator (2003-2008), with primary responsibility for developing the multimedia content business, marketing, channel management, customer service and network operations. He was Chief Operating Advisor and a member of the Board of Globe Telecom in the Philippines from 1996 to 2003. He also served as Chairman of Metraplas, a joint venture company between PT Telekomunikasi Indonesia and eBay (2013-2015). From 1995 to 1996, he served as Managing Director at Cambridge Cable Group Pay TV Business in the United Kingdom, a subsidiary of Comcast Corporation (USA).

He graduated with a degree in Marketing from the Institute of Marketing, United Kingdom (1987), holds a Diploma in Sales and Marketing from the Marketing Institute of Singapore (1985) and also attended the General Management Program at the National University of Singapore in 1984 and the International Executive Program at INSEAD, Fontainebleau, France (1996). In 2015, he attended the "The Corporate Entrepreneur - Driving Innovation and New Ventures (TCE)" executive program at Stanford Graduate School of Business in California, USA and in 2016, the "Leading Business into the Future" Executive Leadership Program at London Business School, London, United Kingdom.







# Company at a Glance

# 03.

## Telkomsel In Brief

Telkomsel is a subsidiary of PT Telekomunikasi Indonesia Tbk (65% ownership) and Singapore Telecom Mobile Pte Ltd (35% ownership). It is the leading digital cellular telecommunication operator in Indonesia, with the widest network coverage in the country. Telkomsel's estimated 2G population coverage almost reaches 100%, while its 3G population coverage is 87%, and 4G population coverage is 96%, supported by more than 231,000 BTS to serve around 170 million subscribers spread in the country's deepest areas, outer islands, and border zones.

Telkomsel's go-to-market brand for postpaid customers is kartuHalo. For prepaid customers,

who account for around 96% of Telkomsel's customer base, four distinctive brands are being offered: *simPATI*, Kartu As, LOOP and by.U - each targeting a different market segment.

The Indonesian telecommunications industry in 2020 experienced a turbulent year that presented both opportunities and challenges in droves. On the one hand, the Covid-19 pandemic has placed the telecommunications industry at the center of life by empowering businesses and societies through connectivity. On the other hand, the pandemic-stricken economy has directly affected the telecommunication industry, exacerbating the already rampant competition in the industry.

The pandemic aside, a challenging phenomenon has arisen in recent years, as customer behavior shifted in this digital era. With the gradual waning of our legacy business, there is an urgency to transition towards Data. Telkomsel has dealt with this challenge successfully by consistently expanding its digital ecosystem and creating strategic initiatives to spur the growth of its digital services and products.

Telkomsel prevailed in this complex, challenging climate brought by the Covid-19 pandemic, by sustaining Revenue, EBITDA, and Net Income trajectory built over

**5,371** employees

**231,172**  
BTS operating in across Indonesia

the years. This achievement has been underpinned by the transformation initiatives in the Digital Business as well as by various cost-efficiency measures to streamline operational expenses. In 2020, Telkomsel recorded total Revenue of Rp87.1 trillion, EBITDA of Rp51.1 trillion, and Net Income of Rp25.1 trillion. As an engine of growth, Digital Business has undergone several key transformation initiatives, leading to a 7.0% YoY growth in Revenue and contributing 72% to Total Revenue, up from 64% in 2019. This growth was coupled by the growth in Data Revenue, at 8.3% YoY.

With the rapidly evolving customer needs and the transformation taking place in

society, in its 25<sup>th</sup> anniversary Telkomsel aims to go beyond merely providing connectivity, focusing instead on ramping up and enhancing digital services and solutions, supported by a superior network quality. Telkomsel's performance in 2020 has validated the strong drive in enhancing product offerings and digital capabilities, and thus it will continue to focus on customer needs and long-term growth. Customer engagement will remain the basis of the 2021 strategic direction. With that in mind, Telkomsel will go one step further beyond connectivity, and uphold the principle of performance excellence and sustainability along the way.

### SHARE OWNERSHIP HISTORY

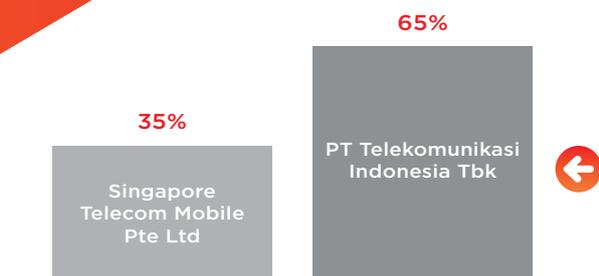
**1995**  
Telkomsel was established by PT Telekomunikasi Indonesia Tbk (Telkom) and PT Indosat Tbk (Indosat).

**1996**  
KPN Netherlands (KPN) and PT Setdco Megacell Asia (Setdco) acquired stakes in Telkomsel of 17.3% and 5%, respectively.

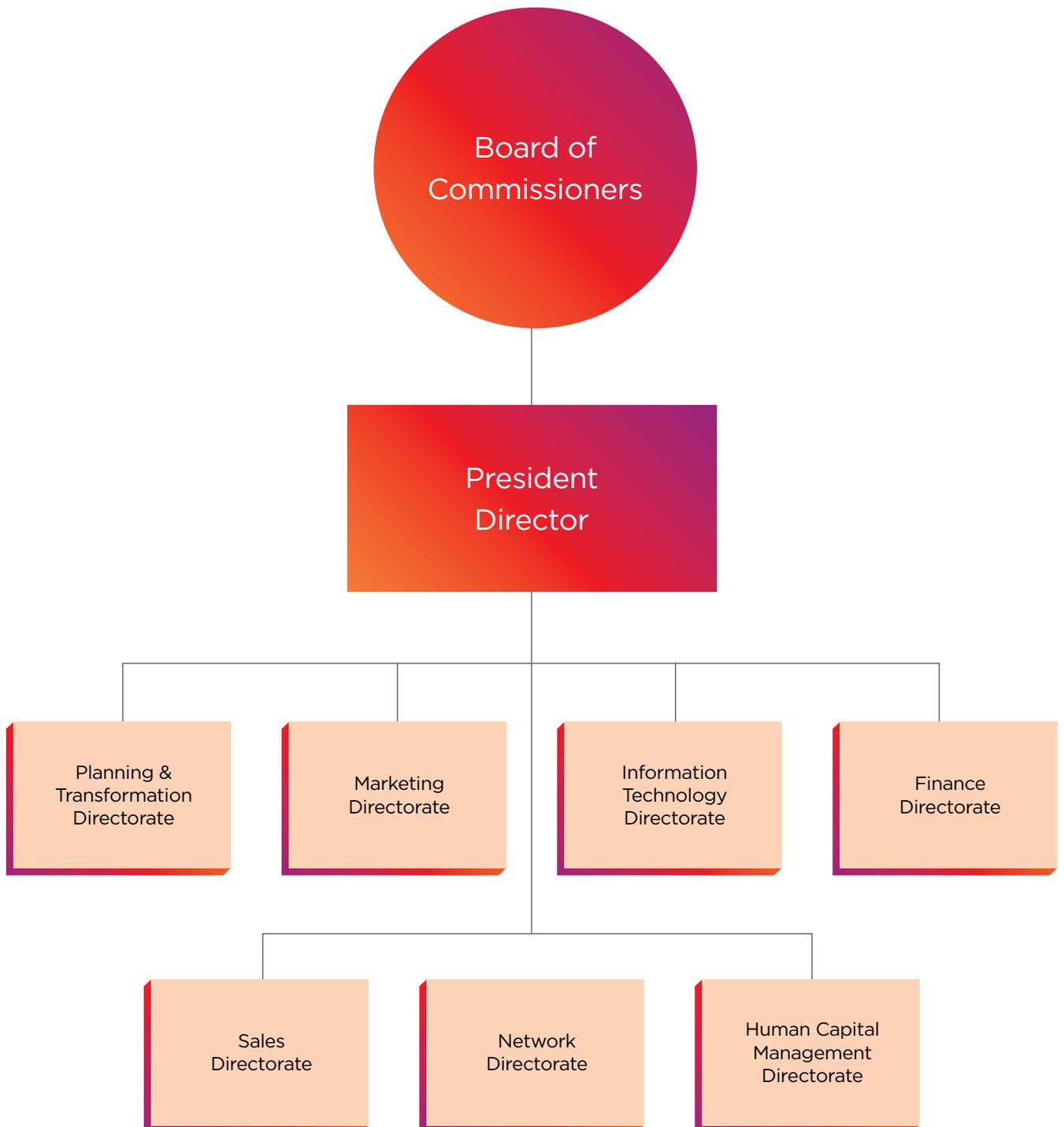
**2001**  
Telkom acquired Indosat shares to increase its ownership to 77.7%. KPN and Setdco's shares were acquired by Singapore-based Singtel Mobile.

**2002**  
Singtel Mobile increased its ownership by 12.7%, bringing its total ownership in Telkomsel to 35% with the remainder 65% owned by Telkom as the majority owner.

**169.5**  
million customers



# Organization Structure



## Key Products & Services



Positioned as the postpaid brand of choice for professionals and corporate customers, kartuHalo provides an unparalleled suite of full mobile services and exclusive privileges. We expanded our kartuHalo brand to embrace the young professionals, positioned kartuHalo as the coolest and best value postpaid card for middle and upper segments.



Positioned as the prepaid brand for the savvy middle class segment, *simPATI* is Telkomsel's award winning lifestyle prepaid brand. *simPATI* continued to offer an exciting range of innovative packages and campaigns to drive demand for mobile Data.



Positioned as an 'Affordable, Value Prepaid Brand', Kartu As is Telkomsel's prepaid brand targeted at value seekers and offering the best value to customers.

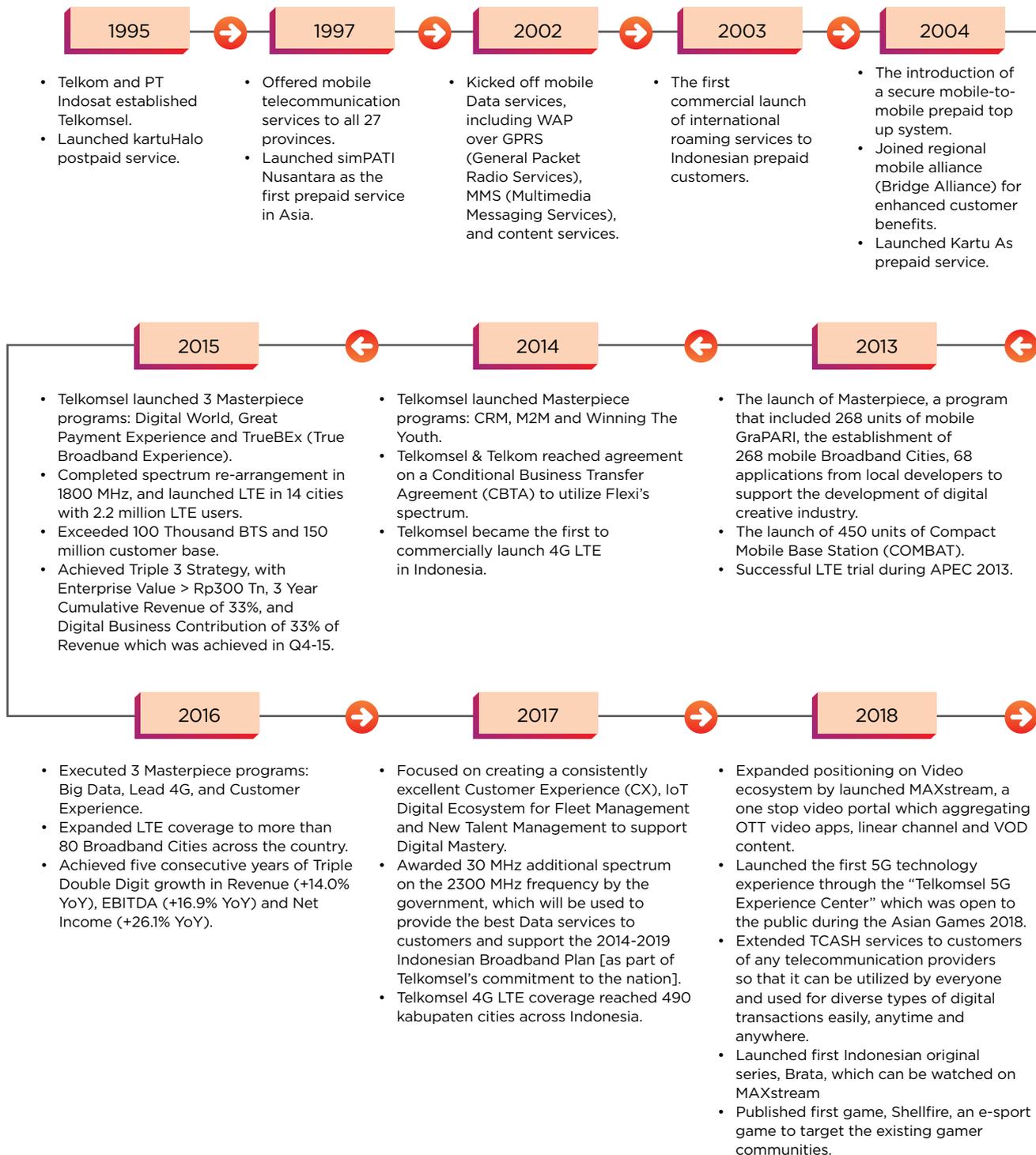


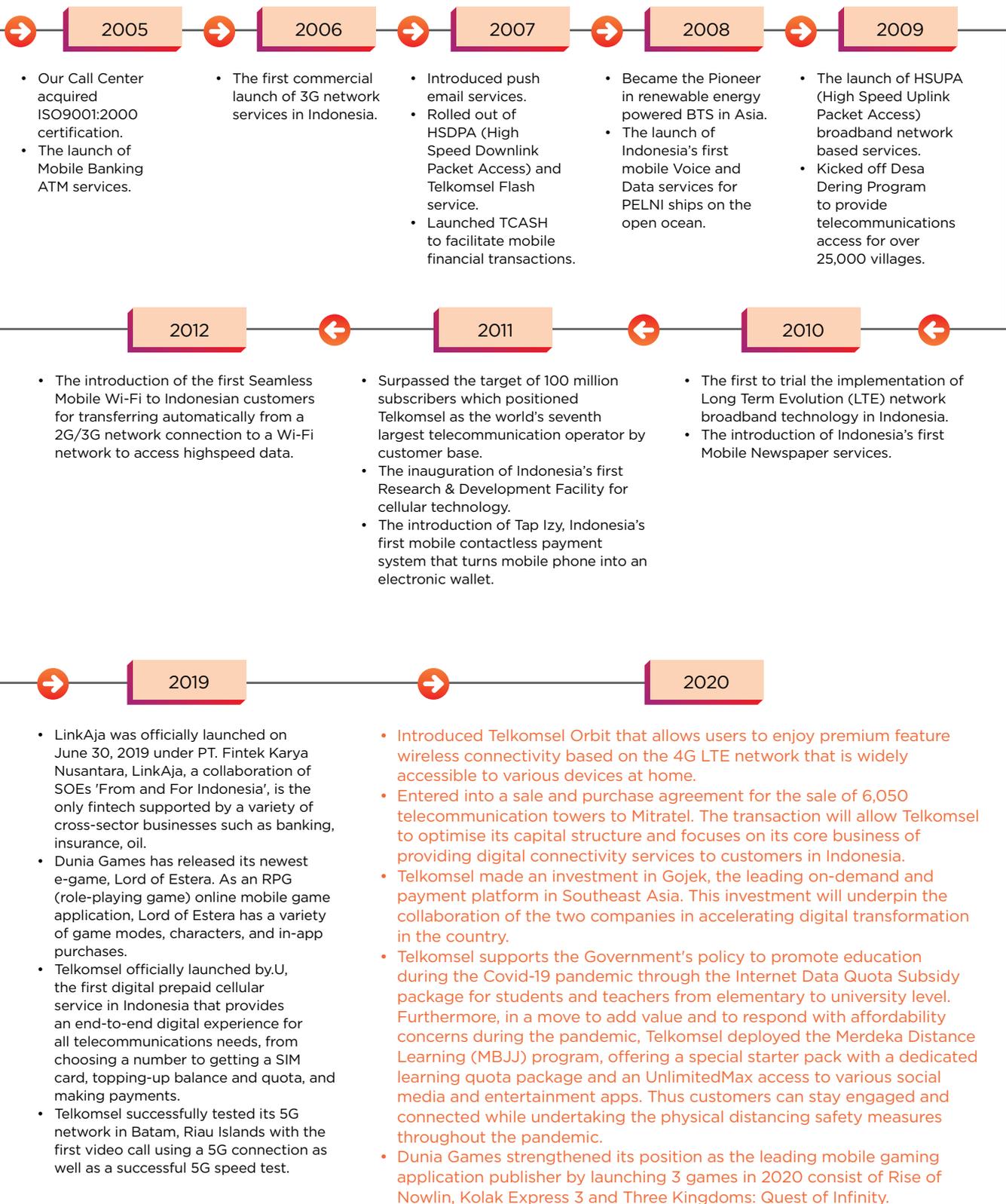
Positioned as the prepaid brand which targeting the youth segment. With the tagline "Ini KITA" (This Is Us), LOOP has a youthful image supported by its brand proposition of "being better together" and a focus on offering attractive Data and Digital Services.



Positioned as the first digital prepaid cellular service in Indonesia that provides an end-to-end digital experience for all telecommunications needs. by.U was developed specifically for the Gen Z segment which continuously online, and aimed to accommodate them through integrated services based on fully customizable digital applications.

## Milestones







# Business Review

# 04.

# Vision

Be a world-class, trusted provider of mobile digital lifestyle services and solutions.

# Mission

Deliver mobile digital services and solutions that exceed customers' expectations, create value for our stakeholders, and support the economic development of the nation.

At the age of 25, Telkomsel as a leading digital telco company redefines its main goal to continue moving forward, dedicating all its power and effort to present solutions and services supported by leading technology to inspire the public. The year 2020 saw the Covid-19 pandemic hitting hard on the economy of Indonesia. Albeit structurally more robust and resilient, the telco industry is not immune to its effects, and saw performance impacted as well.

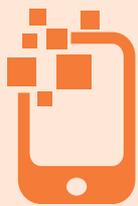
This was also true for Telkomsel, which saw a decline in revenue of -4.4% YoY in 2020. Telkomsel experienced slowdown in Data revenue growth (+8.3% YoY vs. +22.3% in 2019) because of the impact of Covid-19, exacerbated by intense competition. While Data Users growth continued to show positive traction (+5.2% YoY vs. +3.5% in 2019), this accelerated the decline of Telkomsel's Legacy revenue (-24.6% YoY vs. -21.7% in 2019). Despite pressures on revenue, Telkomsel's Cost Leadership initiatives propelled EBITDA to grow by +3.8% YoY.

While the Covid-19 pandemic continues to threaten the telco industry, it also presents an opportunity for Telkomsel to reflect and build upon the required business fundamentals to thrive in the Digital Business and keep its dominance in the Indonesian telco industry in the future. These foundations are summed up in Telkomsel's Year 2020 Corporate Theme:

## Corporate Strategy in Brief

“Accelerate Digital growth through customer-focus, innovation, new ways of working, and strong performance culture”. To realize this Corporate Theme, Telkomsel executed three Main Programs to continue empowering its Digital Business in the future:

### 3 MAIN PROGRAMS



#### SUPER APP & DIGITAL ECOSYSTEM ENABLEMENT PLATFORM

MyTelkomsel as super app to deliver a seamless, integrated, contextualized and one stop application to become the center of customer daily needs utilizing Telkomsel broadband connection



#### DIGIPOS 4.0 AS E-CHANNEL PLATFORM

Digipos Apps to deliver reseller day to day transaction and operation



#### DMP (DATA MANAGEMENT PLATFORM) 2.0 TO BUILD END-TO-END MARKETING ACTIVATION SERVICE

Elevate existing Telco DMP with 3<sup>rd</sup> party data to gain exceptional targeting for programmatic ads and mobile subs

In addition to the three Main Programs, in 2020 Telkomsel successfully executed two Strategic Initiatives as outlined in its 5-Year Corporate Strategy, in the form of two major Corporate Actions:

1. In line with the “Lean Operations” Strategic Initiative, in 2020 Telkomsel completed the sale of its tower assets to PT Dayamitra Telekomunikasi (Mitratel), to ensure continued and greater focus on Telkomsel’s core business.
2. After successfully establishing LinkAja in 2019, Telkomsel continue to ramp-up its “Digital Innovation” Strategic Initiative by investing in Gojek in November 2020. This breakthrough move will accelerate Telkomsel’s engagement to the broader Digital ecosystem while also benefitting Telkomsel Broadband and Digital Services via synergies in business initiatives, resources, and capabilities.

Going forward, Telkomsel will continue to capitalize on growth in Data and Digital Services to become the leading digital telco in Indonesia. In addition, Telkomsel is also committed to building Indonesia’s digital ecosystem, by developing its own digital services (such as Digital Advertising, IoT, Big Data, and Digital Lifestyle) and leveraging all relevant telco assets owned by Telkomsel to become a digital service enabler via partnership with other digital players.

# Transformation Program

## BACKGROUND

Rapid technological changes have disrupted businesses across various industries. In the telecommunication industry, revenue from traditional businesses like Voice and SMS has significantly decreased as customers shift to over-the-top services. In the coming years, there is a trend in the industry of a gradual shifting from connectivity business to digital business.



To sustain its business amidst the fast-changing digital world, Telkomsel is

transforming itself from a traditional telecommunication company to a digital one. In 2018, Telkomsel embarked on its transformation journey by establishing Transformation Management Office (TMO), an ad hoc organization dedicated to lead and run the transformation programs.

## TRANSFORMATION PROGRAMS IN 2020

Under TMO, Telkomsel has conducted a number of programs focusing on three major aspects: people, process and technology.

### PEOPLE

#### Agile Squad

Telkomsel is establishing a new work culture to promote behavioural change, as it believes that digital transformation is not merely about technology, but also about people and culture. If its people lack the right mindset to change, then the goals Telkomsel wants to achieve are less likely to happen.



Telkomsel has introduced new ways of working to employees, giving teams greater flexibility and agility to work. These new ways are characterized by collaboration, innovation and cross-functionality. With new ways of working, Telkomsel aims to unlock employees' true potential and therefore boost productivity.

To implement new ways of working, an agile transformation approach was adopted. This involves the division of the Company into small teams of employees, called Agile

**Telkomsel has introduced new ways of working to employees, giving teams greater flexibility and agility to work. These new ways are characterized by collaboration, innovation and cross-functionality.**

Squads. Each squad consists of people from various departments, enabling them to work collaboratively and more creatively.

Agile Squads work using scrum method, which promotes agile approach and team collaboration. Those Squads can unleash their creativity and empathy, eventually helping them to precisely identify problems and offer the right solutions.

The activation of Agile Squads has shown significant productivity gains. In May 2020, the first Agile Squad successfully launched its digital innovation called myEnterprise, a platform that simplifies products and customer journeys designed for business customers. It is expected to be the solution that can provide convenience for Telkomsel's corporate customers.

To date, Telkomsel has activated 27 Agile Squads: 13 in B2C, 7 in B2B, and 8 in Enabler. Started with Agile Squads, Telkomsel plans to gradually expand the new ways of working approach to other functions within the broader organization so that the entire company can see greater benefits. Eventually, Telkomsel hopes to see new ways of working at the very centre of our corporate culture.

### Capability Building

Telkomsel carried out several capability building programs aimed to build its people with the right talents to sustain future businesses.



In 2020, Telkomsel continued to conduct Telkomsel Expert Development (TED), a new capabilities program for developing 10 critical capabilities, including UI/UX, Data Science, Data Security, and Software Development.

Furthermore, there are programs that provides space to stimulate the desired culture and mindset shifting, such as T-Flyers Talks, Pod Cast (T-Flyers Podcast), and Sharina.

In the coming years, Telkomsel's capabilities building programs will continue, as we believe to ensure the transformation, building a team with the right talents and the right mindset is paramount.

### PROCESS

A focus in the transformation program is to remove organizational barriers that hinder innovation. Several areas in business processes and policies have been assessed

and identified for change or improvement, to accelerate Telkomsel's digital transformation.

In 2020, nine initiatives were pursued to improve business process and policy. One of them was creating Customer Experience (CX) Vision and Strategy. This initiative seeks to address the existing barriers in the Company, including lack of product development based on customer personas.

### TECHNOLOGY

Technology is integral to digital transformation. Telkomsel has integrated digital technology into several areas of business to fundamentally change how it operates and deliver values.

In 2020, Telkomsel launched Robotic Automation Process (RPA) digital software that helps it automate some clerical, repetitive, and high-intensity tasks. Implementation of the robotic system has improved time efficiency, even eliminated potential human errors. Currently Telkomsel has deployed 16 bots: 7 in Finance, 6 in Procurement, and 3 in IT.

In 2021, The Company plans to gradually scale up RPA implementation to the rest of the organization, as well as create Intelligent Automation (IA) Capability that will drive Telkomsel to be a lean operation.

# Marketing

## MARKETING PROGRAM AND STRATEGIES

Bolstering the Company's transformation into a leading digital company, in 2020 Telkomsel's marketing initiatives cover a range of programs, promotions, and product offers to maintain legacy revenue and drive the digital segment as the primary source of growth. These initiatives, led by the Marketing Directorate, addressed both the digital and legacy businesses, consisting of postpaid, prepaid, broadband, enterprise mobility solution, device bundling, MyTelkomsel experience, games, mobile video, music, VAS, loyalty program, interconnection, and international roaming.

These marketing strategies and programs have been carefully aligned with specific customer segments for maximum impact. Where possible, digital channels are engaged for efficient implementation. The aim is to acquire new subscribers with an emphasis on Data users, stimulating existing subscribers to spend more especially on Data and digital products, and continuing to support legacy product usage.

### Postpaid - kartuHalo

kartuHalo is Telkomsel's flagship postpaid product catering to professionals and corporate customers with convenience in connectivity as their main concern. kartuHalo's values include excellent customer experience and exclusive lifestyle privileges tailored to suit customers' needs.



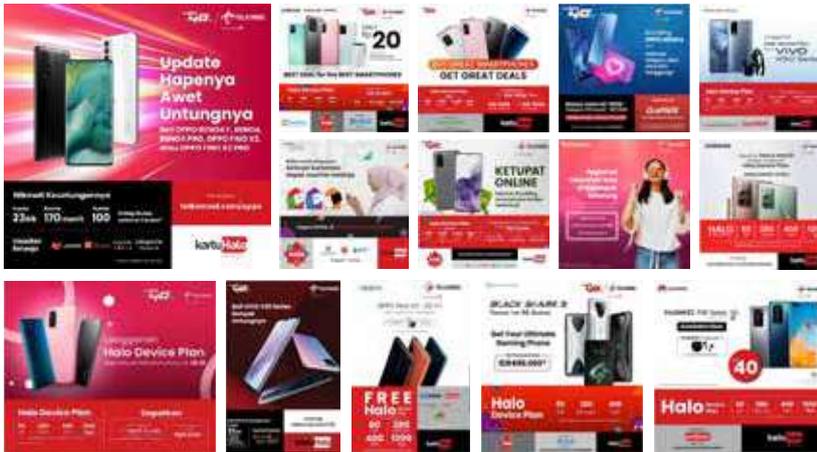
The strategic focus of kartuHalo 2020 programs is to maintain relevancy with our postpaid high value customers during the pandemic, so that they can do all of their activities safely from home. We execute this strategy by providing attractive product and device bundling offering through digital channels, both owned by Telkomsel and e-commerce partners.

In 2020, Telkomsel launched new postpaid package Halo Unlimited, as customers require vast amounts of Data to do their daily activities from home. Starting from IDR 80 thousand, customers receive a massive quota for Data, including for video streaming subscriptions and unlimited internet access to various apps. Halo Unlimited offers Voice & SMS quota to all operators, plus roaming benefit. Registration for Halo Unlimited can be done fully online, to support the #Dirumahterusmaju campaign during the Covid-19 pandemic, through e-commerce platforms or simply by visiting <http://tsel.me/daftarhalo>.

To boost penetration, Telkomsel teamed up with Lazada to be an exclusive partner in Lazada's Mega Campaign 11.11 and 12.12, some of the largest online shopping campaigns in Indonesia. In these campaigns, the Halo Unlimited Package with Unlimited Lazada access was offered for Rp11 on 11 November and Rp12 on 12 December 2020. Halo Unlimited also offers instant benefits, such as shopping vouchers and premium video streaming subscriptions. Through diverse collaboration with ecommerce platforms and over-the-top (OTT) applications, Telkomsel fosters the public's adoption of a digital lifestyle, demonstrating Telkomsel's commitment as a leading digital telco company to developing an inclusive and sustainable digital ecosystem in Indonesia.



In early 2020, Telkomsel began to leverage device bundling business model by offering bundle kartuHalo subscription with smartphone purchases, in collaboration with principals and distributors for brands such as Samsung, Huawei, OPPO, VIVO, and Xiaomi. The sales channel was expanded to e-commerce partners by offering kartuHalo bundling



packages with cashback schemes and free shipping. Once activated, the kartuHalo Device Plan gives a shopping voucher to the customer to boost impact. Telkomsel provided a bonus of 30GB quotas and extra cashback whenever customers completed payments through personalized customer offerings at digital channels.

### Prepaid



Telkomsel has four prepaid brands serving four different segments. *simPATI*, the most popular prepaid brand aims at the mass market, Kartu As caters to the value-sensitive, while LOOP targets the youth segment, and by.U as digital prepaid product for the next generation segment.

In 2020, in the backdrop of the pandemic, which has shifted the Indonesian consumer needs and purchasing behavior, Telkomsel Prepaid offerings continued to be focused on customer-centricity, providing relevant products and experience to cater to the different segments of the population. We leveraged Telkomsel's Big Data & Machine Learning capability, robust channel distribution and partnerships, as well as our network leadership to deliver the best value in the market.

In line with the government's program to shore up support for the disadvantaged population most adversely affected the pandemic, in 2020 Telkomsel launched the Combo Unlimited/ Internet Merdeka Package for the Low SES segment, at IDR 10 thousand and IDR 20 thousand for a 30-day unlimited WhatsApp and voice calls on Telkomsel's network, with Data quota of 4GB and 10GB, respectively.

In 2020, migration of existing customers to 4G infrastructure continued to take place, with the replacement of old SIM card to USIM. Telkomsel also provided 4G quota bonus up to 30GB for one month upon successful migration. Owing to the pandemic, Telkomsel engaged its digital channels more intensively by collaborating with e-commerce through the Telkomsel website and virtual assistant, allowing customers extra convenience.

For its 4G Hyper CVM campaigns, Telkomsel utilized machine learning to target the Non-4G user segment (cluster) and provide 4G product offerings, with the primary aim of converting these users to 4G for the best broadband experience. Hyper CVM campaign was also enhanced in 2020 to prevent 4G lapse, by analyzing customer behavior patterns.

Additional benefits introduced in 2020 include simultaneous internet and voice calls, better and clearer voice quality in HD, faster voice call, and seamless video call, packaged as VoLTE. VoLTE was soft launched in May 2020 in Jabodetabek and Surabaya, and has been expanded from December 2020 onwards, both to prepaid and postpaid customers.

And to further boost customer satisfaction during the period of social restrictions due to the pandemic, Telkomsel offered unlimited calls to prepaid customers by launching Paket KringKring voice package in April across 419 cities.



### Core Broadband Connectivity

To bolster core broadband connectivity as it aims to lead the market in digital offerings, Telkomsel is widening its delivery of value-added broadband services to cover various segments of the population.



Starting with the youth segment in September 2020, Telkomsel began to offer a highly affordable Kuota Ketengan package, which provides internet quota and unlimited access to popular social media apps (YouTube, TikTok, Facebook, Instagram). This package is available for as low as IDR 2,500, with a validity period of 1 to 7 days.

Moving to the mass market, given rising market competition and changes in customer behavior amidst weakening purchasing power as an impact of Covid-19, Telkomsel deployed a strategy to fend off its competitors' unlimited campaigns by prioritizing customer-centric

principles. This strategy took the form of Combo Sakti and Combo Sakti Unlimited, launched in 2020. Combo Sakti is a personalized package of internet, telephone, and SMS quotas offered to prepaid customers with Length of Stay (LoS) of more than 3 months. It is offered at different prices and different values according to each customer's average usage (ARPU). Meanwhile, Combo Sakti Unlimited is a complete package for gaming and streaming applications on 2G, 3G, and 4G networks with an Unlimited bonus quota for many OTT applications. It is offered to certain cities and customers, to enhance revenue generation from them.



Telkomsel's customer-centricity ensures that customers can stay connected with their loved ones regardless of distance during the pandemic and be fully engaged to express themselves on social media. UnlimitedMax Package and Starter Pack offers various monthly internet packages with an additional Unlimited Apps quota for new Telkomsel customers. UnlimitedMax package provides unlimited access to several entertainment or social media applications in addition to the main quota. With prices ranging

from IDR 20 thousand to 120 thousand, UnlimitedMax targets customers from the low to high segments.



Telkomsel has gained a deep insight of what customers want during the pandemic and remains ahead of the curve by staying committed to delivering the best value in the market. And to maintain its leading position, Telkomsel's marketing strategy has been focused on customer-centricity, channel and partnership intensification for advocacy, and leveraging network capability.

Based on the above strategy, and given the social distancing period in response to Covid-19 that shifted trade from traditional to modern channels, Telkomsel has been actively engaged these modern channels for customer acquisition to drive up revenue



### MyTelkomsel



Seizing on the momentum of the “new normal” in 2020 the Digital Experience team optimized Telkomsel’s digital channels to better serve and empower customers’ self-care needs. Several improvements on existing and new services and third-party integrations were launched. Telkomsel partnered with major Indonesian fintech companies and streaming platforms so users can enjoy more digital entertainment and perform digital transactions with extra benefits. Telkomsel continues to deliver on its “always more value” and “better digital experience” promises.

The integration of digital payment services, offered greater convenience in payments to both prepaid and postpaid customers, with additional extra value and benefits provided through different partners.

In pursuit of excellent customer experience, Telkomsel made improvements upon customers’ feedback in every new release on all channels. In 2020, Telkomsel revamped its online shop, package purchase flows, payment, login journeys, and others, to continuously improve customer experience while maximizing revenue.

MyTelkomsel App’s entertainment features were enhanced through integration with MAXstream, Langit Musik, and Dunia Games, and its latest version now comes with a more distinctive, simple, and informative interface, improving the overall user journey. On the app, customers can more easily browse Telkomsel POIN rewards, review messages and campaigns on a reorganized inbox, and review recent transactions. To retain users and promote adoption, the Daily Check-In program was continued to create traction as users are encouraged to use MyTelkomsel more frequently. These efforts had made MyTelkomsel externally recognized by App Annie, with the Southeast Asia’s Top Publisher 2020 Award for Most Downloads for iOS and Android.

Telkomsel.com also showed promising growth as the top website in telecommunication category. Through this portal, customers can explore Telkomsel’s product offerings, and in the future express purchase with e-commerce feature will be enabled.





### Loyalty Programs

Telkomsel's Loyalty Programs strengthen customer loyalty by delivering a satisfying experience to every customer, every time.



In the early Covid-19 period, Telkomsel rolled out various #dirumahterusmaju programs. #DiRumahTerusTerhibur provided customers with an ever-engaging stream of Entertainment, #DiRumahTerusTerhubung helped customers stay connected with family and friends, #DiRumahTerusTerpenuhi

gave POIN rewards for online transactions, while #DiRumahTerusBeribadah gave POIN rewards for accessing religious contents, subscriptions, and joint programs with partners, and #DiRumahTerusBerbagi supported social movement in collaboration with crowd funding platform (Kitabisa.com and BenihBaik.com) and Badan Wakaf Indonesia.

Then, closing the year, Telkomsel held the To the POIN Festival, the main theme for Christmas and New Year season. Through this program, customers can use their Telkomsel POIN to participate in the Lucky Draw to win one of the 2,500 prizes on offer, Quiz Dunia Games, Concert to The POIN "Thank God I'm Indonesian" featuring notable Indonesian musicians, daily Give Away live on Instagram, Parcel in collaboration with e-commerce sites, as well as donation to charity in collaboration with Kitabisa.com.

### Personalization

Telkomsel aspires to leverage Data as its main business asset to drive revenue growth. To serve that goal, Data Management Platform (DMP) is the key enabler for Telkomsel's transformation toward

the next level in digitalized Big Data business. Two main activities involved in here are creation of new revenue streams and monetization of data to leverage core telecommunication products and services through analytics-informed customizations and experiments.

Data Management Platform (DMP) is built by expanding internal talents' capability and recruiting industry experts. These teams of data scientists, data engineers, machine learning engineers, business translators, along with Customer Value Management (CVM) experts, are given industry-leading big data and advanced analytics platforms to enable data-driven CVM initiative use cases. DMP employs agile workflow with experimental mindset and digital ways of working to achieve sustainable revenue growth. Initiatives are planned and executed through advanced analytics, cutting-edge machine learning modeling, Artificial Intelligence (AI)-based offer optimizations, delivered through hyper-personalized mechanisms.

Telkomsel's customer channels are seamlessly integrated end-to-end for customer enjoyment. Throughout the lifetime of CVM initiatives, all business impacts are measured closely in daily basis using end-to-end interactive dashboards to provide accurate and actionable insights. Initiatives start with small-scale experiments, and robustly evaluated prior to scaling up. These processes are repeated with continuous improvements to ensure that revenue uplifts are achieved in an innovative, efficient, scientific, and sustainable manner.

## Strategic Vision Reflecting the Key Role and Business Responsibility of CVM

**Data-driven customer centricity**

**AI-based offer optimization (modular architecture)**

**Hyper-personalized delivery mechanism**

**Seamless channel integration & customer journey**

**Impact tracking dashboard and uplift monitoring**

## Agile Team Continuously Improving Current Campaigns, developing New Product, and testing New Ideas

Through the digital transformation in DMP, Telkomsel leverages data as a key business asset to foster new revenue streams and provide sustainable revenue growth, with the security and privacy of customer data protected uncompromisingly at all times.

### Interconnection



The pandemic in 2020 posed the Interconnection business, as part of legacy portfolio, with numerous

challenges, as OTT became ascendant among customers, especially for video and voice conference to support Work From Home and Study From Home. Two programs deployed in 2020 helped protect international voice termination traffic from SIMBOX fraud and maximize revenue from International A2P services. Both programs succeeded in preventing a deeper decline of Interconnection revenue. In international voice service, a strongly competitive IDD package to Malaysia was introduced in October 2020 and successfully attracted traditional IDD users in Malaysia, as part of the Indonesian Diaspora, to use the legacy service.

### International Roaming

International Roaming (IR) was hit the hardest by the Covid-19 pandemic, as people stopped traveling overseas in the era of mobility restrictions. During this dip in travel, services were

improved through programs such as customer experience enhancement (especially on product discovery and roaming shopping menu in MyTelkomsel app), product re-structuring for simple and easy discovery, value improvement in term of coverage, data quota, and travel duration. More competitive roaming data PAYU tariffs were also introduced.



Telkomsel's worldwide RoaMAX packages now cover up to 178 countries, with two varieties.



RoaMAX Umrah was launched following the reopening for Umrah pilgrimage by the Saudi Arabian government. RoaMAX Umrah provides convenient communication through internet only or combo (internet, SMS & voice) packages. RoaMAX Diaspora, meanwhile, was launched in September 2020 to provide the best service to customers from the Indonesian Diaspora in Singapore, Malaysia, and Saudi Arabia. RoaMAX Diaspora is a special IR Service with competitive prices and longer validity periods for Telkomsel customers who reside long-term in these countries. RoaMAX Diaspora allows them to communicate using Telkomsel services, at affordable rates, without replacing their SIM card with a local one.

Telkomsel continues to be a member of Bridge Alliance, an alliance of leading mobile operators in Asia Pacific. The alliance allows Telkomsel to benefit from competitive roaming wholesale cost and from benchmarking with the member operators, not only in roaming but also in many other new business sectors in telecommunication.

### DigiPOSAja

DigiPOSAja is the most reliable and integrated sales system for all Telkomsel, business partners, resellers, and SMEs. Various marketing campaigns helped attract new and existing resellers to utilize DigiPOSAja to boost earnings. With the newly revamped DigiPOSAja App, Telkomsel provides an easier, safer, more advanced platform, and more attractive rewards for resellers, especially during the pandemic.



**Prior to this, as part of the #DiRumahTerusMaju umbrella program, the #DiRumahTerusBelajar program had been giving easy access to online learning through special data packages, quota-free data on e-learning sites and platforms, and other collaborative efforts.**



**PANDEMIC RESPONSE**

The Covid-19 pandemic had called for Telkomsel to leverage on its brand prominence and authority to muster initiatives to support the people with tangible solutions while staying at home. Marking this initiative was the #DiRumahTerusMaju movement, through which Telkomsel provides reassurance to Indonesians that Telkomsel will be always there during this difficult time.

The movement was paired up with Telkomsel's Merdeka Distance Learning (MBJJ), which facilitates students' distance learning activities using Telkomsel-empowered connectivity. The initiative was rolled out following a UNICEF survey involving more than 4,000 students in 34 provinces in Indonesia, which showed that the nation's children face difficulties in continuing their education through distance learning, with 62% of respondents

admitted that they needed internet quota assistance. This need was also shared by many teachers who lacked internet quotas to continue teaching in the current situation.



Prior to this, as part of the #DiRumahTerusMaju umbrella program, the #DiRumahTerusBelajar program had been giving easy access to online learning through special data packages, quota-free data on e-learning sites and platforms, and other collaborative efforts. MBBJ reinforced this program as Telkomsel offered more targeted assistance for students and teaching staff at all levels and educational institutions in Indonesia, by providing a wide selection of Study Quota packages.



# Digital Services

## ABOUT DIGITAL SERVICES

Digital Services' robust growth over the years demonstrate the extent of Telkomsel's transformation from a traditional telco company towards a full-fledged digital one. Despite the economic slowdown arising from the Covid-19 pandemic, our digital services still grew as we leveraged on key opportunities from the challenging situation, assisting government and enterprises in navigating uncertainties in 2020. Years of continuous improvements and investments have made it possible to deliver such distinct services amid the challenges. Our Digital Services portfolio consists of Digital Advertising, Mobile Banking, Big Data & API, Internet of Things, and Digital Lifestyle products and services.

### Digital Advertising – Strengthening Positioning in Advertising Industry



Our Digital Advertising business, DigiAds, provides the widest range of mobile advertising solutions for advertisers in Indonesia. These solutions are delivered by combining our advertising capabilities across Messaging, Programmatic Display and Video, Contextual and Location Based Advertising (LBA), Rewards and Mobile Couponing, with unique insights developed from sophisticated data analytics applied to around 170 million Telkomsel subscribers.

We partner with leading international technology providers across the industry to provide highest-quality analytics based services across our array of inventories. This combination of highly accurate audience targeting, the widest consumer reach, and the most extensive digital telco inventory in Indonesia, allows advertisers to better target their message to the highest number of prospective customers and receive greater returns.

To satisfy the increasing demand in performance-based advertising,

DigiAds delivers performance-based campaigns, such as Cost per Lead (CPL), Cost per Installation (CPI), and Cost per Acquisition (CPA) and we enhance those campaigns with the means for our advertisers to reward their respondents with bonus on Data, SMS and Voice packages to increase response rates and boost consumer engagement.

For connecting online-to-offline (O2O) campaigns, we collaborate with leading retail stores to provide solutions in the form of coupon redemptions, which enable advertisers to activate their campaigns to transaction level, completing the marketing loop with transparent performance measurements.

Our continuous improvement in digital advertising services led to a significant growth in the number of advertisers – we successfully served more than 3,000 brands across Government, Private and SME clients in 2020.

**We partner with leading international technology providers across the industry to provide highest-quality analytics based services across our array of inventories.**

DigiAds Key Highlights 2020

1. Expanding Digital Programmatic Advertising

As we continuously add value on messaging inventory, we also significantly expand our digital programmatic inventory, such as Offdeck video with VPAID, Digital Out-of-Home, Maxstream, MyTelkomsel, ROLi, MMS Video, New LBA and Coupon and Langit Musik Audio Ads. To strengthen our digital programmatic capability, we integrate our inventory to the programmatic ecosystem, partnering with global industry leaders.

2. Empowering SMEs with MyAds

MyAds, our self-service marketing solutions for SMEs, serves more than 25.000 SMEs nationwide namely display inventory, voucher management for discount and bonus, and split balance, have empowered SMEs in delivering quality and cost-effective campaigns. We extend our reach to 64 million of SMEs nationwide through MyAds Partner Academy.



3. Won award at SMARTIES 2020: Purposeful Campaign

We demonstrated our capabilities in Digital Advertising by winning an award at Mobile Marketing Association (MMA) SMARTIES Award 2020, i.e., the Bronze Winner in Purposeful Marketing category for our Lifebuoy Shampoo campaign, in collaboration with Mindshare.



Mobile Banking - Safe and Convenient Financial Transactions During Pandemic



Our Mobile Banking service, mBanking, has been transforming banking behavior of Indonesians, in collaboration with 96 financial institutions. mBanking services, available through mobile app, SMS, and USSD channels, provide convenience in accessing multiple banking services anytime and anywhere. We provide the easiest way to conduct financial transactions with high reliability through our wide network coverage across Indonesia.

We continue expanding our partnerships with both national and local banks to acquire new users and to increase transactions. Aligned with the banks' missions to digitize banking transaction behavior, as well as our own strategic digitalization objective, we created a loyalty program which significantly boosted mobile banking transactions traffic.

With rising safety and hygiene issues in using ATM during the pandemic, we encouraged Indonesians to shift their transactions to mBanking as part of the new normal. Campaigning safer and more convenient means of conducting banking transactions, we converted over 750,000 ATM users within two months.

## Big Data & API – Empowering Business with Insights



Our Big Data & API business, MSIGHT, empowers enterprises' digital transformation through

actionable insights. We massively expand our investments in talent and technology to foster high-quality insights that lead to higher customer satisfaction. In the early months of 2020, MSIGHT deployed advanced analytical platform that brings end-to-end capabilities to speed up insights generation process and enable faster product development.

MSIGHT provides Big Data & API services to 40+ clients ranging from financial institutions, e-commerce unicorns, system integrators, logistic providers, and Indonesian government with varying complexity. We are fully compliant with regulatory requirements to ensure customer personal data protection.

### MSIGHT Key Highlights 2020

#### 1. Deploying End-to-End Data Pipeline and Advanced Analytics

As telco data has become crucial to empowering Telkom's products as well as other industries', Telkom successfully built its proprietary always-on Data Management Platform (DMP). This DMP is a foundational enabler of end-to-end data pipeline and advanced analytics application on top of our services. The deployment allowed us to accelerate product development and time-to-market for analytical related products, both for Telkom internally Telkom and for external clients. The DMP enabled several MSIGHT products, including In-house Telco Credit Insight, Covid-19 Mobility Tracking Dashboard, Mobile Loan Services Analytics, and Digital Advertising Campaign.

#### 2. In-House Telco Credit Insight

Realizing that most adults in Indonesia have no or limited record of credit history, we take the responsibility to help provide equal chances

to our 170 million customers nationwide an easy access to financial services.

Leveraging more than 5,000 variables of mobile behavior, MSIGHT has been able to develop an in-house Credit Scoring, an engine that predicts individual ability to repay credit. This alternate data-based risk insight can help both the unbanked and underbanked population to fill their lack of credit history and get more chances to access formal loan applications.

For financial institutions, our Telco Credit Scoring helps expand their coverage to previously unseen customers with better risk management than only using traditional credit bureau data.

Our in-house credit scoring model is developed robustly by applying best practices methodology on typical risk model development in the industry, with time-based cross validation with Gini and Population Stability Index (PSI). Currently, our Telco Credit Score accuracy reaches far above that of typical models used by common banks (0.3 0.4).

#### 3. COVID-19 Mobility Tracking

In the early phase of pandemic, tracking the mobility history of those infected with Covid-19 is critical to avoiding unexpected new breakouts. Together with the Government and other telco operators, Telkom led the initiative in building a zero-touch Covid-19 Mobility Tracking Dashboard. We leveraged our end-to-end data pipeline powered by our in-house visualization platform and data analytics, and completed the dashboard in 2 weeks. Through the Dashboard, the Government can then provide real-time information to the public, especially those in red-zone areas.

#### 4. Advanced Analytics on Advertising

Harnessing our end-to-end data pipeline and advanced analytics, MSIGHT created a propensity model to estimate audience tendency towards an objective. We successfully reached 22x Return on Advertising Spend (RoAS) on Device Manufacture campaign and improved our CVR performance by -11x compared to similar e-commerce campaigns.

### Telco Credit Insight

Telco Credit Insight is an estimation of individual's character in consuming credit service by assessing their telco usage and behavior patterns. We take part to ensure the financial products and services are accessible and affordable to all individuals regardless of personal net worth, to improve the overall quality of their lives. Our telco credit insight assisted financial institutions with a total more than 3 million insight requests in 2020.

### Competitive Insight

Our Competitive Insight service is a curated set of insights, giving clients their position and performance comparisons against market peers, visualized on a dashboard. We partnered with key players in online sector, including e-commerce, fintech, and ride hailing, to help them understand their digital market position and assist their acquisition plans. In the middle of 2020, we deployed a new visualization platform, accelerating insight development and reducing loading time, thus improving our Competitive Insight overall experience.

### Location Verification Insight

Location Verification Insight is an API service that compares a person's home or work location from his/her telco mobility pattern. The result, a score ranging from 1 to 7, indicates the proximity between user's input and the location from our telco mobility pattern, with 1 being the closest. To ensure customer data privacy, the output score will only be delivered upon user's consent. Location verification insight has enabled MSIGHT to assist the financial industry in identifying applicant's home or work validity instantly.

## Internet of Things - Enabling Digital Transformation for Enterprises



TelkomSEL Internet of Things (IoT) connects devices, machines, and objects with embedded technology to the Internet, turning them to 'intelligent' assets that interact with external environments. We empower enterprises to collect real-time data and analytics from connected devices to make data-driven decisions and actionable insights through our reliable, secure, and advanced IoT solutions. In 2020, we connected more than 1 million devices in 500+ enterprises. And continuously expanding beyond connectivity with automation capabilities.

Extraordinary challenges in 2020 have exposed industries to inefficient processes and technology bottlenecks, while those who already put ad-hoc fixes in motion will have to increase their effort in the future. Here IoT plays a crucial role in improving safety and security, supply chain, manufacturing, and production of enterprises.

### IOT Key Highlights 2020

1. Our latest solution Managed Service SD-WAN improved Alfamart's business performance while maintaining operational costs during the pandemic. IoT implementation supports industries in adapting to change while maintaining productivity securely and efficiently in any situation.
2. In the public sector, PT Kereta Commuter Indonesia (KCI) was the first to implement our solution as part of the Smart City program. Through FleetSight + FleetSense MDVR cameras and analytics, KCI has increased safety, passenger comfort, and business efficiency.
3. We collaborated with Palang Merah Indonesia (PMI) to stem the Covid-19 outbreak. Integrating IoT technology with PMI's healthcare expertise helped expedite the necessary healthcare response with minimum human intervention. This collaboration utilized FleetSight to monitor PMI's fleet operations, TOMS to manage disinfectant trucks, and Asset Performance Management (APM) to monitor blood plasma deliveries.



### IoT Control Center



IoT Control Center is a cloud-based solution that enables enterprise to automate the management of their connected devices. In addition to connectivity management, control center's powerful automation and tracking features (LOCI) that provides asset visibility and safety will ensure the reliability of connected services, device usage optimization, and cost predictability. With enhancements of IOT control center we can manage 4G & NB-IOT devices in a single platform.

### IoT Managed SDWAN



Our SD-WAN solutions helps businesses to simultaneously manage all locations with zero-touch provisioning - a new and transformational way to operate corporate WANs. Our SD-WAN could significantly increase business performance aspects, including agility and reliability, with simplicity and reduced cost. Its cutting-edge services would help smoothen up business processes from Remote Sites (Mining & Offshore Sites), Branch Office, Retail Store to Automated Teller Machine (ATM).

### FleetSight



FleetSight is our end-to-end Fleet Management solution that provides insights and professional services to help enterprises in improving productivity, safety & efficiencies. Our focus is on vehicle telematics with sensors embedded in the vehicle & fleet management platform. FleetSight helps enterprises gain efficiency, increase productivity, and minimize the risks associated with vehicle investments.

Driven by the need to provide better safety for drivers on the road, we added two new features for FleetSight:

- Driver Status Monitoring System (DSM) - an artificial intelligence system that provides advanced abnormal driver behavior warning mechanism.
- Advanced Driving Monitoring Assistance (ADAS) - used to detect complex situations happening in front of the car in real-time and provide early warnings such as lane departure warning and collision warning to reduce the driving risks.

### TOMS



Telkomsel Order Management System (TOMS) is an adjacent solution in order management for enterprises' fleet. With TOMS

enterprises can now track and manage their operational fleet to increase its efficiency and lower downtime. TOMS can be implemented both as a standalone system or combined with our FleetSight Solution.

### INTANK



Intelligent Tank Monitoring System (INTANK) is an end-to-end IoT intelligent solution for tracking and monitoring liquid inventories, particularly oil, chemicals, and water. Armed with robust and efficient technology and sensors, INTANK brings visibility and enhances operational efficiency in liquid inventories, reducing energy costs by 50%. With internationally-certified devices and sensors, INTANK is used by enterprises in numerous commercial projects.

### Asset Performance Management



A new addition to our business solution line-up is Asset Performance Management. It monitors and analyzes assets in indoor, outdoor, or in transit works in real-time. The solution allows enterprises to easily monitor the quality, availability, and security of their assets anytime and anywhere.

## Digital Lifestyle

2020 was a transformative year for Telkomsel Digital Lifestyle Services, as Telkomsel transformed from a telecommunications operator to a digital company providing full-range high-quality digital services, from value added services to music, games, and video as the home of entertainment. This was done through continuous scale-up, innovations and collaborative partnerships with local and global players in the world of digital contents, together enhancing the Indonesian Digital Ecosystem.



Telkomsel partnered with Google to provide its customers the ability to make purchases of any games or applications in Google Play store with their postpaid bill or prepaid credits, giving simplicity to Indonesian people known for their low credit card penetration. Telkomsel was able to custom packages for all its customers to meet their digital lifestyle needs in Video, Game, Music and other Digital Value-Added Services and its line-up of content partners with its Top Local & Global partnership.

In 2020, Telkomsel maintained its domination in Indonesia's gaming ecosystem through Dunia Games by providing payment platform for various game vouchers, through several payment choices even by other CARRIERS' direct billing, own its published Game Titles, held wide-range eSports tournaments at the grassroots, nation-wide, and even regionally own 5 eSports division teams that have won several titles of tournaments. The latest was releasing Live Chat feature in its games' platform in 2020, enabling gamers to communicate with friends while playing games through text chat or call. As a result, Dunia Games was dubbed the "Most Favorite Non-Publisher Esports Tournament" by MNC Group's Indonesian eSports Award.

Telkomsel strengthened its positioning on Video Streaming's industry by enriching content and platform for mass market. Collaborating with partners OTT services, offering a wide variety of contents with customized packages for video data plans that include premium subscription to several OTT Services. MAXstream content covers Blockbuster movies, Hollywood series, Sports programs, Reality Shows and Drama series, as well as Free-to-Air TV and International channels. These are available through MAXstream Web and Apps, in the form of live broadcast and video-on-demand (VOD). In 2020, Telkomsel bolstered the local movie industry by releasing additional 6 original content titles and more than 80 series by MAXstream.

In Music, Telkomsel focused on improving user experience of Langit Musik and maintaining RBT platform. Telkomsel also working with several Music OTT such as Spotify, Smule, and Joox, to offer music service through data bundle and carrier billing.

Telkomsel also continues to deliver new innovative mobile Value-Added Services to expand its digital lifestyle product base. The Company partners with Halodoc to provide Paket Sehat, a bundle service offering affordable teleconsultation and telemedicine.

### GAMES

Telkomsel acts as payment solution provider that enables Direct Carrier Billing (DCB) access to all its subscribers to make a purchase of digital contents (game items, game direct top-up or premium game subscription) through application stores, including Google Play Store, Samsung Galaxy Store, or directly through Dunia Games page. In the first Quarter of 2020, Telkomsel's Dunia Games has launched the GamesMAX Unlimited Play (the ultimate gaming package that offers a big data package for Gamers and Games Voucher). By the end of 2020, more than 150 game publishers and developers had been connected to Dunia Games DCB and made Telkomsel the biggest games payment enabler in Indonesian.

## Dunia Games Platform



Continuing its success in 2019, Dunia Games held its position as the Number 1 Games Portal in Indonesia by consistently meeting Gamers' need and enhancing its platform. Aside from Game Vouchers Payment (using various Indonesian Telecommunication Providers), Games' tips and tricks, Resellers tools, and eSport Open Platform, Dunia Games in 2020 released Live Chat capability in its platform which allow gamers to communicate with others by text or call while playing the game.

In 2020, Dunia Games maintained traffic growth and published more than 100 articles per week, with a total of more than 1,800 Videos published.

As a testament to its excellence and its foremost position among gaming and esports communities

in Indonesia, Dunia Games was voted "The Most Favorite Gaming Media of the Year" Award at the Indonesia Gaming Awards 2020.

## Game Publishing

In February 2020, Telkomsel's Dunia Games published its third game, Rise of Nowlin. As an Open World MMORPG game, Rise of Nowlin offers an amazing yet challenging storyline to mobile game enthusiasts. Gamers can explore various modes of gameplay, and the daily activities support gamers to improve their characters' skills to be tougher across levels and scale up to engage organic game communities within the SEA region. The overall gameplay of Rise of Nowlin boasts eye-pleasing graphics.

Telkomsel's Dunia Games also brought new genres to its games catalogue by publishing Kolak Express 3 in May 2020, in conjunction with Ramadan festive. Following the success of action genre (ShellFire) and role-playing genre (Lord of Estera and Rise of Nowlin), Dunia Games then presented an easy-to-play simulation game to give customers more choice for games that suit their preference. Kolak Express 3 challenges players to become a Kolak seller and serve a variety of requests from their customers with more than 100 levels. Its easy and simple gameplay makes it playable by all ages. Kolak Express 3 is available to download for free in Google Play Store and will be available for other SEA markets.

In December 2020, Dunia Games Telkomsel released Three Kingdoms: Quest of Infinity, an RPG Hero Collectors that challenges players to win battles by collecting and building strong

characters. There are more than 100 characters available and divided into four elements, namely Fire, Water, Nature, and Dark. There are various game modes for players to choose from. Three Kingdoms: Quest of Infinity is available to download in Google Play Store and will be available in the App Store.



## Esports



In 2020, Dunia Games hosted more than 7,000 esports matches, across 122 cities. Two annual activities on a national scale, namely the Dunia Games League and the Indonesia Games Championship (IGC), have been held for 3 consecutive years. They contested more than 5 mobile game and 1 PC game titles, for both male and female teams to win billions of Rupiah. Many publishers were involved in the event, such as Garena, Tencent, Mobile Legends, and Line. We received the “Most Favorite Non-Publisher Esports Tournament” trophy from Indonesian Esports Award by MNC Group in November 2020, making IGC an iconic esports tournament in Indonesia.

Furthermore, the Dunia Games Esports Pro Player Team also won and brought trophies from several Esports National Championships, such as Call of Duty Mobile Master Series and AoV Series League. Dunia Games will represent Indonesia in International esports events such as e-Masters AIESF Chengdu, AOV International Championship, and the CoDM World Championship.

## Voucher GamesMax

GamesMAX physical voucher provides game quota from Telkomsel to play online games and free vouchers for favorite games. Availability and visibility were expected to increase through this product, delivering safe and reliable experience to customers.

GamesMAX physical vouchers are available in Silver, Gold and Diamond packages. All packages have 30GB Games quota and YouTube quota bonuses and free game vouchers. GamesMAX Silver package has internet quota for all networks of 1GB, GamesMAX Gold has internet quota for all networks of 2GB, and GamesMAX Diamond package has quota for all networks of 4GB.

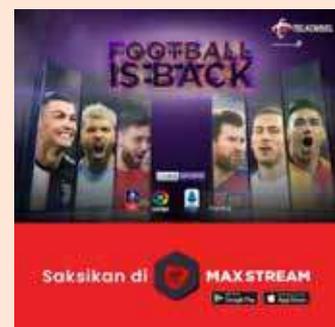


Games quota can be used to access the following games and free game vouchers: Mobile Legends: Bang Bang, Garena Free fire, Arena of Valor, LINE Let's Get Rich, ShellFire, Black Desert Mobile, Life After, Rise of Nowlins, (PUBG Mobile, MARVEL Super War and Hago to follow).

Games quota can only be used to play the games above, with any in-game updates to consume regular quota. To activate the GameMax package, users only need to access the combination \*363\*678# via their device's Dialpad or through the MyTelkomsel application available on Google Play Store.

## VIDEO

Telkomsel continues to ensure that high-quality, value-added digital services are accessible for all Indonesian society. Telkomsel lived up to this commitment by improving the MAXstream Video Portal and partnering with Disney+ Hotstar, RCTI+ and other OTTs to provide the best digital lifestyle experience for customers. This was supported by our advanced broadband network across Indonesia and special offers, making it easier for viewers to stream various contents on MAXstream and partner OTTs' platform.



Telkomsel strengthened its positioning in the Video Streaming industry by enriching its contents for the mass market, bringing VOD contents from major local studios such as Starvision and Multivision. MAXstream also partnered with TVN and TVN Movies channels to reach out to Korean fans. Related to Covid-19 epidemic that has forced students to stay at home, MAXstream collaborated with TV EDUKASI channel, delivering education contents to users.

By the end of 2020 MAXstream had more than 59 Live Channels and over 7,000 VODs, making it the most comprehensive video marketplace in Indonesia.

**MAXstream Original**

Telkomsel strengthened its positioning in the Video Streaming industry by enriching its contents for the mass market. Several new original titles were produced in 2020, such as “Lubang Kunci”, with excellent production quality in theater-quality Dolby Atmos sound.



Telkomsel partnered with RANS Entertainment, the production house owned by Raffi Ahmad, and acquired titles including films, reality shows, and series for exclusive viewing on MAXstream. They include Raffi's Garage, Nagita's Corner, Trip Among Rans, and many more.

Telkomsel also teamed up with Persib, a major Indonesian football club with a host of fanatic fans in Indonesia, especially in West Java. Telkomsel and Persib created Ngararampok (visiting colleague's house) and held an intimate session with the big names of Indonesian football.

In 2020, MAXstream delivered 160 new original titles on its platform.

**SHAPING THE FUTURE OF DIGITAL INDONESIA**

**by.U - Indonesia's Best Fully-Digital Telco Service**



Launched in October 2019 as the first all-digital telco prepaid service in Indonesia, by.U increased its relevance to pandemic situation through quick strategic shifts. Telkomsel collaborated with Indomaret to provide seamless in-store SIM card pick-ups. We moved all customer engagement activities to online format through webinars, online concerts, and online anniversary celebration. As Data usage increased dramatically, we launched more Data packages for various pocket sizes. Additionally,

we launched free in-app entertainment during the #StayAtHome (#dirumahaja) national campaign.

The market acknowledged by.U's success with 4 awards:

- Gold Winner for apps category at Public Relations Indonesia Awards 2020,



- Most Innovative Data Package at Selular Awards 2020,



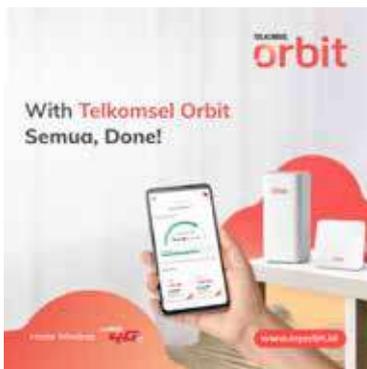
- Marketing Continuity Brand 2020 from Markplus, and



- #1 Choice Digital Provider for Gen-Z from Marketeers Magazine



## Orbit – Indonesia’s Best Wireless Home Broadband Service



Orbit was launched in July 2020 as a fully digital home wireless internet provider, empowering Indonesians with smarter, faster, and more reliable service. The launch answered the needs in the pandemic where most people were required to work, school, shop, do business and other things from home.

In line with its vision to become the center of home productivity, Orbit focuses on identifying customer pain points and translate it into key features:

1. Fully digital end-to-end customer journey.

2. Prepaid: No monthly/annual subscription fee or contract, customers pay what they need.
3. No Terms & Conditions: No peak and off-peak.
4. Usage and device control through MyOrbit mobile apps.
5. 7-Day Money Back Guarantee.
6. Instant plug-and-play activation.



*Within 6 months of launch, Orbit received recognition as Champion of Customer Experience by SWA Indonesia*

### Open Innovation with TINC & TMI



Telkomsel Innovation Center (Tinc) intensively pushes outside-in and inside-out market-ready solutions, blending them into Telkomsel’s digital ecosystem, and accelerating new businesses and revenue streams. Tinc acquires these new solutions by identifying

and engaging initial-stage local startups and matching them with opportunities for synergy.

#### 1. Opening opportunities for all digital solutions

We expanded our collaboration with more than 465 solution submissions from various verticals, including Agritech, Smart Environment, EduTech and Edutainment, Fintech, MedTech, Logistics and Supply Chain, Enterprise SaaS and Platform, as well as Industrial IoT.

#### 2. Commercial-ready Solutions

Tinc has accelerated solutions that are now commercial in the market:

##### Manpro

A SaaS project management startup which together with Tinc extended their capability to track and monitor devices and allows fuel (diesel) utility monitoring.

##### Neurafarm

AI-based agriculture application named Dokter Tania which provides an AI-powered crop protection and management apps. This application allows crop disease identification, facilitates consultation with experts as well as creating a community development.

##### Mantis

Mantis offers an IoT water pressure sensor with high accuracy, low cost, easy maintenance, and a real-time dashboard monitoring. It allows an easy detection on pipe leakage, automatically distribute pump power allocation and provides a friendly monitoring dashboard for its users.

# Sales

Telkomsel's sales initiatives have been aligned to make significant inroads in its overarching objective of transforming itself into a market-leading digital telecommunication company. Discussion of sales initiatives in 2020 below will be divided into two categories: Consumer (B2C) and Enterprise (B2B). Both arms are heavily engaged in digitalization initiatives, as we believe they will become a core pillar of our future growth.

## CONSUMER (B2C)

In 2020, set against some major changes in market trends, the strategic focus on sales in the Consumer (B2C) category was directed towards strengthening sales fundamentals, strategic channel shifting, and digitalization of sales services.

### Strengthening Sales Fundamentals

To maintain its position as industry leader, Telkomsel is boosting sales by strengthening the sales fundamentals as distilled into the 5S sales parameters (smart acquisition, sales through, sales out, stock days, and sales renewal) and 5R reseller parameters (reseller coverage, availability, aggressivity, productivity, and adaptability).

Such a move was important in the new era of the pandemic to ensure that Telkomsel's products are always ready for end users and can penetrate the market more deeply. Telkomsel is also

engaging its resellers by making them present in all Telkomsel coverage and on its network site, with their performance on these fundamentals monitored closely.

### Strategic Channel Shifting

A massive shift in sales took place in 2020, from traditional channels to modern ones, due to the changing consumer behaviors affected by the widespread outbreak of Covid-19. In response to this, Telkomsel adjusted and improved all its channels, and especially enhanced its modern channels to capitalize on this surge.

Telkomsel's modern channel initiatives in 2020 include: boosting value-added services (VAS) recharge in banking, e-commerce, national retailers, and LinkAja; revamping the channels by widening the SKUs with smaller top-up denominations; and rolling out sales campaigns for high-denomination SKUs in banking, e-commerce, and national retailers, especially on specific events such as Online Shopping Days.

For its traditional channels, Telkomsel has reformulated the KPI model and reward scheme for its partners, pushing outlets to engage in greater advocacy in order to be more competitive in the market. These channels have been steadily augmented to be more digital-ready. The conventional inventory model for recharging system, for example, has been transformed into a modern wallet one. Digitalization

was accelerated with the launch of DigiposAja apps in 2020, which solved numerous pain points on the customer and outlet side.

### Digitalization of Sales Services

Persistent in our pursuit to serve customers with excellence and deliver the greatest customer experience possible, we charged ahead with measures to boost the efficiency and convenience, as well as safety, of both assisted and non-assisted channels. Thus, Telkomsel's physical outlets (GraPARI) were streamlined and revamped in line with digitalization and in response to the Covid-19-related restrictions. Meanwhile, customer-centricity, a critical component to ensuring customer acquisition and loyalty, was maintained throughout this period through various micro-improvements to the GraPARI sites.

Streamlining also took place in the Call Center, while the non-assisted channels were ramped up to cater to rising customer inquiries along these channels. To empower our non-assisted channels, we have leveraged on its Telkomsel Virtual Assistant as customers' digital companion, accessible on various social media as well as on MyTelkomsel apps and at Telkomsel.com.

### Smart Aggression Involving Resellers

The intensity of sales activities in 2020 varied between cities, as Telkomsel paid more attention to areas with higher levels of competition. We took an aggressive stance in marketing its products in these high-competition areas, by undertaking the Smart Aggression program, which determines the products to be marketed in line with each area's conditions. Critical to this program's success was our Aggressive Outlet initiative, through which we provided more attractive incentive schemes to resellers.

### Engagement of Digital Lifestyle Services

Being a dominant revenue driver through High-Value Customer (HVC) ARPU, digital lifestyle has been one of the main areas that Telkomsel is cultivating to generate more revenue in the future. We have done extensive psychographic studies on customer interest, and accordingly taken a targeted and tailored approach to deliver different campaigns and products to each psychographic segment. In this regard, execution in 2020 was emphasized on digitalization, especially on the marketing of digital lifestyle contents (e.g., mobile games, entertainment) in line with customers' interest and their increasing dependence on digital means as they spend more time at home during the ongoing pandemic.



Signing ceremony between CEO Telkomsel, Mr. Setyanto Hantoro and PPK Pusdatin Kemendikbud, Mr. Aries Nugroho for Project Bantuan Kuota Untuk Satuan Pendidikan (SD, SMP, SMA, SMK, Peserta Didik SLB, Peserta Didik PAUD, Peserta Didik Kesetaraan, Guru, Dosen, dan Mahasiswa) has successfully held on 21 September 2020



We strengthen the commitment to maximizing digital learning by establishing continued collaboration with Ministry of Religious Affairs by delivering "Madrasah Digital Belajar Jarak Jauh" program.



Facilitating the presidential limited meeting during Pandemic using Cloud X solution.

## ENTERPRISE (B2B)

The Enterprise (B2B) segment under the Corporate Account Management Sub-Directorate successfully transformed its 2020 plan into meaningful progress by demonstrating a resilient, target-beating performance throughout the year, despite having weathered shocks from the Covid-19 pandemic.

### 2020 Milestones

Some landmark deals that we acquired in 2020 in B2B segment involved our key accounts, from governmental institutions to the private sector, securing more than Rp2.5 trillion in contract value. Chief among which was the contract with the Education Ministry for the Merdeka Belajar Jarak Jauh (MBJJ) project to support students' online learning throughout Indonesia in the time of Covid-19.

Telkomsel organizes sales deals and events, both physically and virtually, to strengthen its

relationship with its corporate customers. Major events in 2020 include Internet quota assistance deals for the education sector (students and teachers), as well as several webinars covering topics such as network security, school digitalization, and digital collaboration in the new normal.

### Beyond Connectivity: Becoming an Orchestrator of Digital Enterprises

We are committed to accelerate and support digital transformation of enterprises in Indonesia by becoming an orchestrator of digital technology solutions to go "beyond connectivity". This initiative is underpinned by four pillars: advanced connectivity, cloud & apps, security, analytics and IoT.

In the advanced connectivity pillar, we launched CloudX in 2020 as an affordable solution for optimizing business communications, productivity, and connectivity based on cloud. Dubbed as "The Best Digital Services" at the 17<sup>th</sup> Selular Award 2020, CloudX comes in three services:

Communication, Meeting, and Hub. We also launched numerous functionalities—including Private Network, nGage Video API, and Direct Peering—to boost business efficiency across various sectors, from banking to retail.

In the clouds & apps pillar, by leveraging low-code platform solution, we helped digitize our customers' business processes with tailored applications. The use cases vary across SLA improvement, hosted data center, to digital cashier.

The security pillar has been receiving increasing attention of late due to the work-from-home policy that transformed many aspects of work, making workers more reliant on digital means and therefore have to tackle the attendant security issues. We help our customers address these issues, among others through the Mobile Endpoint Protection, to protect users' mobile devices from vulnerabilities, and the Mobile App Protection, an embedded security feature on corporate mobile

**We also provided special internet packages in various formats to deliver reliable connectivity to the population, facilitating their learning and WFH activities. Over 205,000 academic institutions with more than 20 million students participated in our MBJJ program.**

business apps to protect them from attacks. Both features were launched in 2020.

Furthermore, Telkomsel has established a suite of systems and tools to amplify customers' performance during their digital journey, from end to end. In 2020, the key platforms we established include Sales Force Automation (Safora) that pairs up with our CRM system, MyEnterprise and MyEnterprise Care, as well as 99% Usahaku that empowers SMEs.

**Program Highlights**

To help businesses across all verticals tackle the challenges arising from the major shift in how people work, with the proliferation of the WFH scheme, Telkomsel rolled out several innovative programs.

Under the overarching Covid-19-mitigation program headlined #DiRumahTerusMaju, Telkomsel instigated the #dirumahterusproduktif campaign to support companies' WFH scheme with bonus data and access, and #dirumahterusaman to help companies secure their workers' mobile devices as they work from home.

We also provided special internet packages in various formats to deliver reliable connectivity to the population, facilitating their learning and WFH activities. Over 205,000 academic institutions with more than 20 million students participated in our MBJJ program.

We also teamed up with Microsoft to implement state-of-the-art technology that will provide outlying regions in Indonesia with enhanced connectivity and solutions, bringing them on a level

playing field with major cities through private LTE network. This partnership also boosts Telkomsel's preparedness in anticipating the 5G revolution.

We relentlessly strive to deliver our best level of service to assist the government in achieving their digitalization-related goals. The main programs that we enacted in 2020 in this regard include cooperations with various local and regional governments to augment their digital transformation and implement Smart Government.



Webinar on digitizing public services entitled empowering local governments through digital transformation. This webinar was held on September 14, 2020, attended by 1,200 participants with several speakers: Director of Government Informatics Application Services from the Ministry of Communication and Information; Director of Regional Revenue, the Ministry of Home Affairs; and the Regent of Morotai Islands Regency, North Maluku.

# Information Technology

## OVERVIEW

The IT Directorate has been responsible for Telkomsel's IT Transformation, which fundamentally changes the architectural landscape to better serve business and internal users, and progress along with them. Following the 3-Year IT Master Plan, several major transformations had been executed from 2018 to 2020. Some of which are:

- Billing and Charging Modernization, which expanded capacity to cover customer growth while also bringing various technical improvements on product configuration and revenue recognition.
- Completion of Digital Core as main enabler of Omni-Channel for improved Customer Experience, which also dramatically speed-up creation and delivery of telco packages to be sold to both postpaid and prepaid customers.
- Recharge Modernization, to improve both traditional prepaid recharge (via outlet/dealers or using electronic voucher) and modern channels recharge (via 3<sup>rd</sup> party apps, minimarket, retail shops, etc.). This implementation

transformed Sales Business Model and significantly improves data tracking and visibility of voucher distribution to outlets and dealers.

- Adoption of advanced Big Data and Business Intelligence stack, with high-volume and near real-time data processing, expanded data capacity, and business-centric analytical capability to improve overall marketing strategy.

In 2020, these success stories are being expanded with the implementation of several strategic and major programs, which serve both B2C/Consumer and B2B/Enterprise customers, enable internal digitization and corporate-wide transformation, and improve IT internal capability and reliability.

## ENABLING BUSINESS STRATEGY AND TRANSFORMATION

IT has long become the main business enabler in achieving corporate objectives of providing the best services for our customers, from retail to SMEs and large companies.

### Personalization Engine System

In April 2020, IT deployed Personalization Engine System as part of Big Data and Business

Intelligence stack. This system has enabled real-time and personalized campaigns and NBO (Next-Best Offer) on various digital channels. It analyzes customer behavior and determines suitable offers and campaigns, which in turn will improve campaign take-up rate significantly.

### Customer Relationship Management (CRM) Back-End Systems

The new CRM BE was rolled out in May 2020, during the work from home (WFH) period, making it one of the success stories during the pandemic. With the new CRM BE implementation, Telkomsel transformed and modernized core and non-core CRM functionalities, including customer & contact management, contract management, case/ticket/problem management, SLA (Service Level Agreements) management, as well as CRM customer data store. The system's capability covers both B2C and B2B, allowing the end-to-end journey of all customer data management to be fully managed in a single system.

### 99% Usahaku

Telkomsel sought to better serve its SME customers by revamping the 99% Usahaku platform. The new platform

provides more cost-effective solutions to replace legacy TMBS (Telkomsel MyBusiness Store) platform. This new platform will be the foundation for the major development of 99% Usahaku in near future. This platform provides complete e-commerce solution suitable for SME customers, with integration to several ISVs (Independent Software Vendors), including Microsoft, Majoo, Pawoon, etc.

#### **DMP (Data Management Platform) Data Insight**

Understanding the hype of “data as the new oil”, Telkomsel embarked on the journey to safely monetize data, while also complying to the rules and regulations related to customer data governance. Using DMP as its main enabler, Telkomsel are offering data insights delivered on an intelligent dashboard for clients to obtain telco-based static and dynamic metrics.

The data has been proven to be useful for enterprises in crafting their strategies and hone their competitive advantages.

#### **ENABLING CORPORATE-WIDE TRANSFORMATION AND INTERNAL DIGITIZATION**

Not only serving Telkomsel customers, IT also enabled corporate-wide transformation and digitized several critical processes in internal organization, which proven to speed-up processes, reduce manual efforts, and improve data visibility for better management decision. Several programs were deployed in 2020, including:

##### **RPA (Robotics Process Automation)**

RPA was one of Telkomsel’s Key Programs for 2020. It started in January 2020, by conducting Pilot Project to automate document processing activities in Finance Directorate. IT then continued

with the Scale-Up program, which now already covered 16 use-cases across all directorates in Telkomsel, and introduced up-to 17 FTE capacity creations in multiple directorates.

##### **ERP Transformation with SIENNA**

The Finance Transformation project enhances the technology for ERP systems, including by re-engineering overall finance-related processes. This project supports the vision of Telkomsel Finance to be a world class business partner to support business. This project has been live since February 2020 replacing the legacy ERP system, serving financial and procurement processes.

##### **RAFM (Revenue Assurance and Fraud Management)**

The emergence of recent technology, products and services has made revenue assurance function activities more complex.

**The new CRM BE was rolled out in May 2020, during the work from home (WFH) period, making it one of the success stories during the pandemic. With the new CRM BE implementation, Telkomsel transformed and modernized core and non-core CRM functionalities.**

An example of this is the rise of broadband transaction volume over the last 3 years. As revenue assurance function had manual process for reconciliation, it resulted in longer and delayed reconciliation process. This leads to the requirement of toolset that can assist the analysis and decision making in Revenue Assurance unit. RAFM phase 1 (Fraud Management) was launched in 2020 to cater to this. With the new system, improvements have been made to fraud-handling process, including to speed-up fraud case resolution from an average of 7 days to 1 day.

### **IMPROVEMENTS ON IT INTERNAL CAPABILITY AND RELIABILITY**

In 2020, IT focused on 3 major internal improvements, including on security resiliency, IT delivery agility, and IT service reliability.

#### **Cyber Security Resiliency**

In telco industry, where customer data is managed in a vast scale and high intensity, cyber security has become a prominent issue. In delivering cyber security resiliency program, 3 main focuses have been set, namely:

- a. Securing User Access
- b. Securing Customer and Corporate Data
- c. Securing Telkomsel Networks

#### **IT Service Reliability**

IT performance and service reliability are mandatory for Telkomsel to run in its best state. To ensure this, several programs have been deployed, including:

- a. Setting up of High-Availability configurations and Database/Application redundancy, ensuring Telkomsel's capability to serve customers in case of incidents or force-majeure events.

- b. Expanding capacity on critical systems to ensure customers get an enjoyable experience despite high traffic. This is especially important for high-traffic systems that handle broadband traffic and product activations, also to big data stack that handles traffic and customer data for analytics.

#### **IT Agility**

As time-to-market is paramount to success, IT is improving internal processes and tools to speed up development to deployment time. Several approaches have been initiated and improved, including:

- a. Adoption of agile method in various critical customer-facing applications, including MyTelkomsel and Dunia Games. This accelerated feature deployment to support the dynamic business requirements in the market.

**During this period, IT successfully delivered 201 programs (Strategic, Major and High-Profile Programs) from April to December 2020, mostly developed and deployed remotely.**

b. Internal improvement in IT SDLC (Software Development Life Cycle), by improving CICD (Continuous Integration/Continuous Delivery) process and tools to integrate with test automation. As pilot project, these set of new processes and tools are being applied to MyTelkomsel and proven to speed-up testing time needed before changes are considered ready for production.

## IT RESPONSE TO COVID-19 PANDEMIC

IT has become a critical enabler of Telkomsel's concerted response to the pandemic. This includes in supporting several key business programs to show Telkomsel's commitment to supporting society and government during the pandemic, and to shifting the organization's way-of-work to WFH (Work-from-Home) and WFF (Work-from-Field).

Several key business programs delivered in swift response to the pandemic include:

- a. Ruang Guru and IlmuPedia data package, with special access to such services, allowing eligible customers (students) to use 30 GB data for a 30-day active period.
- b. B2C CloudX package to access CloudX video conference services, allowing customers to use 30 GB data for a 30-day active period for only Rp10.
- c. MBBJ (Merdeka Belajar Jarak Jauh) program, to support government program for online learning process during the pandemic.

During this period, IT successfully delivered 201 programs (Strategic, Major and High-Profile Programs) from April to December 2020, mostly developed and deployed remotely.

IT had also setup office collaboration tools to support employee productivity during WFH/WFF with better user experience and higher security settings. This includes:

1. Secure Access via VPN and RSA 2-Factor Authentication
2. Office Productivity and Collaboration Tools
3. Improvements on MOANA (Mobile Office Administration and Automation)

## AWARDS

In 2020, Telkomsel's IT Department received 2 awards:

1. "2020 Data Impact Awards for Industry Transformation" in September 2020 from Cloudera.
2. Award by "IT.Works Top Digital Awards" in November 2020 for "Top Digital 2020 # Level Stars 5" and "Top Leader in Digital Implementation 2020".

## Network

Covid-19 has tested our network's resilience, capability and capacity planning in many ways. The disruptions has called for Telkomsel to deliver the high-quality services as promised to customers, albeit with an added urgency because of the challenging situation. The resilience of Telkomsel's connectivity to empower the community is key, and what was at stake was the economy itself, as connectivity is the backbone infrastructure for a multitude of interactions, which are now done digitally.

This has been reflected in the Data Payload, where the six-monthly growth post-Covid-19 was double than the three-month growth pre-Covid-19. But the Payload did not grow equally among all areas during the height of the lockdowns. Overall, post-Covid-19 growth in outer Java areas was more than double the growth in Java areas, and even triple its pre-Covid-19 growth.

The sudden Payload jump in outer Java areas following the lockdowns, despite similar pre-Covid-19 growth between these two areas, indicated that these areas were more reliant on mobile services. Delivering a resilient network to these far-flung areas is complicated due to the natural and geographical environment, as well as their relative distance to the country's political and commercial center. Such growth, therefore, shows that the network has responded well to the surge in demand, and maintain resiliency:

it met the required Network Availability SLA under intense pressure and scrutiny.

Due to lockdown, most data traffic was shifted indoor, and WiFi took over mobile traffic after the lockdown despite having lagged behind mobile traffic in pre-Covid-19. While there was a significant traffic shift to WiFi, mobile Data payload still grew nonetheless. Here the change was more pronounced in Java areas, where WiFi network has been more available.

To alleviate a surge in data traffic from working from home, distance learning activities, and other online shift in customer behavior, Telkomsel maximized its existing resources by rolling out 25,000 new LTE network elements. This not only increased the capacity reserve but also strengthened the 96% 4G coverage of the population nationwide.

This was part of a strategic plan to continue leveraging spectrum assets and create value from advanced technologies. Despite great challenges posed by the pandemic restrictions, Telkomsel finally reached an important milestone of providing LTE network to every city and regency in the country, more than 500 in total.

In addition, to improve spectrum efficiency, the VoLTE service was launched in 48 cities nationwide, as part of the strategy to unlock Telkomsel's legacy by enabling digital voice service.

Advanced technologies like 4G require modern supporting network infrastructure to fully reach their potential. To this end, despite restrictions, Telkomsel has now fiberized 66% of total sites, and deployed high capacity terrestrial solution for the rest, in collaboration with its parent company, Telkom Indonesia. To further capture the promised LTE capacity, advanced LTE antenna capability, such as Massive MIMO, 256 QAM, and 8T8R, was deployed.

Telkomsel's LTE network performance has been consistently ranked among the best in Indonesia by independent popular network performance measuring apps.

To further strengthen its Broadband service network resilience, Telkomsel grew its virtualized network by rolling out additional 1,720 Gbps vEPC. Telkomsel had enhanced its currently-operational virtualized network infrastructure. This network virtualization is part of the journey into 5G in establishing new way of working, and capturing the full advantages of agile networks.

Apart from network resilience, the network capabilities were also tested as customers moved their offline activities online through Data connection facilitated by specific applications, beyond traditional video, gaming and streaming services. With specific applications come specific

features and quality of service, and therefore the network must stand ready to provide these capabilities to ensure an optimal customer experience. For example, during the pandemic Telkomsel soft-launched an enterprise solution called N-gage Video to help businesses boost customer engagements. As consumers shifted their activities online, enterprises need to reach customers across multiple channels to maintain customer loyalty and build trust. Customers, in return, expect to contact their service provider in a smooth, fast and personal way.

N-gage Video facilitates this very kind of interaction. At the touch of a button, on app or web, customers can contact a service point and talk to the agent face-to-face. In 2021 Telkomsel plans to deploy the solution aimed at industry sectors with high customer interactions, and where smooth customer experience journey is critical, including but not limited to Banking and Finance, Healthcare, and Education.

## UNLOCKING NON-CORE ASSETS

Telkomsel's strength in network infrastructure is part of its competitive advantage. Unlocking non-core asset value thus became an inorganic strategy to deliver additional value. In 2020, Telkomsel concluded the sale of its 6,050 telecommunication towers to PT Dayamitra Telekomunikasi (Mitratel), with transaction for 1,911 towers transaction already concluded. As of now, Telkomsel own around 13,000 towers to strengthen its coverage and capacity.

## SUPPORTING INDONESIA DIGITAL ACCESS

The Government has rolled out broadband rapid infrastructure development program, and targeting immersive 4G coverage in all villages by 2022. Telkomsel teams up with the government via an active partnership program to strengthen broadband network in remote and border areas as USO (Universal Service Obligation). In 2020, 1,110 2G and 4G USO sites were built.

Telkomsel is also engaged in the optimization of the Palapa Ring, a major broadband development infrastructure initiative by the government, with submarine cables now available in the East (Palapa Ring Timur), Middle (Palapa Ring Tengah), and West (Palapa Ring Barat) Regions of Indonesia. Telkomsel's support was in the provision of 217 new additional USO sites around Indonesia, and activation of 893 4G nodes within existing sites.

Also instrumental in providing greater digital access to Indonesia is Telkomsel's own internal Merah Putih program, which supports digital access in remote and border areas. Up to end of 2020, using green technology solutions, 232 Merah Putih sites had been deployed across Indonesia.

**Telkomsel's LTE network performance has been consistently ranked among the best in Indonesia by independent popular network performance measuring apps.**

## Human Capital Management

Telkomsel continues to adapt itself to the latest technological advancements and the business competition it faces. In terms of employee management, Human Capital Management (HCM) is called for to continue to make improvements to ensure Telkomsel's superiority amidst competition. With the Covid-19 pandemic since early 2020, HCM has implemented a strategy of prioritizing employee health and safety while still paying attention to competence development and employee engagement. HCM has taken initiatives in line with the growth of Telkomsel's customer-based digital business. Innovation, new ways of working, and a strong performance culture have proven to be key in dealing with the pandemic.

### RIDING THE WAVE THROUGH PANDEMIC ERA

The Covid-19 pandemic had compelled the Company to initiate change and make adjustments,

including in employee management and development. HCM created a Work from Home policy to support the government in preventing the spread of Covid-19. As a digital telco company, Telkomsel was prepared to accelerate new ways of working within its own work environment. This was followed by many adjustments to services or rules related to HCM, which are stated in policies such as digitizing services to employees, communication media, and employee development. HCM released the #WorkFromHeart Playbook to provide tips for employees on how to Work From Home and Learn From Home optimally.

### ACCELERATE DIGITAL LEARNING UTILIZATION

A form of HCM adaptation in the face of the pandemic was to increase and enhance its digital learning media. Currently Telkomsel has two platforms, namely the Internal and the External Digital Learning Platforms. The use of these digital

learning platforms has been one of HCM's key measures in developing its employee capability during the pandemic.

### PIJAR (Inspiration and Learning Platform)

To support employee capability and digital culture enhancement, Telkomsel's Internal Digital Learning Platform, called PIJAR (Inspiration and Learning Platform), contains articles and videos accessible to all employees. These articles and videos were uploaded by either employees or the Learning team, and may be used as learning materials for all employees. Up to Q3 2020, PIJAR had contained 129 articles and videos.

### Percipio, Udemy, and Harvard Manage Mentors (HMM)

Apart from internal digital learning, Telkomsel collaborates with online learning partners including Percipio Skill Soft, Harvard Manage Mentor (HMM),

**HCM created a Work from Home policy to support the government in preventing the spread of Covid-19. As a digital telco company, Telkomsel was prepared to accelerate new ways of working within its own work environment.**

**HCM held an Employee Special Care Program to help employees and their families affected by Covid-19. This program included health monitoring, consultations with company doctors, and the provision of personalized medical kits for employees on behalf of the HCM Director.**

and Udemy. Percipio offers training on technical and soft skills, HMM contains leadership and managerial modules, while Udemy contains modules related to certification preparation, technology updates, and soft skills.

### **IMPROVING EMPLOYEE EXPERIENCE**

One of HCM's breakthroughs in enhancing employee experience was by launching new communication media to complement the existing primary communication media. HCM Podcast exists as an alternative communication medium for employees to learn more about various HCM policies and

programs. HCM Podcast is a proof of the ongoing process of digitizing HCM services, and it can be accessed by employees through the internal MOANA (Mobile Office Application and Automation) application. HCM Podcast contents not only discuss HCM policies or programs, but also review employees' success stories, achievements/lessons learned, as well as discussions on the latest issues related to Human Capital.

HCM held an Employee Special Care Program to help employees and their families affected by Covid-19. This program included health monitoring, consultations with company doctors, and the provision of personalized medical kits for employees on behalf of the HCM Director.

### **BUILDING PEOPLE CAPABILITIES**

HCM is still continuing its journey of enhancing employee capabilities to support Telkomsel's future business needs. HCM ensures the availability of talents with the required capabilities, thus it is re-skilling and up-skilling employees, so that they can better present Telkomsel's customer-centric products and services as a digital telco company.

#### **Transformational Expert Development Academy (T.E.D Academy)**

As a continuation of the T.E.D Academy journey which started in 2019, HCM launched 7 Academies in 2020, namely: B2B Pricing; Data Science; Engineering Data; Software Developer - Back End

## In 2020, HCM hosted the Telkomsel Tech Titans League, online challenges and webinars to challenge Indonesia's talents in technology to demonstrate their latest technological insights and competences.

Programming; Software Developer – IoT; Software Developer – Android; and Cyber Security Academy.

T.E.D Academy held T.E.D Cohort 2 in October 2020, followed by the Open Application for T.E.D Academy until early November 2020. Applicants followed the selection process and upon graduation they are to attend the Academy Bootcamp.

### Digital Prodigy

HCM initiated the formation of an expert pool called the Digital Prodigy Team, as a form of organizational management and new ways of working. Digital Prodigy members are experts in critical capability, most of whom are academy graduates from previous years. These experts receive project-based assignments according to their expertise, both to strengthen current businesses and to explore future businesses.

### ATTRACTING AND RETAINING DIGITAL TALENTS

As a digital telco company, Telkomsel needs a host of digital talents to adapt to technological advancements. Fulfillment of these digital talent needs is crucial, and thus HCM has developed a strategy to ensure its availability, by attracting digital talents from outside of the Company and retaining digital talents within. The strategy is then manifested into the following HCM programs:

#### Developing Employee Value Proposition & Employer Branding

In today's era of digital competition, EVP (Employee Value Proposition) is of utmost importance in ensuring a company's competitive advantage. Telkomsel Employer Branding is a strategic step in this regard, to be the top of mind as talents make a decision on where to work. In building Employer Branding, Telkomsel refers to the 4 pillars of the EVP, namely: (1) A company

that empowers society through technology, (2) A playground to innovate, (3) A champion brand for champions, and (4) A community to thrive together. Through these EVP pillars, Telkomsel expects to attract top talents who also share the same mission with the Company, which is to deliver a positive impact on society through technology.

In 2020, HCM hosted the Telkomsel Tech Titans League, online challenges and webinars to challenge Indonesia's talents in technology to demonstrate their latest technological insights and competences. The themes of the three series of Tech Titans that were held revolved around Data, Software Development, and Cyber Security. On social media, Telkomsel conveys the innovations, employee experience, and tips for self-development to the public through the @lifeattelkomsel Instagram account. Job seekers and professionals can also view information related to Telkomsel as a place to work on LinkedIn @telkomsel.

## Performance Based Salary System

### “Creating High Performing Culture Organization by Giving Right Compensation to the Right People with Optimum Expenses”

In accordance with HCM's commitment to attracting and retaining the best talents and encouraging employee performance, while also supporting the creation of a High Performing Culture Organization, HCM revamped its salary system in 2020. HCM now implements a salary system whose philosophy is in line with Telkomsel's business strategy, while properly appreciating employee performance and achievements.

This new performance-based salary system was designed and is implemented to maintain Telkomsel's competitiveness in the market. This system is expected to boost employee capability, performance and productivity.

## BUILDING A HIGH PERFORMANCE CULTURE

To support Telkomsel's digital growth achievement, HCM ensures that the proper environment, culture, and growth mindset is in each employee. For this reason, HCM has initiated a program to

reinforce the positive work culture in Telkomsel, such as through innovation and knowledge sharing. The steps that were taken include:

### Inno[X]tion Award

HCM consistently fosters a culture of innovation in Telkomsel by holding the Inno[X]tion Award as a venue for employees to innovate and submit their best ideas as future solutions for Telkomsel.

From the ideas submitted by the participants, an on-desk selection was carried out by the Jury, resulting in the selection of 27 ideas as Finalists for the Inno[X]tion Award, consisting of 16 business ideas and 11 process ideas. The Final Pitching was carried out until 5 ideas were selected as winners of the Inno[X]tion Award 2020 (2 process ideas and 3 business ideas). The 5 ideas were immediately implemented. For business ideas, their incubation was carried out in collaboration with Telkomsel Innovation Center (TINC).

### Telkomsel Faculty Members (T-FAMS)

HCM's goal through this program is to improve employee knowledge management and internalize a knowledge sharing culture. This program provides opportunities for employees to become internal partners, who will be assigned to various employee development programs. Employees must first undergo selection to be assigned as

T-FAMS Members. Employees who are members of this program are involved in becoming Teachers, Material Creators, or providing assistance as a Coach or Mentor. The members have participated in a special development program related to provision of teaching materials and skills.

### Telkomsel People Development Academy (T-PDA)

HCM's strategy in fostering the knowledge sharing culture within Telkomsel was executed through T-PDA, a marketplace for skills or knowledge sharing needs that brings Learners and Mentors together. This venue allows experts at Telkomsel to share knowledge with other employees. Employees who have a passion and interest in teaching are encouraged to share their knowledge with those in need of their knowledge. Meanwhile, employees who want to learn a skill can look for references they need from available experts. T-PDA has been proven to vastly assist Telkomsel in improving its Built-in Training implementation.

## Synergy

In 2020, supported by synergies with its parent companies, the Company maintained its position as the market leader in the telco industry, even as its success has led to ever greater challenges including competition and the Covid-19 pandemic. Telkom Group and Singtel as the parent companies continued to commit resources towards developing and strengthening Telkomsel's Legacy business as well as its new Digital Mobile Service. These synergies have especially benefitted Telkomsel's digital mobile developments by integrating them within the parent companies' larger digital ecosystems.

Overall, these synergies focused on 3 aspects:

1. Honing and strengthening Core Growth Market, by maintaining leadership in core business through flawless execution of ongoing initiatives to grow in line with market expectations.
2. Creating Expansive Offers to Go-Beyond, which involves building new engines of growth, such as the B2B, Family/Home expansion, and digital businesses in order to surpass the growth rate of Indonesia's wireless market.
3. Transforming the Company's operating model to sustain growth, i.e. changing the way Telkomsel operates to a lean and agile mindset to support accelerated growth.

More than 38 synergy initiatives were undertaken in 2020, broadly categorized as synergies in or related to:

1. Customer Experience
2. Network Infrastructure
3. Digital Business
4. Business Support

### SYNERGIES RELATED TO CUSTOMER EXPERIENCE

In 2020, in the B2B Segment, Telkomsel and Telkom Enterprise implemented a New Go-to-Market Alignment (New GTMA) program to drive acquisition of new customers and generate more revenue from the corporation, government, state owned enterprises, and small & medium enterprise segments, by offering Corporate Business Solutions and digital advertising. As part of prioritizing synergy with SOEs, Telkomsel has initiated synergy with PT Pegadaian in the form of joint promos, utilization of products and services, corporate connectivity solution, and device bundling with Tabungan Emas Krasida.

In Family/Home segment expansion, Telkomsel and Telkom Group have collaborated to improve customer experience through fixed and cellular networks integration through the Seamless Digital Experience (SEADEx) and Orbit project. This project supports end-to-end improvement of customer journey including the commercialization process, trial/pilot project, and product viability.

To support Net Promoter Score, DmobXLab focused on ramping up devices and applications testing types and capacity. Device excellence program will accelerate device approvals as well as the Go-to-Market process. Initiatives to mobile application optimization and home LTE CPE selection will improve consumer experience, educating consumers to buy network friendly devices so that users can enjoy a good network experience while reducing network expenses overall.

### SYNERGIES RELATED TO NETWORK INFRASTRUCTURE

These synergies primarily focused on leveraging Telkom's infrastructure to drive cost efficiencies through economies of scale, while enhancing revenue, quality and preparing Telkomsel's infrastructure for Digital Business. By synergizing with Telkom Group's operational experiences, Telkomsel and Telkom Group also collaborated through the Collaborative Network Optimization Project (CNOP) where Order Management and Service Level Management was enhanced, in order to ensure adequate support for Telkomsel's network plan, design and preparations for the Ramadhan and Idul Fitri period (RAFI) as well as for the Christmas and New Year period (NARU).

Tower leased will increase tower asset optimization as one of Telkomsel's revenue streams. Network Technical Service Agreement implementation will further improve network Operation & Maintenance cost efficiency.

### **SYNERGIES RELATED TO DIGITAL BUSINESS**

During the year, Telkomsel leveraged synergies with Telkom Group and other stakeholders to drive the growth of its Digital Business, by expanding the LinkAja Digital Ecosystem Enablement for Government Project, Digital Parking Ecosystem & Smart Village.

Developing the fleet management system, Telkomsel establishes a connectivity for transportation mode system integration project with the Ministry of Transportation. To support handling of Covid-19 pandemic,

as part of its Corporate Social Responsibility programs, Telkomsel synergized with PMI (the Indonesian Red Cross Society) by providing 3 digital applications: Fleet IoT management, Order Management Solution, and Asset Performance Management.

Supporting the Games Business development, Telkomsel synergized with its parent company in Direct Channel Business regulation for securing Games business, Master Purchase Agreement Dashboard Enhancement, and Joint Game publishing program, with Melon and Games Co as the preferred game publishers.

In line with its commitment to developing the Indonesian education system, Telkomsel collaborated with Telkom University to develop the Digital Campus Ecosystem. This ecosystem supports innovation, knowledge sharing, internship, talent pool program, and development of the IndonesiaNEXT program. The

synergy also supports the development of Digitalizing Indonesia program, especially in the education sector, by collaborating with Pijar Mahir, Pijar Sekolah, and synergy with Kelas Pintar and Indish.

### **SYNERGIES RELATED TO BUSINESS SUPPORT**

Supporting the Digital Business development, the Open Digital Maturity Model for CFU Mobile program was implemented, focusing on the assessment tool for benchmarking current digital maturity level against its own digital transformation goals and performance of best-in-class organizations.

In Telkomsel's Corporate Social Responsibility program, Telkomsel supports IoT development for the Indonesian IoT Association by cooperating with DmobXLab for device testing and Study from Home Project, which provides free access to 130 universities throughout the pandemic.

**Telkom Group and Singtel as the parent companies continued to commit resources towards developing and strengthening Telkomsel's Legacy business as well as its new Digital Mobile Service.**



# Good Corporate Governance

# 05.

# Good Corporate Governance

Telkomsel's commitment to Good Corporate Governance (GCG) in every aspect of business reflects our compliance with the Company Law No. 40 of 2007 and certain aspects of the United States' Sarbanes-Oxley Act (SOA), with which all subsidiaries of PT Telekomunikasi Indonesia Tbk (TELKOM) are required to comply following its share listing on New York Stock Exchange (NYSE).

GCG implementation is key to ensuring the Company's ongoing competitiveness, enabling us to stay ahead of the industry and maintain our market leadership position, and guiding us in creating long-term value for both shareholders and stakeholders.

In order to build a strong GCG structure within the organization, we are firmly bound by five principles which serve as the pillars of our GCG implementation. The five principles are:

## TRANSPARENCY

This principle shall be carried out in the effort to present fair access to all information about the Company's financial and operational performance.

## ACCOUNTABILITY

Management and staff at all levels are required to develop high accountability in every action taken and in maintaining a fruitful relationship with the shareholders and stakeholders as well as with regard to regulatory compliance.

## RESPONSIBILITY

This principle requires the commitment of all elements in the organization to showing integrity and responsibility in the decision-making process, in defending the Company's and stakeholders' interests and assets and risk management to ensure business continuity.

## INDEPENDENCE

We exercise our independence as an organization with high integrity by ensuring that all management is free from conflict of interest and/or the influence of other parties.

## FAIRNESS

We carry out this principle to ensure that all shareholders and stakeholders receive equal treatment, including fair opportunities for the employees to earn career promotions, training and education, and access to information.

## CODE OF CONDUCT

Telkomsel has adopted a code of conduct in accordance with the highest standards of values and ethical conducts. The code applies to all employees representing the Company and it is envisioned to govern them in executing their duties. Everyone associated with the Telkomsel code of conduct should comply with prevailing laws and regulations and act in the best interest of the Company. The code influences how employees think about actions and what they should or should not do in safeguarding the Company's assets, revenues and monetary adjustment beyond the Company's policies. It is the personal responsibility of each employee to adhere to applicable standards.

## GENERAL MEETING OF SHAREHOLDERS

As stated in the Articles of Association, the General Meeting of Shareholders (GMS) serves as the highest forum that is granted the authority other than that granted to either the Board of Directors or the Board of Commissioners, including taking the decisions regarding vital and strategic corporate actions and approving the reports of the Board of Commissioners and the Directors.

In the GMS, the Board of Directors releases the Company Annual Report and the financial statements, determines the allocation of the Company's net profit, and appoints the independent auditors.

## INDEPENDENCE OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The Company has a firm policy regarding the independence and potential conflict of interest of its Boards, which requires all members of Board of Commissioners and Board of Directors to report any positions they hold at other institutions that may potentially result in a conflict of interest or violate existing laws and regulations. In a situation where one of our Directors is exposed to a conflict of interest, he or she, in accordance with the Articles of Association, shall be represented by another Board member.

The Articles of Association further states that the Board of Commissioners may take over responsibility from the Board of Directors in the case that all members of the Board of Directors have a conflict of interest. To further ensure independence, our policy regulates that all members of the Board of Directors and Board of Commissioners must not possess familial relationships with any other Board member.

## THE BOARD OF COMMISSIONERS

The Board of Commissioners comprises of six members and one of them performs as the President Commissioner. Telkom as the majority shareholder is entitled to nominate four Commissioners, while Singapore Telecom Mobile Pte Ltd reserves

the right to nominate two Commissioners. Based on the Shareholders Resolution, the composition of Telkom's Board of Commissioners effective from 25 November 2019 was as follows:

### Telkom Representatives

- a. President Commissioner: Ririek Adriansyah
- b. Commissioner: Harry Mozarta Zen
- c. Commissioner: Yose Rizal
- d. Commissioner: Nanang Pamuji Mugasejati

### Singtel Representatives

- e. Commissioner: Paul Dominic O'Sullivan
- f. Commissioner: Yuen Kuan Moon

Based on the Annual General Meeting of Shareholders' Resolution, the composition of Telkom's Board of Commissioners effective from 24 June 2020 was as follows:

### Telkom Representatives

- a. President Commissioner: Ririek Adriansyah
- b. Commissioner: Heri Supriadi
- c. Commissioner: Yose Rizal
- d. Commissioner: Nanang Pamuji Mugasejati

### Singtel Representatives

- e. Commissioner: Paul Dominic O'Sullivan
- f. Commissioner: Yuen Kuan Moon

Based on the Shareholders' Resolution, the composition of Telkom's Board of Commissioners effective from 2 November 2020 was as follows:

### Telkom Representatives

- a. President Commissioner: Ririek Adriansyah
- b. Commissioner: Sutrisno Saidi Tatetdagat
- c. Commissioner: Yose Rizal
- d. Commissioner: Nanang Pamuji Mugasejati

### Singtel Representatives

- e. Commissioner: Paul Dominic O'Sullivan
- f. Commissioner: Yuen Kuan Moon

Based on the Shareholders' Resolution, the composition of Telkom's Board of Commissioners effective as dated February 11, 2021 is as follows:

### Telkom Representatives

- a. President Commissioner: Wishnutama Kusubandio
- b. Commissioner: Heri Supriadi

- c. Commissioner: Yose Rizal
- d. Commissioner: Nanang Pamuji Mugasejati

### Singtel Representatives

- e. Commissioner: Paul Dominic O'Sullivan
- f. Commissioner: Yuen Kuan Moon

The Board of Commissioners is responsible for:

- Supervising the Board of Directors' management of the Company;
- Supervising the implementation of the Company's long-term business strategy;
- Overseeing the effectiveness of GCG practices in the Company, including risk management and internal controls;
- Monitoring the performance of the business;
- Providing direction, recommendations and guidance for the Board of Directors in managing the Company's business.

## MEETINGS OF THE BOARD OF COMMISSIONERS IN 2020

The Articles of Association states that the Board of Commissioners holds a meeting at least once every three months, or whenever necessary as requested by any of the Board members or shareholder(s) who represent at least 1/10 of the total issued shares of the Company with valid voting rights. The Board of Commissioners also holds joint meetings with the Board of Directors as part of performing its supervisory function.

### Board of Commissioners

Name	Position	Meeting Attendance
Ririek Adriansyah	President Commissioner	4 of 4
Harry Mozarta Zen	Commissioner	2 of 2
Nanang Pamuji Mugasejati	Commissioner	3 of 4
Yose Rizal	Commissioner	4 of 4
Paul Dominic O'Sullivan	Commissioner	4 of 4
Yuen Kuan Moon	Commissioner	4 of 4
Heri Supriadi	Commissioner	1 of 1
Sutrisno Saidi Tatetdagat	Commissioner	1 of 1

### Board of Directors

Name	Position	Meeting Attendance
Setyanto Hantoro	President Director	4 of 4
F. M. Venusiana R.	Director of Network	2 of 2
Hendri Mulya Syam	Director of Network	2 of 2
Heri Supriadi	Director of Finance	2 of 2
Leonardus Wahyu Wasono Mihardjo	Director of Finance	2 of 2
Ririn Widaryani	Director of Sales	4 of 4
Irfan Ahadi Tachrir	Director of HCM	2 of 2

### Board of Directors

R. Muharam Perbawamukti	Director of HCM	2 of 2
Edward Ying	Director of P&T	2 of 3
Wong Soon Nam	Director of P&T	1 of 1
Bharat Alva	Director of IT	4 of 4
Goh Hui Min	Director of Marketing	4 of 4

### COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners is charged with a supervisory role in a general and/or a specific manner in accordance with the Articles of Association and to provide advice to Board of Directors. In performing its supervisory function, the Board of Commissioners is assisted by three Committees. The Committees are:

- Audit Committee
- Remuneration Committee
- CAPEX, Financing and Management Process (CFMP) Committee

### AUDIT COMMITTEE

The Audit Committee assists the Board of Commissioners in fulfilling its oversight responsibilities for the financial reporting process, internal control process, internal and external audit process and risk management process. In performing its duties, the Audit Committee shall ensure an effective working relationship with the Board of Directors, Managements, Internal Auditors and External Auditors. The Audit Committee shall meet at least four (4) times a year, and meetings must be attended by at least two members of the Audit Committee,

including one member nominated by Telkom and one member nominated by Singapore Telecom Mobile Pte Ltd. The Audit Committee members shall comprise at least 3 (three) members. The members are appointed by the Board of Commissioners, and at least one of the members shall have competency in accounting and/or auditing.

Based on Circular Resolutions of the Board of Commissioners of the Company on the Appointment of Committee Members of the Board of Commissioners, the members of the Audit Committee from 1 January 2020 to 24 June 2020 were:

- Harry Mozarta Zen as Chairman
- Paul Dominic O'Sullivan as Member
- Nanang Pamuji Mugasejati as Member
- Agus Suryono as Member

Based on Circular Resolutions of the Board of Commissioners of the Company on the Appointment of Committee Members of the Board of Commissioners, the members of the Audit Committee from 24 June 2020 to 1 December 2020 were:

- Heri Supriadi as Chairman
- Paul Dominic O'Sullivan as Member
- Nanang Pamuji Mugasejati as Member
- Agus Suryono as Member

Based on Circular Resolutions of the Board of Commissioners of the Company on the Appointment of Committee Members of the Board of Commissioners, the members of the Audit Committee from 1 December 2020 are:

- Yose Rizal as Chairman
- Heri Supriadi as Vice Chairman
- Paul Dominic O'Sullivan as Member
- Nanang Pamuji Mugasejati as Member
- Agus Suryono as Member
- Sean Slattery as Member

The Audit Committee holds meetings on regular basis with the Internal Audit Group to discuss findings from the audit process. In 2020, there were a total of 4 Audit Committee meetings.

## REMUNERATION COMMITTEE

The Remuneration Committee is established to assist the Board of Commissioners in ensuring that the remuneration policy and scheme that is being implemented or will be implemented in the Company fairly rewards the Board of Directors and employees, attracts talent and has competitive value, in order to ensure that the Company has competent human resources. The Remuneration Committee shall comprise of at least 3 members and the members are appointed by the Board of Commissioners. Pursuant to its Charter, the Remuneration Committee shall meet at least 1 (once) a year and the meeting shall be attended by at least 2 (two) members.

Based on Circular Resolutions of the Board of Commissioners of the Company on the Appointment of Committee Members of the Board of Commissioners, the members of the Remuneration Committee from 1 January 2020 to 24 June 2020 were:

- a. Yuen Kuan Moon as Chairman
- b. Harry Mozarta Zen as Member
- c. Yose Rizal as Member
- d. Irfan Ahadi as Member

Based on Circular Resolutions of the Board of Commissioners of the Company on the Appointment of Committee Members of the Board of Commissioners, the members of the Remuneration Committee from 24 June 2020 to 1 December 2020 were:

- a. Yuen Kuan Moon as Chairman
- b. Heri Supriadi as Member
- c. Yose Rizal as Member
- d. Raden Muharam Perbawamukti as Member

Based on Circular Resolutions of the Board of Commissioners of the Company on the Appointment of Committee Members of the Board of Commissioners, the members of the Remuneration Committee from 1 December 2020 are:

- a. Yuen Kuan Moon as Chairman
- b. Sutrisno Saidi Tatetdagat as Member
- c. Nanang Pamuji Mugasejati as Member
- d. Raden Muharam Perbawamukti as Member

In 2020, there were a total of 2 Remuneration Committee meetings.

## CAPEX, FINANCING & MANAGEMENT PROCESS (CFMP) COMMITTEE

The Capex, Financing and Management Process (CFMP) Committee assists the Board of Commissioners in fulfilling its oversight responsibilities regarding the capex, financing, and management processes of the Company. The CFMP Committee will provide the Board of Commissioners from time to time with its findings and recommendations. For an effective review and understanding of the

Capex and operational processes, the CFMP Committee will need to have ongoing interaction with the management, which can be the members of the Board of Directors.

The CFMP Committee shall review, but are not limited to, the following:

- a. The Capex planning and management process.
- b. The financing policies and plans of the Company.
- c. The capacity management, supply chain and operational targets.

The CFMP Committee reports periodically to the Board of Commissioners. Its reports contains a summary of the CFMP Committee's activities, findings and recommendations. The CFMP Committee shall comprise at least 3 (three) members. At least one member of the CFMP Committee is a member of the Board of Commissioners nominated by Telkom and at least one member of the CFMP Committee is a member of the Board of Commissioners nominated by Singtel. One other member of the CFMP Committee shall be a representative of the Company in charge for capex planning/ monitoring and financing. The CFMP Committee holds regular meetings, structured via a timetable, agendas and minutes of meeting. The frequency of meetings will depend on the CFMP Committee's objectives and scope of activities.

Based on Circular Resolutions of the Board of Commissioners of the Company on the Appointment of Committee Members of the Board of Commissioners, the members of the CFMP Committee from 1 January 2020 to 24 June 2020 were:

- a. Harry Mozarta Zen as Chairman
- b. Yuen Kuan Moon as Member
- c. Heri Supriadi as Member
- d. Era Kamali Nasution as Member

Based on Circular Resolutions of the Board of Commissioners of the Company on the Appointment of Committee Members of the Board of Commissioners, the members of the CFMP Committee from 24 June 2020 to 1 December 2020 were:

- a. Heri Supriadi as Chairman
- b. Yuen Kuan Moon as Member
- c. Leonardus Wahyu Wasono M. as Member
- d. Era Kamali Nasution as Member

Based on Circular Resolutions of the Board of Commissioners of the Company on the Appointment of Committee Members of the Board of Commissioners, the members of the CFMP Committee from 1 December 2020 are:

- a. Yose Rizal as Chairman
- b. Heri Supriadi as Vice Chairman
- c. Yuen Kuan Moon as Member
- d. Leonardus Wahyu Wasono M. as Member
- e. Lukman Hakim as Member
- f. Anna Yip as Member (effective 18 December 2020)

In 2020, there were a total of 8 CFMP Committee meetings.

## THE BOARD OF DIRECTORS

The Board of Directors consists of eight members and is led by the President Director. PT Telkom as the majority shareholder is entitled to nominate five Directors and Singapore Telecom Mobile Pte Ltd reserves the right to nominate three Directors. Based on the Annual General Meeting Shareholders' Resolution, the composition of Telkomsel's Board of Directors effective from 31 May 2019 was as follows:

### Telkom Representatives

- a. President Director: Emma Sri Martini
- b. Director of Sales: Ririn Widaryani
- c. Director of Finance: Heri Supriadi
- d. Director of Human Capital Management: Irfan Ahadi
- e. Director of Network: Iskriyono Windiarjanto

### Singtel Representatives

- f. Director of Planning and Transformation: Edward Ying Siew Heng
- g. Director of IT: Alva Bharat
- h. Director of Marketing: Goh Hui Min (effective 1 July 2019)

Following Emma Sri Martini's new assignment as Director of Finance of PT Pertamina and her resignation on 25 November 2019, based on the President Commissioner's letter dated 25 November 2019 and the Board of Directors' Meeting Resolution dated 26 November 2019, the Director of Finance of Telkomsel was appointed as the Acting President Director.

Based on the Shareholders' Resolution, the composition of Telkomsel's Board of Directors effective from 13 January 2020 to 24 June 2020 was as follows:

#### **Telkom Representatives**

- a. President Director: Setyanto Hantoro
- b. Director of Sales: Ririn Widaryani
- c. Director of Finance: Heri Supriadi
- d. Director of Human Capital Management: Irfan Ahadi
- e. Director of Network: F. M. Venusiana R.

#### **Singtel Representatives**

- f. Director of Planning and Transformation: Edward Ying Siew Heng
- g. Director of IT: Alva Bharat
- h. Director of Marketing: Goh Hui Min

Based on the Annual General Meeting of Shareholders' Resolution, the composition of Telkomsel's Board of Directors effective from 24 June 2020 to 15 August 2020 was as follows:

#### **Telkom Representatives**

- a. President Director: Setyanto Hantoro
- b. Director of Sales: Ririn Widaryani
- c. Director of Finance: Leonardus Wahyu Wasono Mihardjo
- d. Director of Human Capital Management: Raden Muharam Perbawamukti
- e. Director of Network: Hendri Mulya Syam

#### **Singtel Representatives:**

- f. Director of Planning and Transformation: Edward Ying Siew Heng
- g. Director of IT: Alva Bharat
- h. Director of Marketing: Goh Hui Min

Based on the Shareholders' Resolution, the composition of Telkomsel's Board of Directors effective from 15 August 2020 was as follows:

#### **Telkom Representatives**

- a. President Director: Setyanto Hantoro
- b. Director of Sales: Ririn Widaryani
- c. Director of Finance: Leonardus Wahyu Wasono Mihardjo
- d. Director of Human Capital Management: Raden Muharam Perbawamukti
- e. Director of Network: Hendri Mulya Syam

#### **Singtel Representatives**

- f. Director of Planning and Transformation: Wong Soon Nam
- g. Director of IT: Alva Bharat
- h. Director of Marketing: Goh Hui Min

Based on the Shareholders' Resolution, the composition of Telkom's Board of Directors effective from February 11, 2021 is as follows:

### Telkom Representatives

- a. President Director: Setyanto Hantoro
- b. Director of Sales: Hendri Mulya Syam
- c. Director of Finance: Leonardus Wahyu Wasono Mihardjo
- d. Director of Human Capital Management: Raden Muharam Perbawamukti
- e. Director of Network: Nugroho

### Singtel Representatives

- f. Director of Planning and Transformation: Wong Soon Nam
- g. Director of IT: Alva Bharat
- h. Director of Marketing: Goh Hui Min

The Board of Directors is responsible for:

- Maintaining Telkom's daily business;
- Formulating Telkom's Business Plan and Strategy;
- Preparing the Annual budget;
- Preparing the Annual Report to Shareholders;
- Ensuring that the business is run effectively to give value to the shareholders and stakeholders;
- Representing the Company in any legal cases.

## MEETINGS OF THE BOARD OF DIRECTORS IN 2020

The Board of Directors holds meetings at least once in every two months or whenever requested by any of the Board members or by any of the Commissioners or by shareholder(s) who represent at least 1/10 of the total issued shares of the Company with valid voting rights. The Board of Directors also holds joint meetings with the Board of Commissioners to present reports on the operational and financial performances of the Company as well as to discuss and seek the necessary approval for the corporate agenda. The quorum for the meetings of the Board of Directors is four members, including one Director nominated by each shareholder of the Company that possesses at least 10% of the total issued shares of the Company.

	Position	Meeting Attendance
Setyanto Hantoro	President Director	54
Iskriyono Windiarjanto	Director of Network	1
F. M. Venusiana R.	Director of Network	29
Hendri Mulya Syam	Director of Network	24
Heri Supriadi	Director of Finance	30
Leonardus Wahyu Wasono Mihardjo	Director of Finance	25
Ririn Widaryani	Director of Sales	52
Irfan Ahadi Tachrir	Director of HCM	29
R. Muharam Perbawamukti	Director of HCM	25
Edward Ying	Director of P&T	36
Wong Soon Nam	Director of P&T	18
Bharat Alva	Director of IT	55
Goh Hui Min	Director of Marketing	52

## REMUNERATION

The General Meeting of Shareholders is authorized to determine the amount of remuneration for members of the Board of Commissioners and Board of Directors based on the recommendations from the Remuneration Committee. The remuneration structure for Directors and Commissioners comprises three components, namely fixed compensation, variable compensation, benefits and facilities.

1. Fixed Compensation  
Fixed Compensation comprises the base salary with reference to the AGMS.
2. Variable Compensation  
Variable Compensation shall be paid in form of a yearly bonus. The amount of yearly bonus will be determined in the AGMS.
3. Benefits & Facilities  
Telkomsel provides benefits such as medical, allowance, housing, membership, communication and insurance.

## EXTERNAL AUDIT

During the AGMS, Telkomsel's shareholders empower the Board of Commissioners to appoint external auditors. The external auditors serve until their dismissal or resignation. The Audit

Committee assesses the external auditors based on factors such as the performance and quality of their audit and the independence of the auditors, and recommends their appointment to the Board of Directors in synergy with the majority shareholders. In order to maintain the independence of the external auditors, Telkomsel has a policy stipulating the types of non-audit services the external auditors can provide and the related approval processes.

The Audit Committee has also reviewed the non-audit services provided by the external auditors during the financial year and the fees paid for such services. The Audit Committee is satisfied that the independence of the external auditors has not been impaired by the provision of those services. The external auditors have also provided a confirmation of their independence to the Audit Committee.

## WHISTLEBLOWING

Telkomsel applies a firm whistleblowing policy. This policy regulates the ways in which an employee or other parties report fraud, unethical behavior, corruption, dishonest

practices or breaches of internal control and code of conduct to Telkomsel's Audit Committee. The Committee will then follow up with an investigation. As long as the reporting of such matters is done in good faith, Telkomsel ensures that the employees making such reports are treated fairly and protected from reprisals. All whistleblower complaints are investigated by a special audit team and the results of the investigation are reported to the Audit Committee for follow up action.

## CORPORATE SECRETARY

The scope of work of the Corporate Secretary is to ensure regulatory compliance and to manage relationships with the Company's stakeholders on GCG principles, including the relationships with employees, shareholders, government institutions, the public and the media. The Corporate Secretary manages the relationship between the Board of Commissioners and the Board of Directors as well as the relationships among the Board members.

Based on KR 004/HE-01/HC-00/1/2021, the scope of duties of Corporate Secretary Group is as follows:

- Leading the secretarial function of the Company and establishing good relationships with the key stakeholders.

- To manage working facilities and infrastructure in order to facilitate the efficient and effective operation of the company.
- To ensure the coordination and implementation of CSR programs that could enhance corporate image.
- Maintain good relationship with the mass media in order to enhance good corporate image.
- To ensure all legal-related activities runs smoothly and in compliance with prevailing laws and regulations.
- Maintain effective communication and relationship with regulators in order to support Telkomsel's business.
- Ensure the implementation of the synergy and partnership program with the parent company and / or SOE (State-Owned Enterprises) to create added value for the Company.

## INVESTOR RELATIONS

Telkomsel's Investor Relations represents a commitment to promoting transparency and fairness of the Company to the shareholders and stakeholders. Together with Telkom's Investor Relations team, the team facilitate meetings and conferences with

existing and potential institutional investors, investment and market analysts as well as financial communities.

The Investor Relations team is responsible for:

- Distribution of accurate and complete information on the Company's business activities, strategies and performance in a timely manner.
- Issuance of Info Memos on a quarterly basis, which will be inserted into Telkom's quarterly Info Memo, and the Annual Report.
- Participation in a series of corporate events, such as road shows and conferences, investor meetings and site visits with the holding companies.

In 2020, the team held more than 190 meetings with investors/analysts via regular meetings and conferences.

For any inquiries regarding Telkomsel's financial and operational information, please visit Telkomsel's website, [www.telkomsel.com](http://www.telkomsel.com) or Telkom's website, [www.telkom.co.id](http://www.telkom.co.id).

# Internal Audit

## THE FUNCTION AND ROLE OF INTERNAL AUDIT

The function of the Internal Audit is to provide an independent and objective assurance, particularly on the operational effectiveness and governance, risk & control processes. Internal Audit reports to the Audit Committee and to the CEO. In achieving its goals, Internal Audit also works with Management in internal consulting activities to promote effective risk management, internal control, and governance practices.

Internal Audit adopts a risk-based approach in formulating its annual audit plan, which is reviewed and approved by the Audit Committee, that aligns internal audit activities to the key strategies and risk across the Company.

To ensure that Internal Audit functions are performed effectively, Internal Audit is equipped with Internal Audit Charter, which contains the vision and mission, code of conduct,

authority and responsibilities that follow the standards issued by The Institute of Internal Auditors.

## INTERNAL AUDIT PROGRAMS AND IMPROVEMENTS

In 2020 Internal Audit executed some activities, namely:

1. Project assignments  
There were 54 assurance and consulting assignments, which consisted of 14 integrated financial audits, 12 Information Communication & Technology audits, 18 commerce and support audits, and 10 continuous audits, among others on:
  - a. Sienna post implementation review.
  - b. IFRS 15 & 16 implementation assessment.
  - c. Development of continuous audit dashboard for IFRS 16 implementation to monitor anomalous transactions.
2. During the Covid-19 pandemic, Internal Audit developed a digital approach in each activities by utilizing technology and focusing on areas related to ICT security and data protection.
3. Updates to certain policies and standards for improvements, such as: Internal Audit Charter, Audit Rating, Internal Audit Master Plan, Audit Universe, and Good Corporate Governance Assessment Manual.

- d. Selection of 2300 MHz spectrum.
- e. Penetration testing on the ICT security that supports critical business.

# Risk Management

The telecommunication industry always progresses dynamically, with the development of digital-based technology, changes in market trends, consumer behaviors, and regulations. Therefore, Telkomsel continues to improve its capabilities and strengthen its innovations in order to always be at the forefront of the competition.

In conducting its business, Telkomsel faces risks that may hinder or adversely affect its objectives. Therefore, identifying, assessing, and responding to risks is important in determining the actions or decisions to be made to achieve its objectives.

In 2020, the Company identified, assessed and responded to corporate-level risks that may affect its business continuity, implemented the Business Continuity Management System, and updated its business processes along with the necessary internal controls.

## RISKS

The risks that have been identified, assessed, and mitigated during 2020 include:

### 1. Failure to Optimize Revenue from Data and Digital Service

The saturation of legacy service penetration has been proving to be one of the challenges of today, as the increasing use of data services has proven to deliver great benefits and provide a different experience to the public. "Digital" becomes the keyword for customers to meet their various daily needs and lifestyle. Telkomsel has responded positively to this change in the market and customers which has resulted from the technological developments.

To respond to this, the Company has built and developed various digital services, such as Digital Lifestyle, Digital Advertising, Mobile Financial Service,

Digital Banking, and Internet of Things. The Company also collaborated with Telkom Group and Singtel Group in providing digital platform to build the Indonesian digital society, with the National Digital Platform vision of Telkom Group's.

### 2. Potential Deficiencies in Relation with New ERP implementation

The Company is transforming its ERP to integrate all its resources, especially those related to finance functions. A new ERP system was launched in February 2020. The new ERP covers three aspects: process improvement, technology, and human resource capability development. This transformation will result in changes in business processes and ways of working, primarily due to the application of the "full paperless" concept and automation/digitalization.

**The Company also collaborated with Telkom Group and Singtel Group in providing digital platform to build the Indonesian digital society, with the National Digital Platform vision of Telkom Group's.**

**In addition, the Company also began to implement agile squads and RPA (Robotic Process Automation), which is expected to simplify processes, increase productivity, and start the Company's journey towards intelligent automation.**

As the system is new, a number of potential risks may arise, such as users' or supporting units' unpreparedness, data that has not been fully integrated, program errors, and misconfigurations. These things can lead to disruptions or operational delays such as in payment transactions, procurement processes, etc.

Mitigation was carried out to minimize the impact of these risks, among others by conducting training and dissemination, providing a helpdesk, making ERP-related organizational changes, updating business processes and policies, and intensive coordination between Finance and IT.

### **3. Lack of Digital Culture Adaptability to Support Digital Transformation**

Telkomsel has compiled the critical items that must be attended to as key success factors to support its efforts to become a digital telecommunications company. One of the most important stages is to change the mindset and develop the of its people.

Telkomsel has identified the new capabilities and competences needed both in terms of technology and business, which the current employees still do not possess.

Telkomsel's biggest challenge in developing employee capacity is in changing the work culture that was previously focused on selling connectivity services to retail customers, now

towards catering to wholesale customers from various fields/ industries with business solution services.

Some initiatives that Telkomsel has done to mitigate this risk include disseminations and increasing awareness, organizational restructuring, capacity building, policy updating, and implementing the digital ways of working that are supported by the implementation of a new ERP system that is fully paperless and digitized. In addition, the Company also began to implement agile squads and RPA (Robotic Process Automation), which is expected to simplify processes, increase productivity, and start the Company's journey towards intelligent automation.

#### 4. The Covid-19 Pandemic Led to Changes in the Companies Operation and Customers Behavior

As predicted by a number of institutions, the ongoing Covid-19 pandemic is becoming increasingly widespread. In a protracted manner, this pandemic has brought economic growth to a halt, and even caused some sectors to experience negative growth.

The Covid-19 pandemic had caused several changes in business operations and customer behavior. Many businesses have implemented work from home, some areas have enacted PSBB (Large-Scale Social Distancing), schools have carried out distance learning, while people have canceled their travel plans and do social distancing. These changes have affected their business activities, reduced mobility, resulting in cost savings and changes in the public's spending priorities.

The slowing down of economic growth has affected consumer purchasing power. Some of the things that have impacted on the Company's performance are the decrease in roaming revenue, the decline in RGB and ARPU, and shrinking customer base growth. On the other hand, opportunities have also arisen for the Company, owing to increasing data users and internet usage. In addition,

there has been a change in customer behavior in doing top up (recharging), from traditional channels to modern channels.

#### BUSINESS CONTINUITY MANAGEMENT

In carrying out its business, the Company faces potential disruptions from events/ conditions that may threaten its business continuity. The Company is anticipating these possibilities by managing them prior to, during, and after the disruption takes place. The Company does this by implementing the Business Continuity Management System (BCMS).

The BCMS's main activities include the planning stage that covers project management, review, and analysis of risks and their impacts, preparation of business continuity plans, testing and exercises, crisis or disaster handling, recovery, restoration, as well as monitoring, evaluation, and improvements to the BCM processes.

Owing to the changes in services, organizational restructuring, and updating of the ISO 22301 standards, in 2020 the Company also updated its BCMS policy.

Due to the effective implementation of BCMS, in 2020 the Company managed to deal successfully with the disruptions

caused by the Covid-19 pandemic as well as the fire that happened in STO Pekanbaru Centrum. Currently Telkomsel is preparing to handle the eruptions of Merapi, Semeru, and Lli Lewotolok volcanoes.

#### INTERNAL CONTROL IMPROVEMENT PROGRAM

Referring to COSO Internal Control Framework 2013 and TM Forum Framework, Telkomsel continued its ongoing improvement to its business processes and its Risk Control Matrix (RCM) in relation to financial reporting and operations, to ensure that the processes it undertakes to achieve its targets have been supported by the appropriate business processes and adequate internal control aligned with the latest situation within the Company, which covers changes in the organization, regulations, as well as process automation and simplification.

Improvements also included preparing Telkomsel to implement the new accounting standards, in particular PSAK 71 and PSAK 72 that have been adopted from the International Financial Reporting Standards (IFRS) 15: Revenue from Contracts with Customers and IFRS 9: Financial Instruments, effective from January 2020.

## Regulatory Management

For 25 years, the Regulatory Management Team has carried out its duties as the Company's main counterpart vis-à-vis the regulators. Key activities completed successfully in 2020, among others, were those related to licensing extension for 800 MHz, 900 MHz, and 1800 MHz bands; 5G Trial; as well as other activities related to regulations. Thus Telkomsel's business has been ensured to be within the prevailing regulatory corridor as it continues to provide the best digital telecommunication services to all its customers.

### EXTENSION OF LICENSE FOR RADIO FREQUENCY BANDS OF 800 MHZ, 900 MHZ AND 1800 MHZ

The validity period of Telkomsel's 800 MHz, 900 MHz and 1800 MHz radio frequency band license (IPFR) for the first 10 years ended in December 2020. Thus, Telkomsel submitted an application for license extension for the second 10-year term to the Minister of Communication and Information Technology. Based on the results of its evaluation regarding the license extension, the Ministry of Communication and Information Technology issued a Ministerial Decree regarding the Extension of the License of PT Telekomunikasi Selular's Use of 800 MHz, 900 MHz, and 1800 MHz Radio Frequency Bands in December 2020. With this license, Telkomsel has the right to utilize frequency bands of 800 MHz, 900 MHz and 1800 MHz until 2030, and will be able to continue to deliver top-of-the-range digital services for all its customers in Indonesia.

### FULFILLMENT OF TELKOMSEL'S OBLIGATIONS TO THE GOVERNMENT

In 2020, Telkomsel was declared to have fulfilled all of its obligations to the government, including:

- a) Fulfillment of the commitments stated in the cellular mobile network operating license and service operation license owned, based on the statement of the Ministry of Communication and Information Technology.
- b) Fulfillment of the achievement of the domestic component level (TKDN) of 3G technology for both Capital Expenditure (CAPEX) and Operational Expenditure (OPEX) components. Based on the results of Telkomsel's self-assessment report on its TKDN calculation, the achievement was above the targets set by the Government.
- c) Fulfillment of the quality of cellular mobile network services, both in terms of service and network. Telkomsel was deemed to have met the government's minimum standards for network quality, with the result based on measurements independently conducted by the Ministry of Communication and Information Technology. In terms of service quality, Telkomsel's compliance was determined based on the results of the audit/

verification by the Ministry of Communication and Information Technology on the data of all parameters submitted by Telkomsel.

- d) Fulfillment of all regulatory charge obligations for the use of radio frequency spectrum (BHP IPFR) prior to the time limit set by the Government, for the 800 MHz, 900 MHz, 1800 MHz, 2100 MHz frequency bands (1st carrier, 2nd carrier and 3rd carrier), and 2300 MHz frequency band, for which the payment was authorized by the Ministry of Communication and Information Technology.
- e) Telkomsel has submitted guaranteed payment of BHP IPFR for the following year in the form of spectrum surety bond to the Government in accordance with the relevant laws and regulations.
- f) Telkomsel has fulfilled all obligations to pay the Telecommunication Operation Right Fee (BHP Jastel) and Universal Service Contribution (KPU/USO) to the Government, the value of which was calculated via self-assessment based on the prevailing laws and regulations.

### ALIGNMENT OF REGULATIONS TO SUPPORT THE BUSINESS CLIMATE IN VARIOUS REGIONS

Telkomsel has fulfilled the obligation to pay levies according to Law on Regional Taxes and Regional Levies.

Of all the cities/regencies that have issued tower control levy bills in 2020, there was an increase in regional fees and an increase in the number of Regional Governments (Pemda) that compiled the Regional Government Regulation of Tower Control Levies, compared to in 2019.

Telkomsel has been communicating actively with the central government and the regional governments in formulating the tower control levy tariff formula, so that the tower control levy value to be billed is reasonable and in accordance with the mandate of the prevailing laws and regulations.

### **ELECTRONIC SYSTEM OPERATOR REGISTRATION (PSE)**

Telkomsel as a Private Electronic Systems Operator has registered for its Electronic Systems in the form of web portals and or digital platforms for commercial activities that are owned and organized in support of telecommunication network and service operation activities.

In 2020, Telkomsel obtained 25 Electronic System Operator registration certificates from the Ministry of Communication and Information Technology, namely for: telkomsel.com; MyTelkomsel; DigiPOS; ROLi; by.U; MAXstream; Myenterprise; LOOP; Telkomsel mBanking; CloudX; Dunia Games; MyAds; Digihub; Telkomsel Orbit; Cascade; 99% Usahaku; Klop Telkomsel-Experian; MSIGHT

Dashboard; KLOP!; Skul.Id; API Gateway Digicore; Telkomsel Digital Advertising (Digiads); Call Manager; Telkomsel iot; and TADEx.

This proves that Telkomsel always upholds its business compliance with regulations and accelerates its digital growth through the development of a digital platform to support the provision of telecommunications networks and services for the public at large.

### **IMT-2020 TECHNOLOGY TRIAL (5G)**

In 2020, Telkomsel conducted another continuous trial with the Ministry of Communication and Information Technology in order to prepare for the implementation of 5G technology in Indonesia.

In October and November 2020 trial activities were held in Bandung to analyze the coexistence of 5G and FSS technology use in the 3.5 GHz frequency band. The trial involved satellite operators (Telkomsat) and academics (Telkom University) and other related parties. In this trial, Telkomsel implemented several methods to minimize 5G interference with FSS. The results of the 3.5 GHz coexistence trial are to be used as one of the Government's considerations in determining the policy for deploying 5G technology in Indonesia, especially in the 3.5 GHz frequency.

In December 2020, Telkomsel also supported the Ministry of Communication and Information Technology by presenting



*Minister of Communication and Information Technology, Johnny G. Plate, watches the trial use case of 5G VR.*

several use cases of 5G technology in the form of Virtual Reality (VR) with a maritime theme, at the culmination of the National Archipelago Day commemoration in Ancol, North Jakarta.

### **ADDITIONAL 2.3 GHZ FREQUENCY BAND ALLOCATION**

The government through the Ministry of Communication and Information Technology in November 2020 announced the Selection of 2.3 GHz Radio Frequency Band Users in the 2360-2390 MHz Range for the Need for Organizing Cellular Mobile Networks. Telkomsel was declared one of the winners of this selection phase, based on a Ministerial Decree. As of January 2021, the selection process has been halted by the Ministry of Communication and Information Technology.

## LETTER OF REGISTRATION AT OJK FOR IMPLEMENTATION OF DIGITAL FINANCIAL INNOVATION (IKD) KLOP!

To ensure a consistent digital business development, in February 2020 Telkomsel was listed by the OJK as a Digital Financial Innovation (IKD) Operator in the Aggregator cluster, as stipulated in the letter of the Head of the Digital Financial Innovation Group. With this status, Telkomsel Klop! can now be operated according to the previously proposed plan and business model, and meet the requirements according to the OJK Regulation on Digital Financial Innovation in the Financial Services Sector and its implementing regulations, and can cooperate with registered and/or OJK-licensed Financial Services Institutions (LJK).

In 2020, Telkomsel participated in a series of regulatory sandbox processes held intensively by the OJK. The service provided by Telkomsel is expected to pass and comply with various OJK regulations so that Telkomsel's status can be upgraded to Registered Operator.

## IMEI DEVICE CONTROL POLICY IMPLEMENTATION

In April 2020, the Minister of Communication and Information Technology issued a Ministerial Regulation on the Control of

Telecommunication Tools and/ or Equipment Connected to Cellular Mobile Networks through International Mobile Equipment Identity (IMEI) Identification. Considering the technical readiness of the CEIR system, operationally the IMEI control regulation have only been implemented on September 15, 2020 by all operators.

The purpose of this Ministerial Regulation issuance was to protect the public from the use of telecommunication equipment that does not meet technical requirements and/ or obtained from the proceeds of criminal actions as well as to prevent/reduce the circulation of telecommunication equipment whose IMEI number is unregistered or illegal or obtained from the black market.

In order to implement the Ministerial Regulation, the Ministry is currently drafting a Director General Regulation (Perdirjen) regarding the IMEI SOP as the technical guidelines, which must be adhered to by all operators.

To carry out the mandate of PM 1/2020, ATSI and the Government (Ministry of Communication and Information and Ministry of Industry) are currently preparing a grant of CEIR equipment from ATSI to the Ministry of Industry.



*Telkomsel and Several Operators of Digital Financial Innovation (IKD) Aggregators Received Letter of Listing as IKD Operators from IKD Group Head of OJK.*

## DRAFT OF GOVERNMENT REGULATION FOR POST, TELECOMMUNICATION, AND BROADCASTING SECTOR

After issuing the Job Creation Omnibus Law (The Job Creation Act No.11 of 2020), the Government issued the Draft Government Regulations for the main economic sectors. For the telecommunications sector, Telkomsel has provided an input to secure Telkom Group's business going forward.

The BoD has provided direction on five important issues of the Government Regulation draft to be the main concerns to respond to and to advise the Government on. These issues are: Ceiling Price, Floor Price, and OTT Partnership; Partnership on Radio Spectrum Frequency, Joint Use and Transfer of Spectrum Frequency; Infrastructure Sharing (both Active and Passive); Interconnection; and Radio Spectrum Frequency BHP.

## Litigation Cases

### USO TELINFO TUNTAS RELATED TO USO TELINFO TUNTAS PROJECT

Telkomsel's consortium (Telkomsel and PT Dayamitra Telekomunikasi) had signed USO Telfinfo Tuntas agreement with BAKTI (previously known as BP3TI). During the implementation of the agreement, BAKTI committed a default by unilaterally terminating the USO Telfinfo Tuntas agreement, which incurred loss on Telkomsel's consortium, who had performed their obligation in establishing and executing USO Telfinfo Tuntas Project as stipulated in said agreement.

This case had been examined and ruled by BANI where BAKTI had been lawfully proven to have defaulted and should compensate the amount which Telkomsel's consortium had incurred in said USO project, with a total of Rp217.7 billion. In November 2019, BAKTI had paid a partial amount of Rp91.4 billion to Telkomsel's consortium, which means BAKTI still has an outstanding obligation amounting to Rp 126.3 billion to Telkomsel's consortium.

In December 2019, Telkomsel's consortium and BAKTI signed an agreement regarding the amount of BAKTI's underpayment to Telkomsel's consortium as stipulated above.

### TAX CASES FOR THE 2014 AND 2015 TAX PERIODS

In May and July 2019, the Directorate General of Taxation (DJP) issued the 47 Tax Underpayment Assessment Letter (SKPKB) as a result of the examination of taxation periods of 2014 and 2015, which stated that Telkomsel still had a tax obligation with the amount of Rp535.4 billion.

Telkomsel had filed an appeal towards DJP. Based on said appeal, DJP had corrected the underpayment to Rp457.1 billion. In this case, Telkomsel had assessed and ascertained that there were no outstanding tax obligation in the years of 2014 and 2015 and Telkomsel had not committed any tax infringement. Therefore, in August and September 2019, Telkomsel filed an appeal to DJP, but the majority of the appeal with the amount of Rp457.1 billion had been rejected by DJP. In September 2020, Telkomsel filed an appeal to the Tax Court. The case is currently being examined at the Tax Court.

### CRIMINAL CASE RELATED TO ILLEGAL ACCESS AND ILLEGAL TRANSFER OF PERSONAL DATA

In July 2020, Telkomsel filed a police report regarding allegation of entrenchment of Article 30 jo. Article 46 and/or Article 32 jo. Article 48 of Information and Electronic Transactions Law (UU ITE), which forbids illegal access to private data and/or illegal transfer of private data into third party's system which is conducted by system breach/illegal abuse of application, violation of standard operating procedures, and prevailing rules and regulation regarding data privacy policy.

Telkomsel has zero tolerance to any illegal conduct which involves the breach of data privacy policy, especially ones that involve system breach or violation of the prevailing standard operational procedure. The report was filed because Telkomsel was also a victim in this case, and to show that Telkomsel is deeply concerned with any issues regarding data privacy protection of its customers.

The Police have determined the suspect and the case files have been forwarded to the District Court of Surabaya. The case is currently being examined at the District Court of Surabaya.





# Corporate Social Responsibility

# 06.

# Corporate Social Responsibility

## CSR AS CORNERSTONE TO TELKOMSEL'S VISION & MISSION

With a vision to be a world class, trusted provider of mobile digital lifestyle services and solutions, and a mission to deliver mobile digital Services and solutions that exceed customers' expectations, create value for stakeholders and support the economic development of the nation, Telkomsel astutely design its CSR programs and initiatives to support the achievement of the Company's vision and mission.

Through its multifarious CSR programs, Telkomsel is strengthening its position as a technologically innovative company that delivers products and services to help solve various social economic problems, and provides added value for Indonesia.

## TELKOMSEL CSR OBJECTIVES

Telkomsel's objectives in conducting its CSR programs are:

- Maximizing its positive impact on society.
- Introducing its latest innovations through excellent products or services in technology to solve various social problems, while simultaneously encouraging greater technological adoption by the public.
- Supporting its journey as a digital company.

## CSR STRATEGY AND SUSTAINABILITY

Operating in numerous Indonesian locations and in direct contact with the public, Telkomsel harnesses technology to deliver broad and meaningful benefits to communities as it pursues future sustainability.

This has been embodied in Telkomsel's CSR strategy. To attain its 2020 goals and targets, in particular to strengthen its role as a world-class Digital Telco Company, Telkomsel has established a strategy for building efficient, ICT-powered CSR platforms with long-term, sustainable impacts. These strategic CSR initiatives are grouped within four pillars: Education, Digital Citizenship, Community Empowerment & Wellbeing, and Philanthropy. Our key programs in each of these pillars in 2020 are detailed below.

## EDUCATION

### IndonesiaNEXT



IndonesiaNEXT is one of Telkomsel's CSR Masterpiece programs in education. It demonstrates Telkomsel's commitment to developing the quality of human resources in Indonesia. The program seeks to improve the skills and competence of the young generation in dealing

with globalization and the "new normal", at both national and international levels. Since first initiated in 2016, this program has been held in 15 cities with more than 43,000 registrants from 1,353 universities and 4 vocational high schools, and produced more than 4,300 students with international certification.

Adapted to the pandemic situation, in 2020 IndonesiaNEXT Season 5 presented an entirely new experience through online learning activities. Telkomsel understands that the pandemic has brought seismic shifts in life and industry that need to be anticipated through relevant skills and competencies. IndonesiaNEXT Season 5 thus offered various skills and certification training sessions geared to address the nascent issues in the post-pandemic world, particularly regarding the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) era.

IndonesiaNEXT Season 5 program was divided into 8 stages held entirely online, namely Webinar Series with the theme of Agile Talent in Crisis, Course & Quiz, Training & Exam Preparation, International Certification, Communication Skills Training, Area Bootcamp & Qualification Panel, National Bootcamp & Qualification Panel, and Reward Program. By the end of 2020, IndonesiaNEXT season 5 had been attended by more than 19,000 registrants from 693 higher-learning institutions in 388 regencies/towns across Indonesia.



The program-opening Webinar Series was held via video conference and video streaming on MAXstream & YouTube platforms. A total of 13 webinar sessions were held, featuring various speakers from Telkomsel and industry experts, with topics ranging from data science, user experience design, to agile mindset.



Participants who have attended the webinars may take part in self-MOOC (Massive Open Online Course) training through the website [Indonesianext.id](http://Indonesianext.id). This self-training program became the initial measurement parameter to determine the competence they wish to master. By the end of 2020, the MOOC training modules had been accessed for more than 50,000 times by participants across Indonesia.

The next stage for participants who passed the self-training was Hard Skill Training for Microsoft Office and Adobe applications. It was held in open class about 3-4 days/session with a duration of 120-180 minutes/session/day. On the last day, participants took a preparatory exam to select the top 100 participants in each region (from almost 3,800 participants in total) to take part in the International Certification stage.



### Bootcamp & Qualification

After passing the international certification examination at the hard skill training stage, the 10 best talents from each region were selected to participate in the area-level bootcamp. The measurement parameters used to select participants eligible for the bootcamp stage were those with the highest scores and the fastest times among participants in

completing the prior certification examination. At this area-level bootcamp, the best talents took part in online communication and presentation training, and received training on the industry to enter the qualifying round, which would screen the 3 best participants in each region to participate in the national-level bootcamp.

Participants who have successfully passed the national-level bootcamp will return to take part in various online training and material debriefing, and will present ideas to panelists including Telkomsel Senior Leaders, industry leaders, practitioners, and professionals.

### Crowning

Virtual Crowning is the final stage of a series of IndonesiaNEXT programs as a form of appreciation for the best talents who have given their utmost efforts in completing a series of activities for IndonesiaNEXT Season 5. The Crowning will feature inspiring talk shows presenting inspirational speakers for university students, as well as the Best Talents of the IndonesiaNEXT Season 5 awarding ceremony. These awards are given as a form of appreciation and motivation for all IndonesiaNEXT participants to continue to deliver their best work and become Agile Talents poised for contributing immensely to Indonesia's development.

## DIGITAL CITIZENSHIP

### Internet Baik



While the internet has become the lifeblood of this digital and new normal era with the conveniences it provides, its negative repercussions are alarming. Take hoax and misinformation, cyberbullying, pornographic content, and fraud. The society requires a certain skill to wisely harness the internet to do good.

In 2016, Telkomsel cooperated with Kita dan Buah Hati Foundation, Kakatu, and ICT Watch to deploy an internet education campaign called BAIK (Bertanggung Jawab, Aman, Inspiratif, dan Kreatif). #internetBAIK is part of Telkomsel CSR Masterpiece program in Digital Citizenship that aims to create a positive digital ecosystem by fostering users' desirable characteristics according to the BAIK (Responsible, Safe, Inspirational, and Creative) principle.

The #internetBAIK campaign aims to be the role model and reference for digital literacy education in Indonesia through the Digital Citizenship Education (DCE) #internetBAIK concept, comprising:

1. Digital Awareness and Behavior
2. Digital Right and Netizenship
3. Digital Safety
4. Digital Content and Creativity

Since 2016 until today, Telkomsel has held various education campaign in the form of seminars or workshops in 27 cities in Indonesia, from Banda Aceh to Jayapura, involving 100 schools; more than 6,700 students, more than 5,800 parents, teachers, and communities; and 1,630 #internetBAIK ambassadors. #internetBAIK campaign also encourages Telkomsel employees to participate on the Internet Baik Training of Trainers program as part of the Employee Volunteer Participation.

### The NextDev 2020



The NextDev is Telkomsel's social contribution to the development of Indonesia's digital ecosystems by stimulating technology use to create positive social impacts. By now, Telkomsel had empowered more than 5,000 Indonesian startups through The NextDev initiatives, since its conception in 2015.

The NextDev Hub is the latest initiative from The NextDev to expand the real impact on the digital ecosystems' sustainable development. Functioning as a forum for collaboration and connectivity for digital startups of various levels, the Hub shall be the primary reference for various parties wishing to collaborate

with Indonesian digital startups, be it state-owned enterprises, commercial institutions, or investors, from Indonesia and abroad.

Launched in December 2019, The NextDev Hub continues to strengthen its position as the power core of digital innovation for digital creative industry in Indonesia through a collaboration with Huawei via weekly webinar called The NextDev Hub X Huawei Webinar Series. A total of 11 webinar and online workshops discussing various topics such as market trends, 5G optimization, cloud, Internet of Things, Big Data, and Artificial Intelligence for business, were held from June to September 2020. Telkomsel expects this initiative to develop digital talents that will accelerate Indonesia's digital ecosystems' evolution.





Another key initiative was The NextDev Hub Virtual Talks, a series of panel discussions, webinars, and workshops to assist startups, digital ecosystem users, business owners, and public to be productive and innovative in adapting to the pandemic and the new normal. It involved a total of 7 webinars elaborating topics such as current climate in industry, business management, and advancements in the digital world.



Meanwhile, The NextDev Summit 2020 is an annual technology conference that connects stakeholders from various backgrounds, from tech-enthusiasts and startups to creative digital communities and investors, to gain knowledge and collaborate with key players in the digital content field. In this second series, The NextDev Summit 2020 was held on the final day of the Jakarta Content Week on 15 November 2020. This provided broad access and opportunities for Indonesia's creative industry to bring their work to a wider market, both locally and globally, while boosting Indonesia's readiness to be Asia Pacific's creative industry hub. The NextDev Summit 2020 featured winners of The Future of Content, an idea competition aimed at generating more new ideas and innovations in Indonesia. Of the ten ideas, the top three have been selected: Digiflux is a smart influencer marketing platform that offers solutions in recommending influencers; QATA is a platform that helps MSMEs to create copywriting templates with Drag and Drop features and ready-to-use layouts; while Pathway is a platform that helps content creators to find content ideas and boost viewership and likes, especially on Instagram.



Furthermore, Telkomsel organized The NextDev Talent Scouting and The NextDev Academy to foster an inclusive and sustainable digital ecosystem for startups and the society. The NextDev Talent Scouting is a national scale competition designed based on UN's Sustainable Development Goals to provide the latest technology-based solutions to fundamental problems in society. The scouting is open to early-stage

social impact startups throughout Indonesia. The NextDev Talent Scouting in 2020 featured four categories: Envirotech For Better Planet, Borderless Digital Economy, Healthtech Innovation, and Edtech for All.



The NextDev Academy provides fecund soil for developing social impact technology startups, thanks to its comprehensive curriculum and guidance from the best mentors in their respective fields. The NextDev Academy 2020 was attended by finalists

from The NextDev Talent Scouting 2019. Its 2020 curriculum for startups focused on five main areas: Finance & Investment, Marketing, People Management, Social Impact, and Deep Tech.

## COMMUNITY EMPOWERMENT & WELL-BEING

### Digital Creative Millennials



To support local SMEs during the pandemic, Telkomsel partnered with PTS.sc, a provider of end-to-end supply chain solutions, to initiate the Digital Creative Millennials (DCM) program. This CSR program provides a one-stop solution platform for Indonesian SMEs' digital business transformation. One of Telkomsel's flagship CSR programs, the DCM galvanizes the creative industry and supports the young generation in Indonesia to run their businesses on digital channels.

DCM involved webinars and online workshops presenting insights from brand owners and explaining the techniques prominent creativepreneurs use to usher in digital transformation in their various lines of business. DCM's final activity was the Fashion Future Festival (FFFest), the first 3D/VR online fashion & apparel shopping experience powered by Telkomsel. Through the FFFest.co web page, visitors were invited to experience a futuristic virtual shopping experience and the euphoria of shopping as if taking a walk in a gallery of clothing designed by artists and designers.



A total of 200 brands from various categories of clothing participated in DCM and FFFest. The brands in FFFest that have participated in DCM series (Webinars and Workshops) have also been integrated into Telkomsel's digital product ecosystems for SMEs (MyAds, LinkAja, Majoo, 99% Usahaku).



### Baktiku Negeriku



Baktiku Negeriku is a community assistance program focusing on improving quality of life for people through digital education empowerment. This program involves Telkomsel employees to directly work as part of Employee Volunteering in building Digital Centers at villages with unique potential and digital economy capacity. Since 2017, Baktiku Negeriku program has provided mentoring to 20 villages across Indonesia. Some of the programs were Baktiku Negeriku application, cashless payment education, e-commerce, photography, and content management training to support local products and development of agricultural business through digital management.



Strategically aligned with Telkomsel's mission to empower communities through technology and innovations, Baktiku Negeriku provides remote guidance through the powerful Baktiku Negeriku application that expands access to relevant information. Since started in 2017, Baktiku Negeriku application now has users from 15% of all subdistricts throughout Indonesia. Baktiku Negeriku has also collaborated with more than 3,900 users and 200 Agents of Change in various villages, who now enjoy direct access to digital information.



Community empowerment activities continued to be provided in the form of online education via Baktiku Negeriku application during the pandemic. The material addressed strategic issues in rural areas, such as cultivation of village potentials, natural resource management, and development of village- and digital-based community economy. In 2020, as part of Telkomsel's CSR, Baktiku Negeriku donated fertilizers and seeds, tilapia fish seedlings, computers, and access to capital (through Link Aja), as well as constructing iconic tourist spots.



## PHILANTHROPY

### Disaster Handling System (TERRA)



TERRA (Telkomsel Emergency Response & Recovery Activity) is Telkomsel's CSR Masterpiece program that deploys humanitarian aid to areas affected by natural disasters in Indonesia. TERRA's mission is to establish disaster emergency posts at disaster sites and help accelerate recovery of Telkomsel's network services to support smooth communication and aid distribution during the most critical period.



In its tenth year in 2020, TERRA was reinforced by technological implementation to support

**Baktiku Negeriku has also collaborated with more than 3,900 users and 200 Agents of Change in various villages, who now enjoy direct access to digital information.**

accurate information in real time, among others by updating the Android-based TERRA application to ensure validity and availability of information related to potential disasters and disaster mitigation on a national scale.

TERRA continuously equips and improves knowledge and skills of volunteers and environmental organizations. A key example is its feature called JAGAT MAPALA (Jaringan Cepat Tanggap Mahasiswa Pecinta Alam), a management reporting medium for disaster alertness. TERRA provides offline JAGAT MAPALA training, application introduction for volunteers, and media center training, in addition to other webinars. Throughout 2020, TERRA was involved in two evacuations (flooding in Jakarta and Masamba) in collaboration with the Indonesian National Board for Disaster Management (BNPB), and conducted three training and simulation sessions.

### Telkomsel Siaga “Di Rumah Terus Jalankan Kebaikan”

To aid the government’s initiatives in handling the Covid-19 pandemic, and as part of the #diRumahAja overarching campaign, Telkomsel presented Lebaran Digital with Telkomsel, through which Telkomsel donated 25,000 packages of food and multivitamins to underprivileged families, assisted 250 foundations and orphanages, extended religious supplies to communities, and disinfected 25 grand mosques across Indonesia. Telkomsel also held a digital Islamic Family contest consisting of Musabaqoh Tilawatil Qur’an, Story Telling, and Ramadhan Vlog.



### Distribution of Sacrificial Animals on Idul Adha 2020

Welcoming the Idul Adha 1441 Hijriyah, Telkomsel provided 777 sacrificial animals to 43,000 beneficiaries in 599 locations across Indonesia. The sacrificial animals consisted of 101 cows and 676 goats donated by Telkomsel employees, and they were symbolically handed over by Telkomsel’s CEO to representatives of the beneficiaries from Jakarta, Medan, Surabaya, and Balikpapan.

To assist the distribution of donations, Telkomsel collaborated with partners such as Dompot Dhuafa Foundation, KitaBisa, Majelis Telkomsel Taqwa, and a digital startup, Ternaknesia. Ternaknesia took part in The



NextDev program in the field of animal husbandry, and its business shares the profit between farmers and investors. Through its application, Telkomsel employees participated in procuring the sacrificial animals.

### Farewell to 2020 with a Renewed Spirit



Amid the Covid-19 pandemic, Telkomsel continued to instill a spirit of hope and happiness in underprivileged communities, orphanages, and churches as part of Telkomsel 2020 Christmas and New Year (NARU) program. Through this program, Telkomsel provided aid to 15,000 disadvantaged children, and donated food and cleaning tools to 250 foundations, orphanages, and churches. In conjunction with this program, Telkomsel inaugurated 1,111 USO 4G BTS located at numerous frontier regions in Indonesia, demonstrating its staunch commitment to supporting Indonesia's sovereignty in providing access to

telecommunications. To mark this auspicious occasion, Telkomsel also donated to schools near its BTS USO sites.

### Telkomsel Collaboration with Startups: Empowering MSMEs in Response to the Covid-19 Pandemic

Telkomsel is committed to creating innovations that help people deal with the Covid-19 pandemic and live in the new normal. Telkomsel entered a strategic collaboration with two startups that once participated in The NextDev program: Jahitin and Kostoom. The two startups empower MSMEs by producing personal protective equipment (PPE) for healthcare personnel and masks for the public.

Through this collaboration, Jahitin provided 12,000 PPEs (hazmat suits, face shields, surgical gowns, shoe covers, surgical caps, and masks) in 30 locations across Indonesia, focusing mainly on Covid-19 specialized hospitals, while Kostoom distributed 10,000 cloth masks in 20 locations in Indonesia for the public and health workers and volunteers alike.



### Pandemic Alleviation Programs

Throughout the pandemic, Telkomsel carried out various initiatives in the health and education sectors to alleviate the pandemic's impacts, both independently and through collaborative efforts.

In the health sector, Telkomsel distributed 6,000 PPEs that were handed over by branch office representatives throughout Indonesia to healthcare personnel at the community health centers and Covid-19 specialized hospitals, as well as 3,000 medical boots, 500 premium face shields, 2,000 safety eyewear, 2,000 medical masks, 3,000 medical gloves, 2,000 shoe covers, and 250 thermo-guns for healthcare personnel in various health institutions across Indonesia. Telkomsel also provided data packages to 10,000 healthcare personnel and volunteers, and encouraged the public's involvement in donating for the cause via SMS and Telkomsel's Silver Stream Fest event.

Meanwhile, the Merdeka Belajar Jarak Jauh (MBJJ) remote learning initiative in collaboration with the Ministry of Education and Culture embodied Telkomsel's initiative in supporting the education sector. This was a follow up to Telkomsel's #DiRumahTerusMaju movement, which has provided substantial benefits to healthcare personnel, educators, and students through donation and data packages, since the pandemic's early days.







# Management Discussion and Analysis

# 07.

## GLOBAL MACROECONOMIC REVIEW

The global economic climate in 2020 was hit hard by the Covid-19 pandemic, which has forced governments worldwide to strictly limit people's mobility and hampered economic activities. This had led to many countries experiencing severe recessions, most notable in the second and third quarters of 2020. In the final quarter of the year, the economy gradually recovered as many governments lifted up their mobility-restricting policies, leading to the resumption of various business activities.

The global economy contracted by 4.3% in 2020 but is slated to reverse course in 2021. Many market analysts on average have estimated 2021's global GDP growth to bounce back to a positive 4.0%. This growth has been, and will be, powered by the stimulus measures being implemented, whose sheer scale throughout 2020 had reached historic proportions. However,

global economic institutions including the World Bank and IMF expect the recovery to happen more gradually than many had hoped. Entering 2021, Covid-19 cases continued to be recorded with new, more virulent variants becoming more rampant across the globe, amidst the unprecedentedly wide vaccine rollout undertaken by many governments.

## OVERVIEW OF INDONESIA'S ECONOMY

Indonesia recorded a contraction of 2.07% in its GDP in 2020. It was the first contraction to have happened post the 1998 Asian financial crisis. Total value of investment in the country dwindled by -4.1% in 2020. Bank Indonesia responded to the impending recession by slashing the reference interest rate six times since January 2020, to a level of 3.50% at time of this report writing. Amidst rising concerns of a substantial debt crunch as businesses were unable to operate in full capacity—and consequently many were facing bankruptcies—OJK as the country's financial authority enacted the Covid-19

countercyclical policy of debt restructuring, which has been significantly effective in alleviating the situation.

Indonesia's economic picture, having taken a hit in the second and third quarter of 2020, was thus seen to be improving towards the end of the year. Subsequently, by the start of the second quarter of 2021, business across the country had staged a recovery, along with the nationwide rollout of Covid-19 vaccines. Investments are on the rise again, and are expected to grow by more than 3% in 2021, and likewise, GDP is forecasted to grow within a range of 4 to 5%, according to the government as well as IMF.

## BUSINESS REVIEW AND INDUSTRY OUTLOOK

The telecommunications industry in the past decade has become a cornerstone of social and economic progress both in Indonesia and worldwide. Indonesia now has the biggest and fastest-growing ICT market in Southeast Asia. Yet the industry has not been spared from the

**In spite of the complex challenges in 2020, Telkomsel managed to sustain performance with solid Revenue, EBITDA, Net Income & healthy levels of profitability.**

pandemic's impacts. The greatest challenges to the industry in 2020 had come from an overall weaker purchasing power and lower consumer spending amidst the crisis.

Exacerbating this situation, the industry's well-known intense market competition has continued unabated, forcing telecommunication providers to rethink their mobile data pricing structure, as Data has well overtaken the industry's legacy business as a core segment. Such fierce competition in turn has impacted revenue and profitability of the industry players.

While they continued to deal with the effects of Covid-19 on the weakening of the economy as a whole, telecommunication providers' business in Indonesia in 2020 was buoyed by a seismic digital shift taking place across all economic sectors, as most businesses were forced to operate remotely in order to limit their employees' mobility and protect their safety, in line with the government's Covid-19 safety and health protocols. Within mere weeks, millions of people had to switch from doing numerous things that they had traditionally done offline, such as shopping, working, studying, even socializing, towards online, from the relative safety of their homes. Such phenomena boosted demand for fast and reliable internet connection, and consequently, ample data quotas.

Telkomsel is responding to these market dynamics with certain tactical initiatives aimed at maintaining its pole position in the industry. It lent support to the government's programs for mitigating the pandemic by offering a vast array of quality packages catering to the various needs of the society to remain connected and productive, allowing millions of its customers to work and study from home, and stay in touch with one another despite the physical separation. At the same time, Telkomsel continued to enrich its digital ecosystem and cultivate partnerships with key players in the field as well as along other verticals to strengthen engagement and widen the scope of its digital offerings.

Within its own workforce, Telkomsel has implemented strict health protocols in line with the government's social distancing policy to curb the spread of Covid-19 among its personnel and their families. This was coupled with the provision of various facilities to ensure that their performance remains uncompromised during the pandemic.

## OVERVIEW OF 2020 PERFORMANCE

In spite of the complex challenges in 2020, Telkomsel managed to sustain performance with solid Revenue, EBITDA, Net Income & healthy levels of profitability. From a quarterly basis, Telkomsel return to growth as shown by an uptick in the final quarter of 2020. In the

non-financial aspect, Telkomsel managed to have 169.5 million subscribers with more productive & engaged as shown by the growth of Data user, payload per Data user & Data ARPU. Also continue to augment network reach & quality by increasing the number of BTS operated of which 78% were 3G/4G BTS. Digital Business posted a growth 7.0% YoY, driven by Data performances, accounted for 71.6% of total revenues, increased from 63.9% a year ago. Telkomsel committed to implement the local standard result of PSAK 72 (adoption of IFRS 15) in order to achieve regulatory compliance with higher transparency & control over operations.

## OPERATIONAL RESULTS

As of December 2020, Telkomsel managed to have 169.5 million subscribers and saw positive trends of user engagement with increasing Data user, payload per Data user and Data ARPU that align with corporate strategy in Data.

We continue to enhance and strengthen our IT platform in order to improve our customer analytics' capability to be able to digitalize and provide more personalized products to our customers. Moreover, we also elevate and expand our digital capabilities for the distinctive digital experience of customer.

Continuous network development to support our focus on Digital Business with aggressive 4G BTS deployment. As we have covered most of the population by 4G LTE network throughout the nation, the deployment will also prioritizing quality and capacity. The network rolls out brought total BTS on air to 231,172 units at the end of December 2020, or increased by 8.9% YoY, of which 180,920 units were 3G/4G BTS (+11.7% YoY).

## FINANCIAL RESULTS

### Revenue

Along with natural transition phase of Legacy toward Data & impact of OTT services cannibalization, Telkomsel's Legacy business was slowing down with Voice revenue decreased by 29.1% YoY to Rp18,994 billion with declining Voice traffic by 15.5% YoY and SMS revenue declined by 39.9% YoY to Rp2,388 billion with declining SMS traffic by 27.2% YoY. Telkomsel has dealt this challenge by consistently expanding digital ecosystem and creating strategic initiatives that believe will support to enhance digital services and solutions.

Digital Business remained the engine of growth as the leading digital telecommunication company in Indonesia supported by a focus on maintaining dominance in network supply. This segment recorded positive performance with 7.0% YoY growth to Rp62,328 billion and increased its contribution to total revenue to 71.6% from 63.9% last year (Pre-PSAK 72, Digital Business growth would be 10.9% YoY with 74.2% contribution to total revenue).

Revenue from Data grew by 8.3% YoY to Rp54,766 billion, driven by 115.9 million Data users (+5.2% YoY) & 3G/4G capable device at 127.3 million (+6.7% YoY & 75.1% penetration) as well as healthy growth in Data payload (+43.8% YoY to 9,654,742 TB).

With the rapidly evolving customer needs and the transformation taking place in the society, Telkomsel committed to enhance product offerings and digital capabilities to go beyond connectivity, thus continue to focus on customer needs and long-term growth supported by network quality.

- Initiatives related to video, music & games content including enhanced the positioning of MAXstream in the video streaming industry with more than 6 million monthly active users through partnerships with HBO Go and also other partnerships with OTTs such as Disney+.
- Augmented the functionalities of by.U, a fully digital prepaid product offering integrated services based on fully customizable digital applications with positive growth of customer to reach 1.4 million customers.
- Developing Telkomsel Orbit, a home wireless internet service as an effort to leverage strong network capacity with more than 30 thousand customers.
- Explores opportunities by unlocking digital capabilities/asset through new digital initiatives to meet customer needs & bring values in the new normal era in order to not only complement connectivity but also finding/exploring key component of growth story. Potential services are further enriched with initiative related to health-tech, edu-tech, gaming, video contents, fintech & also services to support B2B segment.

In billion (Rp)	2020	2019	Growth
Revenues	<b>87,103</b>	91,088	-4.4%
Legacy	<b>24,775</b>	32,852	-24.6%
Digital Business	<b>62,328</b>	58,237	7.0%
Expenses incl. Depr. & others	<b>54,000</b>	56,134	-3.8%
EBITDA	<b>51,094</b>	49,218	3.8%
Margin (%)	<b>58.7%</b>	54.0%	4.6ppt
Net Income	<b>25,062</b>	25,799	-2.9%
Margin (%)	<b>28.8%</b>	28.3%	0.4ppt
Proportion of Digital Business (%)	<b>71.6%</b>	63.9%	7.6ppt

**Digital Business remained the engine of growth as the leading digital telecommunication company in Indonesia supported by a focus on maintaining dominance in network supply.**

#### PSAK 72 Impact on Legacy and Digital Business Revenues

Reported & Pre-PSAK 72 Figures	YoY				
	FY20	FY20*	FY19	Growth	Growth*
Total Revenue	87,103	87,107	91,088	-4.4%	-4.4%
Legacy Revenue	24,775	22,511	32,852	-24.6%	-31.5%
Legacy to Total Revenue	28.4%	25.8%	36.1%	-7.6ppt	-10.2ppt
Digital Business Revenue	62,328	64,596	58,237	7.0%	10.9%
Digital Business to Total Revenue	71.6%	74.2%	63.9%	7.6ppt	10.2ppt

\*Pre-PSAK 72 Figures

- New local standard result of PSAK 72 implementation required to allocate bundle of product to different service types based on Stand-alone Selling Price with revenue recognition based on fulfilment of performance obligations (i.e. usage).
- Since local standard result of PSAK 72 implementation is more on recording & allocation process, it does not change on fundamental/performance with the same Revenue, EBITDA & Net Income figures.
- Telkomsel committed to implement the local standard result of PSAK 72 in order to achieve regulatory compliance with higher transparency & control over operations.

#### Expenses

In 2020, total expenses including depreciation, amortization and others decreased by 3.8% YoY to Rp 54,000 billion in line with cost leadership initiatives to continue manage the cost with lower Operational & Maintenance cost (efficient network design & technology) while continuing network development to reached 231K BTS units (+8.9% YoY) and existing asset optimization to manage for healthy levels of profitability at 58.7% EBITDA Margin (+4.6ppt YoY).

Telkomsel was able to manage cost differently & logically through numerous initiatives lead to more efficient productivity ratio in industry such as higher customer base/BTS and revenue/BTS with lower OM cost/BTS.

The decline of total expenses also contributed from lower cost of tower & space rental in Operation & Maintenance combined with lower rent in General Administration as impacted by local standard result of PSAK 73 implementation (adoption of IFRS 16).

### Balance Sheet

In billion (Rp)	2020	2019	Growth
Consolidated Statements of Financial Position			
Current Assets	19,488	18,657	4.5%
Non-Current Assets	84,164	64,073	31.4%
<b>Total Assets</b>	<b>103,652</b>	82,730	25.3%
Current Liabilities	28,997	20,892	38.8%
Non-Current Liabilities	23,568	12,629	86.6%
Equity	51,088	49,209	3.8%
<b>Total Liabilities &amp; Stockholders Equity</b>	<b>103,652</b>	82,730	25.3%

- Higher Current Assets was mainly due to higher 'cash and cash equivalents', while higher Non-Current Assets was mainly due to increase in Fixed Assets as well as impact from local standard result of PSAK 73 implementation.
- Higher Current Liabilities and Non-current Liabilities mainly due to increase in obligation under lease as well as impact from local standard result of PSAK 73 implementation.
- Higher equity mainly due to the increase in retained earnings.

### Cash Flow

In billion (Rp)	2020	2019	Growth
Cash Flow from Operating Activities	39,770	41,478	-4.1%
Cash Flow for Investing Activities	(10,923)	(13,448)	-18.8%
Cash Flow for Financing Activities	(6,976)	439	N/A
Dividend Payment	(21,301)	(26,382)	-19.3%
<b>Net Increase in Cash &amp; Cash Equivalents</b>	<b>571</b>	2,087	-72.7%
Cash & Cash Equivalents at Beginning of Year	8,583	6,497	32.1%
Cash & Cash Equivalents at End of Year	9,154	8,583	6.6%

- Lower net cash generated from operations in December 2020 mainly due to lower total cash receipts from operating revenues.
- Cash flow used in investment activities decreased as our initiatives in new adjustment made to anticipate and re-prioritizing Capex due to Covid-19 outbreak.
- Net cash used in financing activities (exclude Dividend) increased was mainly contributed by the local standard result of PSAK 73 implementation which previously the cash was presented as part of operating activities and in 2020 was presented as part of financing activities.

## Debt Profile

As of 31 December 2020, Telkomsel's total outstanding loans amounted to Rp2,000 billion from revolving credit facilities that expires in 2021. As of 31 December 2020, Telkomsel Debt to Equity Ratio (DER) was 3.9% (exclude obligation for finance lease) or 55.4% (include obligation for finance lease).

Description	Local Currency (Rp bn)	Total Equivalent (Rp bn)
% from Total Loan	100%	100%
Loan Maturity		
2021	2,000	2,000

Telkomsel has to maintain several financial covenants related to its loans/debts. As of 31 December 2020 the covenants were as follows:

Covenants to be Maintained	Required	Actual
EBITDA to Debt Service	≥ 1.25	4.97
Debt to Tangible Net Worth	≤ 2.00	0.04

Notes: Debts in covenants exclude obligation for finance lease

## Credit Quality (Ratings)

Telkomsel has excellent credit quality and is one of the highest rated companies in Indonesia. Telkomsel's latest ratings issued by Fitch Ratings Indonesia are as follows:

Description	Ratings	Outlook	Issued Date
Fitch Ratings Indonesia	AAA (National Long-Term)	Stable	November 3, 2020

## Financial Ratios

Telkomsel's strong financial profile was reflected in several key financial ratios, as follows:

Description	2020	2019	Growth	2020*	2019*	Growth*
Debt to Equity (%)	3.9	12.2	-8.3ppt	55.4	18.5	36.9ppt
Debt to EBITDA (times)	0.08	0.14	-47.2%	0.54	0.21	150.8%

\*) Ratio calculation with debts include obligation for finance lease

Description	2020	2019	Growth
Return on Assets	26.9%	31.2%	-4.3ppt
Return on Equity	50.0%	51.4%	-1.4ppt

## FUTURE INVESTMENTS

Telkomsel continues to push itself into the frontier to explore new business opportunities to enhance its future value. This momentum embodies Telkomsel's reputation as the leading digital telecommunication company in Indonesia. With 25 years of experience, Telkomsel has evolved along with the times. It has been adeptly adapting and improving its business dexterity, to be always capable of delivering equitable and reliable services to its vast customer base across the nation.

Telkomsel is fostering an inclusive, sustainable digital ecosystem involving top and relevant players in the field. And beyond telecommunication, Telkomsel is eyeing several areas to cultivate. Gradually, these engagements will be woven into its strategic portfolio expansion plan.

The chief arenas Telkomsel is currently investing in are:

- LinkAja, of which Telkomsel has 24.33% stake, is now a major player in Indonesia's flourishing digital payment ecosystem. This collaborative project caters to the proliferating needs of the society in the digital era. At the same time, it seeks to boost digital self-reliance and quality of life of the Indonesian nation. LinkAja has obtained investments from Grab Holdings Inc. and PT Aplikasi Karya Anak Bangsa (Gojek), in October 2020 and March 2021, respectively.
- A sale and purchase agreement between Telkomsel and Mitratel, an affiliated company, took place in October 2020, pertaining the transfer of 6,050 telecommunication towers worth IDR 10.3 trillion. Henceforth, Telkomsel has entered a 10-year lease arrangement for the use of these towers, completed in February 2021. With this, Telkomsel can carry out a lean operation and optimize its capital structure to focus on its core business of digital connectivity services.
- Telkomsel invested USD150 million in Gojek in November 2020 which demonstrates Telkomsel's commitment to exploring new business avenues beyond connectivity. This investment also ramps up Telkomsel's digital innovation to hasten engagement across its digital ecosystem and boosts Telkomsel's Broadband and Digital Services offerings through the synergy of business initiatives, resources, and capabilities with Gojek. As part of the initial USD150 million investment, Telkomsel and Gojek also signed a collaboration agreement and subsequent investment option which shows the mutual trust from both parties on the synergy values that can be leveraged from Telkomsel and Gojek collaborations. Going forward, both Telkomsel and Gojek will collaborate further to vigorously leverage each party's business.

Beyond these three arenas, Telkomsel will also strive to capitalize on the growth in Data and Digital Services by developing its proprietary services, e.g., Digital Advertising, IoT, Big Data, and Digital Lifestyle. To do so, it will amplify its existing assets' capability through partnership with key players in the digital industry.

## 2021 BUSINESS PROSPECT AND TARGETS

Telkomsel is embarking upon 2021 brimming with optimism about the path it is taking in its role in connecting the entire nation through its superior network coverage and highly affordable and widely available products. While Telkomsel is blazing a trail as it forges ahead into the frontier of the telecommunications industry in Indonesia by acquiring new businesses and widening its service offerings, it also aims to continue being an essential enabler of its customers' daily life and activities, staying true to its long-held reputation as "the most Indonesian" telecommunications company.

In its aim to become a fully digital telecommunications company, Telkomsel's ecosystem is being strategically enhanced and expanded, with new streams of services being integrated into the fold and accelerated to operate at scale. Key to this ecosystem-expanding initiative is the range of digital content and lifestyle choices in its innovation pipeline. From video streaming and high-end gaming to financial tools, they are be offered to customers through formidable synergies

**In its aim to become a fully digital telecommunications company, Telkomsel's ecosystem is being strategically enhanced and expanded, with new streams of services being integrated into the fold and accelerated to operate at scale.**

Telkomsel is cultivating together with its partners, hailing from the domestic and international scene alike. In this regard, Telkomsel's investment in Gojek in 2020, and the establishment of Telkomsel Mitra Inovasi (TMI) earlier in 2019, will both play an increasingly crucial role in nurturing the ecosystem through cost-effective growth and subsequently monetizing it with great impact.

With the upcoming 5G rollout in Indonesia, upon full readiness of the supporting infrastructure pioneered by Telkomsel, Telkomsel is seeking to add new, vibrant dimensions into its business: from smart farming and mining to remote healthcare and manufacturing. These digital services not only will enrich the Company's portfolio beyond its legacy connectivity business, but also provide the necessary impetus for the Company to

grow prodigiously in the future. Through Telkomsel's 5G-powered and multi-pronged initiatives—from IoT to Big Data—Indonesia's digital ecosystem is slated to accelerate its growth pace within the next decade. And as the nation makes colossal leaps in the digital realm, Telkomsel believes that the livelihoods and economic resilience of the society will receive uplift.

Proliferation of 5G-enabled digital services in the years to come will be a cornerstone of Telkomsel's transformative venture into the uncertainties and opportunities of the future. Substantial revenue gains are expected to come from Data and Digital, amidst seismic societal changes brought about by the interplay between the pandemic and the Industrial Revolution 4.0. This will be the theme and the spirit of Telkomsel's journey forward in empowering the nation through the vastness of its domain: digitally through

content and customizability, and physically through its network and infrastructure.

Going forward, Telkomsel's digital initiatives will be geared to maintain the best quality services for its customers, amidst the pronounced shift from its legacy connectivity business towards businesses with the digital ecosystem at their core. Customer productivity will be supported through enhancements of the core business, a chief contributor of which being broadband, as well as through building capability by leveraging core assets, cultivating new partnerships, and exploring opportunities in digital capabilities & assets.

# Responsibility for the 2020 Annual Report

This Annual Report including the accompanying consolidated financial statements and related financial information for the year ended December 31, 2020 was authoritatively signed by members of the Board of Commissioners and the Board of Directors of PT Telekomunikasi Selular.

Jakarta, May 2021

## BOARD OF COMMISSIONERS



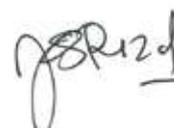
**Wishnutama Kusubandio**  
President Commissioner



**Heri Supriadi**  
Commissioner



**Nanang Pamuji M.**  
Commissioner



**Yose Rizal**  
Commissioner



**Paul Dominic O'Sullivan**  
Commissioner



**Yuen Kuan Moon**  
Commissioner



**Ririek Adriansyah**  
President Commissioner  
(served until February 2021)



**Sutrisno Saidi Tatetdagat**  
Commissioner (served until  
February 2021)



**Harry M. Zen**  
Commissioner (served until  
June 2020)

## BOARD OF DIRECTORS



**Setyanto Hantoro**  
President Director



**Hendri Mulya Syam**  
Director of Sales



**Leonardus Wahyu Wasono**  
Director of Finance



**Nugroho**  
Director of Network



**Rachel Goh**  
Director of Marketing



**Bharat Alva**  
Director of IT



**Wong Soon Nam**  
Director of Planning &  
Transformation



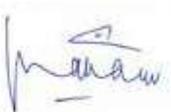
**R Muharam Perbawamukti**  
Director of Human  
Capital Management



**Ririn Widaryani**  
Director of Sales (served  
until February 2021)



**Irfan A Tachrir**  
Director of Human Capital  
Management  
(served until June 2020)



**FM Venusiana R**  
Director of Network  
(served until June 2020)



**Edward Ying Siew Heng**  
Director of Planning and  
Transformation  
(served until August 2020)



## Abbreviations

<b>3G</b>	3 <sup>rd</sup> Generation of wireless mobile telecommunications technology	<b>ICT</b>	Information and Communication Technology
<b>4G</b>	4 <sup>th</sup> Generation of broadband cellular network technology	<b>IFRS</b>	International Financial Reporting Standards
<b>APEC</b>	Asia Pacific Economic Cooperation	<b>IoT</b>	Internet of Things
<b>API</b>	Application Programming Interface	<b>IT</b>	Information Technology
<b>ARPU</b>	Average Revenue Per User	<b>LBA</b>	Location Based Advertising
<b>ATM</b>	Automated Teller Machine	<b>LoS</b>	Length of Stay
<b>BTS</b>	Base Transceiver Station	<b>LTE</b>	Long Term Evolution
<b>CAPEX</b>	Capital Expenditure	<b>M2M</b>	Machine to Machine
<b>CBTA</b>	Conditional Business Transfer Agreement	<b>MHz</b>	Megahertz
<b>CFMP</b>	Capital Expenditure, Financing, and Management Process	<b>MMS</b>	Multimedia Messaging Service
<b>COMBAT</b>	Compact Mobile Base Station	<b>MSME</b>	Micro, Small and Medium Enterprises
<b>CSR</b>	Corporate Social Responsibility	<b>MoU</b>	Minute of Usage
<b>CRM</b>	Customer Relationship Management	<b>OTT</b>	Over The Top
<b>CVM</b>	Customer Value Management	<b>PAYU</b>	Pay As You Use
<b>DMP</b>	Data Management Platform	<b>PSAK</b>	Pernyataan Standar Akuntansi Keuangan
<b>EBITDA</b>	Earning Before Interest, Tax, Depreciation, and Amortization	<b>SEA</b>	South East Asia
<b>Fintech</b>	Financial Technology	<b>SIM</b>	Subscriber Identity Module
<b>GB</b>	Gigabyte	<b>SME</b>	Small Medium Enterprise
<b>GCG</b>	Good Corporate Governance	<b>SMS</b>	Short Messaging Service
<b>GHz</b>	Gigahertz	<b>SOA</b>	Sarbanes-Oxley Act
<b>GPRS</b>	General Packet Radio Service	<b>TERRA</b>	Telkomsel Emergency Response and Recovery Activity
<b>GSM</b>	Global System for Mobile communication	<b>USO</b>	Universal Service Obligation
<b>HCM</b>	Human Capital Management	<b>USSD</b>	Unstructured Supplementary Service Data
<b>HSDPA</b>	High Speed Downlink Packet Access	<b>VAS</b>	Value Added Service
		<b>WAP</b>	Wireless Application Protocol

## List of GraPARI

Region	Name of GraPARI	Address
NORTH SUMATERA	BALIGE	Jl. SM. Raja No. 70C, Balige
	BANDA ACEH	Jl. Tgk. H. M. Daud Beureueh No. 23 Banda Aceh
	BINJAI SUPER MALL	Jl. Soekarno Hatta No. 14 Binjai, Binjai Super Mall Upper Ground Ground, 01-03. Binjai
	BIREUN	Jln. Sultan Iskandar Muda no 17 Desa Bireuen Meunasah Blang,Kec Kota Juang Kab Bireuen 24211
	CENTRE POIN MALL	Jl. Jawa No.8, Gg. Buntu, Kec. Medan Tim., Kota Medan, Sumatera Utara 20236
	GRAHA MERAH PUTIH (LD 24 Jam )	Graha Merah Putih Lt. Dasar Jl. Putri Hijau No.1 Medan, 20111
	GraPARI Telkom Group MEDAN	Graha Merah Putih Lt. 1 Jl. Putri Hijau No.1 Medan, 20111
	GraPARI Telkom Group PEMATANG SIANTAR	Jl. W. R. Supratman No.11, Proklamasi, Siantar Bar., Kota Pematang Siantar, Sumatera Utara 21146
	GUNUNG SITOLI	Jl. Muhamad Hatta No.2 Kel Pasar Gunungsitoli, Kec. Gunung Sitoli, Kab Nias-22813
	KABANJAHE	Jl. Veteran No. 25 BC Kabanjahe
	KAMPUNG LALANG	Jl. Gatot Subroto Km. 7.8 Blok A No. 9 Comp. Makro Medan Sunggal
	KISARAN	Jl. HOS. Cokroaminoto No 30,32 Kel.Kisaran Kota Lk. IV Kec. Kisaran Barat
	KOTA PINANG	Jl. Bukit Kotapinang Kel. Kotapinang Kec. Kotapinang Kab. Labuhanbatu Selatan
	KRAKATAU	Jl. Gunung Krakatau No.191 A Medan
	LANGSA	Jl. Ahmad Yani No.4 Langsa
	LHOKSEUMAWE	Jl. Tgk. Chik Ditiro Desa Lancang Garam Kec. Banda Sakti No. 1
	LUBUK PAKAM	Jl. Dr. Sutomo No. 7 Lubuk Pakam, Deli Serdang
	MALL RCW MEDAN	Jl. Ring Road No.7, Sunggal, Kec. Medan Sunggal, Kota Medan, Sumatera Utara 20128
	MEDAN FAIR PLAZA	Jl. Gatot Subroto Plaza Medan Fair Lt 1 No 52-53 Medan
	MEDAN KARYAJASA	Jl.Tritura , Ruko Titi Kuning Mas B-3, Medan
MEULABOH	Jl. Nasional Ujung Baroh, Kec.Johan Pahlawan, Meulaboh, Aceh Barat	
PADANG SIDEMPUAN	Jl. SM Raja No. 212 ABC, Kel. Sitamiang Baru, Kec. Padang Sidempuan Selatan	

<b>Region</b>	<b>Name of GraPARI</b>	<b>Address</b>
CENTRAL SUMATERA	PANYABUNGAN	Jl.Willem Iskandar No. 117 , Panyabungan Kota, Kab. Mandailing Natal, Sumatera Utara 22913
	PLAZA MILLENIUM	Jl. Kapten Muslim NO 111 Plaza Millenium Lt Dasar No 4-5 Medan
	RANTAU PRAPAT	Jl. Ahmad Yani No.31 Rantau Prapat
	SABANG	Jl . Tengku Chik Ditiro, Kel. Kuta Ateueh, Kec. Sukakarya, Kota Sabang, 23511
	SETUI	Ruko 1 : Jl. Soekarno Hatta (Depan BNI 46), Desa Lambaro Kec. Ingin Jaya Kab. Aceh Besar Prov. Aceh
	SIBOLGA	Jl. Zainul Arifin No.33, Sibolga
	SIGLI	Jl. Iskandar Muda No.32 Blok Bengkel Kec Kota Sigli Kab Pidie-Sigli Aceh. Telp / Fax : 0653 201010
	STABAT	Jl. Jend. Sudirman No. 14 A, Kelurahan Perdamaian, Stabat
	TAKENGON	Jl. Lebee Kadir No.243, Takengon, Blang Kolak, Bebesan, Aceh Tengah
	TANJUNG BALAI ASAHAN	Jl.Teuku Umar No.120 Tanjung Balai 21312
	TANJUNG MORAWA	Jl. Medan Km.17.5, Komp. Suzuya Plaza Blok A6, Tanjung Morawa, Deli Serdang.
	TARUTUNG	Jl. Mayjend DI Panjaitan No. 143, Kec. Tarutung Kab. Tapanuli utara-22412
	TEBING TINGGI	Jl. Jend. Sudirman No. 405F Tebing Tinggi
	WAHIDIN	Jl. Dr. Wahidin No. 46 / 4-AA Medan 20211
	BAGAN BATU	Jl. Jendral Sudirman No.745, Bagan Batu, Kec.Bagan Sinembah, Kab. Rokan Hilir 28992
	BAGAN SIAPIAPI	JL. Pahlawan no. 74 kel. Bagan Timur Kec Bangko Bagansiapiapi Rokan Hilir Telp/fax 0767 23443
	BANGKINANG	Jl. DI. Panjaitan Depan Bengkel Adebe Junior Kel. Langgini Kec. Bangkinang kota, 28412
	BATAM CENTER	Jl. Engku Putri Batam Centre Batam 29432
	BATU SANGKAR	Jln ahmad yani pincuran 7 kecamatan lima kaum batusangkar, 27211 kab tanah datar sumatera barat
	BENGKALIS	Jl. A Yani Depan Kantor Bupati, Bengkalis 28712
BUKIT TINGGI	JL ahmad Karim No 8c, Kel. Benteng Pasar Atas, Kec. Guguk Panjang, Bukittinggi 26100	
DABO SINGKEP	Jl.kartini no.17A, Kec.singkep kab.lingga, Dabo singkep 29871	
DUMAI	Jl. Jendral Sudirman No.153 Dumai - Riau 28812	

Region	Name of GraPARI	Address
	DURI	Jl. Hangtuah No. 10 RT 02 RW 10 kel. Duri Barat Kec. Mandau Duri Riau 28884. Tlp 0765-594168
	GRAND BATAM MALL	Grand Batam Mall lantai L2-08 ,Jalan pembangunan kelurahan batu selicin kecamatan Lubuk Baja kota batam
	LUBUK ALUNG	JL.Raya Padang Bukittinggi Pasar mudik Lubuk Alung Padang Pariaman Sumatera Barat 25581.
	MALL PANBILL	Lt. Dasar KD 2.Panbil Mall muka kuning, batam 29433
	Mall SKA PEKANBARU	Mall SKA Jl Soekarno Hatta Lt II Unit 23 - 26 Pekanbaru Riau
	NAGOYA HILL	Ruko Nagoya Hill Mall Blok O No. 12B-15, Kec. Lubuk Baja, Nagoya Batam, Kep. Riau 29432
	NATUNA	Jl. datok kaya wan mohd. benteng no.116, kec. bunguran timur, kota ranai, kab natuna
	PADANG	Gedung Telkomsel, Jl. Khatib Sulaiman No. 51 Padang 25135
	PANGKALAN KERINCI	Jl. Lintas Timur pasar baru pangkalan kerinci kab. Pelawan Prov Riau 28300
	PASAMAN	Jl. Jend. Soedirman Simpang Empat selatan Kec. Pasaman Kab. Pasaman Barat Sumatera Barat-26566
	PAYAKUMBUH	Jl soekarno Hatta no 37-39 kelurahan padang tengah kecamatan payakumbuh barat Sumatera Barat
	PEKANBARU	Gedung Graha Merah Putih, Jl. Jend. Sudirman No. 199 Pekanbaru
	PEKANBARU PANAM	Jl. Hr Subrantas km 12,5 (samping riau pos) Panam
	PERAWANG	Jl. Raya Perawang No. 79 KM. 6 kel. Perawang kec. Tualang kab. Siak-Riau 28772
	RENGAT	Jl. Narasinga No. 04 Kambesko (Depan Kantor Pos), Rengat , Inhu-Riau-29300 Tlp. 0769-323380
	SELAT PANJANG	Jln. Kartini No. 7 A, Selatpanjang - 28753 - Riau
	SIMPANG ARU	Jln Imam Bonjol no 21F ,Kel Pondok Kec Padang Selatan
	SOLOK	Jl. M. Yamin No. 60, RT02RW01, Kelurahan Pasar Pandan Air Mati, Kecamatan Tanjung Harapan. Kode Pos 27361
	SUNGAI RUMBAI	Jl. Lintas Sumatera Simpang 3 Kantor GraPARI Sungai Rumbai , Kec. Sungai Rumbai, Kab. Dharmasraya. -Pos : 27684
	TANJUNG BALAI KARIMUN	Komplek Karimun Centre Jl. A Yani no. 9-10 Kolong Tg Balai Karimun 29661
	TANJUNG BATU	Jl. Jend. Sudirman No. 216 RT 02/03 , Tanjung Batu Kota, Tanjung Batu Kundur 29662, Kepri-Indonesia
	TANJUNG PINANG	Jl. Basuki Rachmat No. 9 Tanjung Pinang 29124
	TANJUNG UBAN	Jl. Permaisuri No 4 Bergabung dengan TDC Tanjung Uban (Sebelah Toko IN PARFUME dan depan Bengkel INOVASI) Tanjung Uban Bintang Kepri 29152

Region	Name of GraPARI	Address
SOUTH SUMATERA	TELUK KUANTAN	Jl. Ahmad Yani no. 33 koto taluk,kec. Kuantan tengah,kab.kuantan singingi.
	TEMBILAHAN	Jl Telaga Biru Parit 12, Tembilahan 29212
	ALANG ALANG LEBAR	JL. PALEMBANG BETUNG KM.15 NO.10 KE. SUKJADI KEC.TALANG KELAPA
	BANDAR JAYA	JL. PROKLAMATOR RAYA NO. 71C KEL. BANDAR JAYA BARAT
	BATU RAJA	Gedung TAP: Jl. A. Yani no.71 B depan SPBU Air Karang Kec. Batu Raja Timur
	BELITANG	JL. JENDRAL SUDIRMAN RUKO BELITANG MAS GUMAWANG BK. 10
	BELITUNG	JL. JEND. SUDIRMAN NO 28 RUKO D-E PANGKALALANG, TANJUNGPANDAN
	BENGKULU	JL. LETJEND SUPRAPTO, ANGGUT DALAM, KEC. RATU SAMBAN, KOTA BENGKULU, BENGKULU 38222
	BETUNG	Gedung PT. POS : Jl Palembang -Betung No 76 RT 003/001 LK.I Kel. Betung Kec Betung Banyuasin 30578
	CURUP	Ruko 1 : Jl. MH. Thamrin, Kel. Air Rambai Kec. Curup Kota kab. Rejang Lebong
	GraPARI Telkom Group Pangkal Pinang	JL. RUSTAM EFFENDI NO. 3 . DEPAN ALUN-ALUN KOTA PANGKAL PINANG, BATIN TIKAL , PANGKAL PINANG-33121
	GraPARI Telkom Group SUDIRMAN PALEMBANG	JL JEND. SUDIRMAN NO 459, 20 ILIR (SAMPING KODAM II SRIWIJAYA) KOTA PALEMBANG KODE POS 30129, SUMATERA SELATAN
	HAYAM WURUK	WTC MALL JAMBI JL. SULTAN THAHA LANTAI 2 NO. 17
	INDRALAYA	JL. LINTAS TIMUR PALEMBANG - KAYUAGUNG KM 35, RUKO GRAND CENTRAL JOULIS, INDRALAYA
	JAMBI	JL.HM YUSUF SINGADEKANE NO.09 TELANAIPURA, JAMBI 36122
	KALIANDA	JL KESUMA BANGSA NO 88B KALIANDA LAMPUNG SELATAN
	KAYU AGUNG	JL. M. JEND YUSUF SINGADEKANE NO.13 KEL. JUA JUA KEC. KAYU AGUNG
	KOTABUMI	JL.ALAMSYAH RPN NO.43F KEL. KELAPA TUJUH KEC. KOTABUMI SELATAN KAB. LAMPUNG UTARA
	KUALA TUNGKAL	JL.KH DEWANTARA NO 30B KEL.TUNGKAL EMPAT KOTA
	LAHAT	JL. KOLONEL BARLIAN NO.182 TALANG KAPUK, PASAR LAMA
LAMPUNG	KOMP. VILLA CITRA BLOK RE I-III, JL. PANGERAN ANTASARI, JAGABAYA III, WAY HALIM BANDAR LAMPUNG, BANDAR LAMPUNG CITY, LAMPUNG 35132	
LUBUK LINGGAU	JL. YOS SUDARSO NO 13A KEL TABA JEMEKEH	
MANNA	JL. LETNAN TUKIRAN NO.46 RT.02, KEL. PASAR BARU, KEC. KOTA MANNA, KAB. BENGKULU SELATAN 38513	

Region	Name of GraPARI	Address
	MDP PALEMBANG	JL. JENDRAL SUDIRMAN KM.4, GEDUNG MDP IT STORE LT. 1 ( SIMPANG POLDA ) PALEMBANG 30128
	MERANGIN	JLN JEND SUDIRMAN KM 3KEL SEI ULAK KEC NALO TANTAN KAB MERANGIN PROV JAMBI 37300
	METRO LAMPUNG	JL.JEND.SUDIRMAN NO.282 KEC.METRO PUSAT KOTA METRO
	MUARA BUNGO	JL. JENDRAL SUDIRMAN NO 76, MUARA BUNGO 37214
	MUARA ENIM	JL. JENDRAL SUDIRMAN TALANG JAWA ATAS KEL PAAR III
	NATAR	JL RAYA NATAR NO 78E KELURAHAN MERAK BATIN KECAMATAN NATAR LAMPUNG SELATAN
	PALEMBANG	MALL PALEMBANG ICON. LANTAI.3 . JALAN POM IX LOROK PAKJO, KOTA PALEMBANG. SUMATERA SELATAN 30127
	PALEMBANG SQUARE	JL. POM IX KOMPLEK RUKO MALL PALEMBANG SQUARE BLOK R NO.125 PALEMBANG
	PRABUMULIH	JL.JENDRAL SUDIRMAN NO.02
	PRINGSEWU	Jl. Sudirman No. 1145 Pringsewu Barat Kec. Pringsewu 35373
	RADEN INTAN	JL. RADEN INTAN NO. 57-A KEL. ENGGAL
	RIMBO BUJANG	JL. PAHLAWAN (DEPAN POLSEK) KEL. WIROTHO AGUNG
	SAROLANGUN	JL. LINTAS SUMATERA KM 1 RT.08 NO.02 KEL. AUR GADING KEC. SAROLANGUN JAMBI 37481
	SEBRANG ULU	JL. A. YANI NO. G26RT. 031 RW. 01 TANGGA TAKAT KEL. 13 ULU KEC. SEBRANG ULU II PALEMBANG
	SEKAYU	JLN. KOL. WAHID UDIN RUKO SEJAHTERA NO 559D KEC.SEKAYU KEL. SERASAN JAYA MUSI BANYUASIN - SUMSEL 30711
	SRIBAWONO	JL.JEND.SUDIRMAN NO.16A KEL.SRIMENANTI KEC. BANDAR SRIBAWONO LAMPUNG TIMUR 34399
	SUNGAI LIAT	JL JEND SUDIRMAN KOMP RUKO PERMATA BLOK C NO. 2
	SUNGAI PENUH	JLN. JEND. SUDIRMAN NO.88A, AMAR SAKTI, KEL. PONDOK TINGGI
	TELUK BETUNG	JL.LAKSAMANA MALAHAYATI NO.103 TELUK BETUNG SELATAN BANDAR LAMPUNG
	TULANG BAWANG	JL. LINTAS TIMUR UNIT 2 KP. DWT JAYA KEC. BANJAR AGUNG KAB. TULANG BAWANG, LAMPUNG 34595
CENTRAL	BASSURA CITY MALL	Lantai 1, Jl Basuki Rahmat No.1A Rt.008 Rw.010 Jatinegara, Cipinang Besar Jakarta Timur, DKI Jakarta
	CEMPAKA MAS	Mall ITC Cempaka Mas Lt. LG Unit 220B, Jl. Letjen Soeprpto, Sumur Batu, Kemayoran, Jakarta Pusat
	CENKARENG	Ruko Mutiara Palem Blok A 2 No.11 Cengkareng

Region	Name of GraPARI	Address
	CENTRAL PARK	Mall Central Park Lt. 3 Lot 116-118, Jl. Letjen S. Parman, Jakarta Barat, Jakarta 11480
	CIJANTUNG	Mall Cijantung Lantai 1 No.1-4, Cijantung, Jakarta Timur
	EMPORIUM PLUIT	Emporium Pluit Mall, Jl. Pluit Selatan Raya Lt. 2, Jakarta Utara
	GraPARI Telkom Group The Telkom Hub	Jl. Jendral Gatot Subroto Kav. 52 Jakarta Selatan 12710
	JAKARTA PUSAT(wisma alia)	Gedung Wisma Alia, Jl. M. Ridwan Rais 10-18, Jakarta Pusat
	KOTA KASABLANKA	Jl. Casablanca Raya Kav.88, Lt. 2, Jakarta Selatan
	MALL AMBASSADOR	Mall Ambassador Lt. 3 No.1 , Jl. Prof.Dr. Satrio, Jakarta Selatan
	MALL KELAPA GADING 3	Mall Kelapa Gading 3, Lt. 2 Jl. Boulevard Kelapa Gading blok M RT 13/ RW 18, Kelapa Gading Timur, JKT 14240
	METRO CIPULIR MALL	Mall Metro Cipulir, Lantai LG Blok A no. 1 Jl. Ciledug Raya No. 1 Jakarta Selatan
	PGC	PGC Lt. 3A Jl. Mayjen Sutoyo No. 76 Cililitan Kramat Jati Jaktim
	PONDOK INDAH MALL	Street Gallery Lantai 2 No.205, Pondok Indah Mall 3, Jalan Metro Pondok Indah Blok IIIB, Kebayoran Lama, Jakarta Selatan 12310
	ROXY MAS	Komp. Ruko ITC Roxy Mas Blok D1 No.1-7,Jl. KH. Hasyim Ashari, Jakarta Pusat
EAST	BEKASI	Gedung Bekasi Cyber Park, Jl KH Noer Ali No. 177, Bekasi Selatan 17144
	BEKASI TIMUR	Ruko Bekasi Town Square Blok I-2 Jl. Chairil Anwar, Bekasi Timur 17113
	BOGOR	Plasa Telkom, Jl. Raya Pajajaran No. 37 Bogor 16143
	CIBINONG	Komplek Ruko Permata Cibinong 3A Jl. Mayor Oking No. 60 Kel. Cirimekar Kec. Cibinong Bogor 16917
	CIBUBUR	JL. Raya Alternatif Cibubur - Cileungsi Km. 4 , Mall Grand Cibubur Lt.2
	CICURUG	Ruko Cicurug City Jl. Siliwangi No.48 Blok B15 Cicurug Sukabumi 43359
	CIKAMPEK	Jl. Ir. Haji Juanda No.123, Sarimulya, Kotabaru, Kabupaten Karawang, Jawa Barat 41374
	CIKARANG	Komplek Ruko 21, Jalan Raya Cibarusah No.21H Kel Sukaresmi, Kec Cikarang Selatan, Kab Bekasi (17530)
	CINERE	Mall Cinere Lantai 2 No. 9, Jl. Cinere Raya No. 1 . Cinere Depok
	ITC DEPOK	Mall ITC Depok, Jl. Margonda Raya No 56 Lt Dasar Blok 5A ( letak persisnya di sebelah kanan Lobi Utama ITC Depok) Depok 16423
	JAMPANG KULON	Jl. Raya cinageun No.89 Kp. cinageun Rt 01 Rw 01 Desa. Ciparay Kec. Jampangkulon Kab. Sukabumi (samping mexico fashion store)

Region	Name of GraPARI	Address
WEST JAVA	KARAWANG	Mall Technomart blok A53 dan A51 jalan Arteri Galuh Mas, Puseurjaya, Telukjambe Timur, Kabupaten Karawang, Jawa Barat 41361
	LEUWILIANG	Jl.Raya Leuwiliang Rt.02/Rw.05 Desa Cihideung Iilir,Kecamatan Ciampea,Kabupaten Bogor (sebelah DR.Chicken Cibanteng)
	MARGO CITY	Lantai 1 Blok L112 Margo City Mall, Jl. Margonda Raya Depok No.358, Kota Depok Jawa Barat 16423
	PELABUHAN RATU	GraPARI Plasa Telkom Jl. Siliwangi No. 11 Palabuhan Ratu Kode Pos : 43364
	PURWAKARTA	Jl terusan Ibrahim Singadilaga, Ruko Pembaharuan No 12, Kec. Nagrikaler, Kab Purwakarta (41115)
	SUKABUMI	Jl. RE Martadinata No. 71 Cikole Sukabumi
	BANJAR	Jl. Perintis Kemerdekaan No. 17 Kota Banjar Barat 46311
	BANTARKALONG	Jl. Raya sindangreret Kp. Sindangreret, RT/RW 001/001 Kecamatan Karangnunggal Kab Tasikmalaya 46186
	BEC 2	Bandung Electronic Centre LG. Utama, Jl. Purnawarman No.13-15 Bandung
	CIAMIS	Jl. KH Ahmad Dahlan No. 13B Ciamis 46211
	CIANJUR	Jl. Abdullah bin Nuh No.64-66 Cianjur
	CILEDUG CIREBON	Jl. Merdeka utara no.192 desa ciledug tengah kecamatan ciledug
	CIMAHI	Plasa Sangkuriang Jl.Sangkuriang No.19 Cimahi
	CIREBON INNER	Jl. Tuparev No. 57 Cirebon
	CIREBON SUPER BLOK	Cirebon Super Blok, lantai 2 Jl. Doktor Cipto Mangunkusumo No.26, Jawa Barat
	DAGO	Jl. Ir. H. Juanda no. 252 Bandung 40134
	GARUT	Gedung Telkom Jalan Pramuka no. 32 Kabupaten Garut
	GraPARI Telkom Group LEMBONG	Jl. Lembong No. 11, Jawa Barat
	INDRAMAYU	Jl. DI Panjaitan No.54
	JATIBARANG	JL Mayor Dasuki NO.58/82
	KOPO	Jalan kopo no.599. Miko mall Lantai 1 blok 10-20 kel cirangrang kec babakan ciparay
	KUNINGAN	Jl. Siliwangi No. 196 Kuningan
	LEMBANG	JL. Raya Lembang No 241
	MAJALAYA	Ruko Permata Majalaya Blok B No.2 Jl.Tengah 3 Majalaya 60882
	MAJALENGKA	Jl. KH. Abdul Halim No 158, Majalengka 45418
	MTC	Jl. Soekarno-Hatta no 590, Ruko MTC D-18 bandung 40286
	PADALARANG	Jl. Rancabali No.78a Padalarang
	PAMANUKAN	Jl. Ion Martasasmita No. 36, Pamanukan-Subang 41254
	PANGANDARAN	Jl. Merdeka KM 0,5 RT. 03 RW. 03 Desa. Pananjung. Kec. Pangandaran Kab. Pangandaran
	RANCAEKEK	Jl. Raya Rancaekek (Talun) km 20.5 Ds. Jelegong Kec. Rancaekek Kab. Bandung 40394

Region	Name of GraPARI	Address
WEST	SINGAPARNA	Jl. Raya Timur No. 49 RT 002/003, Cikiray, Desa Sukamulya, Kec .Singaparna, Kab Tasikmalaya
	SOREANG	JL. Al-fathu Ruko Bale Sakanca Blok A No. 3 desa pamekaran kec Soreang , Kab Bandung - 40912
	SUBANG	Jl, Kapten hanafiah komplek ruko rawa badak regency block.C no.8 kel karang anyar. Subang
	SUMBER	Ruko grand duta no.14A Jl. P. Cakrabuana Kemantren-Sumber 45611
	SUMEDANG	Jl. Prabu Geusan Ulun No. 29 Kec. Sumedang Selatan Kab. Sumedang
	TASIKMALAYA	Jl. Panglayungan II No. 3 - 5 Tasikmalaya 46134
	TRANS STUDIO MALL BANDUNG	Jalan Jendral Gatot Subroto No. 289, Kota Bandung, Jawa Barat 40273
	BALARAJA	Jl. Raya Serang KM.24 No 88 Balaraja (depan PT. Darma Polimental) 100 M dari Pintu Tol Balaraja Barat (021) 29015521
	BINTARO	Mall Bintaro Jaya Xchange,CBD Bintaro Jaya Sektor VII Lantai G No.121 Tangerang Selatan 15227
	CIKUPA	Citra Raya Food Festival blok A no 07/03G & A. 07/03F, Jl Boulevard Raya row 42 Citra Raya cikupa Tangerang
	CILEGON	Graha Sucofindo Lt.1, Jl. Jendral A. Yani No.106 Cilegon 42426
	CIPUTAT	Jl. Dewi Sartika No. 71 D, Ciputat - Tangerang Selatan
	GraPARI Telkom Group BSD	Graha Telekomunikasi Lt.Dasar Jl Raya Serpong Sektor IV BSD Tangerang 15322
	LABUAN	Jl. Perintis Kemerdekaan No.24 C-D Desa Teluk Kec. Labuan Kab.Pandeglang 42264
	MALL TANGERANG CITY	Mall Tangerang City Lt.LG Blok C.61 Jl. Jend Sudirman Tangerang Selatan
	PANDEGLANG	Jl.Lapangan Sukarela No.2E. Kadu Pandak Pandeglang 42213
	RANGKASBITUNG	Ruko Rabinza Jl.Rt. Hardiwinangun Blok A.No.15 Kel.MC Timur Kec.Rangkasbitung
	SERANG	Mall of Serang (MOS) lt. 1 Jl. Lingkar Kemang, Kotabaru Panancangan, Cipocok Jaya Serang 42112 - Banten
	SUMMARECON MALL SERPONG	Mall Summarecon Serpong 2 lt. Unit 2 F-239 Tangerang Banten
	SUPERMALL KARAWACI	Supermall Karawaci e-Center, Lt. LG Blok A5/4-A5/7 Jl. Boulevard Diponegoro, Tangerang
TERMINAL 3 BANDARA SOETTA	Bandara Soekarno-Hatta Terminal 3, Gate Kedatangan 5 Lt. GF 19120 Jl. Pajang, Kecamatan Tangerang Kota - Tangerang	
TERMINAL MERAK SASORO	Sasoro Terminal Eksekutif Merak. Jl. Pelabuhan Merak, Mekarsari, Kec Pulomerak, Banten	

Region	Name of GraPARI	Address
BALINUSRA	ATAMBUA	Jl. Adam Malik No. 5, Kelurahan Beirafu, Kec. Atambua Barat, Kabupaten Belu 85711
	BIMA	Jl. Soekarno Hatta kelurahan Pane (depan Gedung Koni lapangan manggemaci) Kota Bima
	CELLULAR WORLD KUPANG	Jl. Jenderal Sudirman, No.60, Kuanino, Kec. Kota Raja, Kota Kupang, Nusa Tenggara Timur. Kode Pos 85119
	GATSU	Jl. Gatot Subroto Timur no 36 C, Denpasar 80237
	GIANYAR	Jl. By Pass Darmagiri Desa Buruan Kecamatan Blahbatuh Kabupaten Gianyar (Dewatacom)
	GUNUNG AGUNG	Jl. Gunung Agung 125B, Denpasar (80118)
	KARANG ASEM	Jl. Jendral Sudirman No.98 C Amlapura, Karangasem, 80813
	KEFAMENANU	Jl. Basuki Rahmat Kel. Benpasi, Kec. Kota Kefamenanu
	KUPANG	Jl. WJ. Lalamentik No 88, Oebufu, Kupang
	KUTA	Jl. By Pass I Gusti Ngurah Rai, Simpang Dewa Ruci Kuta - Bali (Simpang Siur), Bali
	LABUHAN BAJO	Jl. Soekarno Hatta, Kelurahan Labuan Bajo, Kecamatan Komodo, Kabupaten Manggarai Barat, Labuan Bajo, Nusa Tenggara Timur (Lantai GF-A8)
	LOMBOK EPICENTRUM MALL MATARAM	Jalan Sriwijaya No. 333, Mataram, NTB
	LOMBOK UTARA	Jl. Raya Tanjung komplek Pertokoan (Depan Lap Umum Super Semar) Tanjung-Lombok Utara, 83352
	MALUK NEWMONT	Jl. Raya Maluk no. 141 Maluk-Sumbawa Barat 84357
	MATARAM	Jl. Pejanggik No 47F, Mataram, Lombok
	MAUMERE	Jl Ahmad Yani Kelurahan Nangameting Kecamatan Alok Timur Kabupaten Sikka 86111
	NEGARA	Jl. Ngurah Rai 86-Negara 82217
	NUSA DUA	Jl. Bypass Ngurah Rai No. 122, Mumbul, Nusa Dua 80363
	RENON	Jl. Raya Puputan Renon No. 33, Renon, Denpasar
	RUTENG	Jl. Kartini No. 2, Desa Lawir, Kec. Langke Rembong, Kab. Manggarai 86516
	SELONG	Jl. Pejanggik No.53 Pancor (Komplek Pertokoan Yanmar baru) Kelurahan Majidi, Kecamatan Selong, Lombok Timur 83611
	SINGARAJA	Jl. A. Yani No. 72 Singaraja 81116
	SOE	Ruko Baru Soe JL.Hayam Wuruk No.16A Kelurahan Taubno, Kota Soe Kabupaten TTS-NTT 85511
	SUMBAWA BESAR	Jl. Mangga No.09 Kel.Umasima Sumbawa Besar, NTB
	TABANAN	Jl. Ir. Soekarno No. 99D (Bypass Kediri), Kec. Kediri, Tabanan 52151
	TALIWANG	Jl. Jendral Sudirman No 30 Taliwang, Sumbawa Barat 84355
	WAINGAPU	Kompleks Pertokoan Permata Sari Jl. Ahmad Yani No.4, Blok A2, Mentawai, Waingapu 87111

Region	Name of GraPARI	Address
CENTRAL JAVA	BANJARNEGARA	Ruko Atrium Blok B-5, JL HOS Cokroaminoto Banjarnegara No.39 53412 Jawa Tengah
	BANYUMANIK	Jl. Jati Raya Blok C-17 Banyumanik , Kabupaten Semarang, Jawa Tengah
	BATANG	Jl. Raya Limpung (Jl. Jend Sudirman) Ruko no 6 Limpung (selatan SD N 1 Limpung), Batang
	BOYOLALI	Jl. Pandanaran No.23, Ngrancah, Siswodipuran, Kec. Boyolali, Kabupaten Boyolali, Jawa Tengah 57311
	CEPU	Jl. Ronggolawe No. 67 Cepu-Blora
	CILACAP	Jl. S. Parman No 30 Cilacap, Sidanegara, Cilacap Tengah, Kabupaten Cilacap, Jawa Tengah 53212
	CILACAP KROYA	Jl. Jend Soedirman No 70, Kroya Cilacap 53282 (Plasa Telkom Kroya)
	DEMAK	Ruko C Jl Sultan Fatah Demak
	GEDONG KUNING	Jl. Gedong Kuning No. 94B, Rejowinangun,Kota Gede,Yogyakarta-55171.
	HARTONO MALL SOLO (SUKOHARJO)	Jl. Ir. Soekarno Madegondo Solo Baru, Grogol Sukoharjo 57552 (Hartono Mall Solo GF -C09)
	JEPARA	Jl. Pemuda Ruko Pemuda Square 3B Jepara, Jawa Tengah
	JOGJA CITY MALL	Jogja City Mall Lt. 1 No.AB22 Jl. Magelang KM.6 Sinbduadi Mlati, Sleman - Jogjakarta
	KARANGANYAR	Jl. Kauman RT 2 RW 14 Cangakan, Lawu Barat, Karanganyar
	KEBUMEN	Jl. H.M Sarbini No.15A Kebumen 54311
	KENDAL	Jl. Soekarno Hatta No.70 B Weleri - Kendal 51355
	KLATEN	Jl. Veteran No.22, Barenglor, Bareng Lor, Kec. Klaten Utara, Kabupaten Klaten, Jawa Tengah 57414
	KUDUS	Jl. Jenderal Sudirman No.66-68 Nganguk Kramat Kudus
	KULONPROGO	Jl. Sutidjab 74, Kel. Wonosari Lor, Kec. Wates, Kulon Progo.
	MAGELANG	Jl. Panglima Sudirman No. 375 Tidar Selatan Magelang
	PATI	Jl. Pemuda No 252 Pati, Jawa Tengah
	PEKALONGAN	Jl. Merdeka No.3 D Pekalongan
	PEMALANG	Jl. Jend. Sudirman, Ruko Swalayan Pemalang Permai Blok F, Pemalang
	PURBALINGGA	Jl. MT Haryono No. 18 Purbalingga Jawa Tengah
	PURWODADI	Jl. Hayam Wuruk No. 11 Ruko A
	PURWOKERTO	Gedung Telkom, Jl. Merdeka No.26, Brubahan, Purwanegara, Kec. Purwokerto Tim., Kabupaten Banyumas, Jawa Tengah 53116
	PURWOREJO	Jl. KHA Dahlan No. 141
	REMBANG	Jl. Kartini Ruko 1A Rembang
SALATIGA	Jl.Diponegoro, Ruko Wijaya Square Blok A No 5 , Salatiga	
SEMARANG MALL CIPUTRA	Mall Ciputra FL. UG, No. 62, Jl. Simpang Lima No 1, Semarang	

Region	Name of GraPARI	Address
EAST JAVA	SEMARANG PAHLAWAN	Jl. Pahlawan No 10, Semarang
	SOLO	Jl. Slamet Riyadi No 265, Sriwerdari, Solo
	SRAGEN	Jl. Raya Sukowati No.28E (ruko depan samsat sragen), Sine, Kec. Sragen, Kabupaten Sragen, Jawa Tengah 57213
	TEGAL	Jl. Gajah Mada No 77, Tegal
	TEMANGGUNG	Jl. Jend. Sudirman No. 95, Ruko 1,Jampiroso, Temanggung.
	UNGERAN	Jl. Diponegoro No 158 Ungaran
	WONOGIRI	Jl. RM Said No.19, Ngaliyan, Kaliancar, Kec. Selogiri, Kabupaten Wonogiri, Jawa Tengah 57652
	WONOSARI	Jl KH Agus Salim No 6 Kepek Wonosari
	WONOSOBO	Jl. RSUD Setjonegoro No. 10 B, Wonosobo
	YOGYAKARTA	Jl. Diponegoro No.97 - Yogyakarta
	ATOM MALL	JL. Bunguran45 Lt 1 Blok A-85 Surabaya
	BANGKALAN	Jl. Trunojoyo 39C, Bangkalan
	BANYUWANGI	Jl. DR. Sutomo No.63 Banyuwangi
	BLITAR	Ruko Melati 1E. Jln. Melati No. 1 Blitar
	BOJONEGORO	Jl. Dr Wahidin No. 9B Bojonegoro
	BONDOWOSO	Ruko. Mastrip Jl. Mastrip ( Depan Indomaret Nangkaan) Bondowoso
	CARUBAN	Jl. Panglima Sudirman No.16 Caruban, Madiun 63153
	CIPUTRA WORLD	Ciputra World Surabaya LG -55 Jl. Mayjend Sungkono 89 Surabaya
	CYBER MALL	JL. Raya Langsep no. 2 Malang
	GALAXY MALL	Jalan Dharmahusada Indah Timur No.35 - 37 Galaxy Mall 1 lt.2 unit 228 Surabaya
	GENTENG	Jl. Wahid Hasyim 1 ,ruko jinggo no 4 genteng kulon Banyuwangi
	GraPARI Telkom Group DINOYO	Jl. Raya Dinoyo No.48, Keputran, Tegalsari, Kota SBY, Jawa Timur 60265
	GRESIK	Jl. Usman Sadar No 81, Gresik
	JEMBER	Jl Kartini No 4-6 Jember
	JOMBANG	Jl. KH Wachid Hasyim No. 136E Jombang
	KEDIRI	PT. Telkom Kediri , Jl. Hayam Wuruk 45-47 Kediri
	KEPANJEN	Jl. Panji 154 Kepanjen 65163
	LAMONGAN	Jalan Veteran No. 12 (depan SMAN 2 Lamongan)
	LAWANG	Jl. Raya Cipto 57 Bedali Lawang Malang
	LOOP STATION SURABAYA	Jl. Raya Darmo No. 110 Surabaya
	LUMAJANG	Jl. A Yani No 18 ( kantor bekas BPJS Lama , depan kantor RSUD Haryoto ) Lumajang
	MADIUN	Gedung Telkom , Jl. Pahlawan No 59, Madiun
	MAGETAN	Jl. Monginsidi No. 30 Magetan
MALANG	Jl. S.Parman No 47 Malang	

Region	Name of GraPARI	Address
	MOJOKERTO	Jl. Gajah Mada 98A Mojokerto
	MUNCAR (ROGOJAMPI)	Jl. Brawijaya no. 27 Muncar Banyuwangi
	NGANJUK	Ruko Mustika Square, Jl. Merdeka block 2A Nganjuk
	NGAWI	Jl. A Yani No 97, Ngawi
	PACITAN	Jl. P. Sudirman 180 Pacitan 63511
	PAMEKASAN	Gedung Telkom, Jl. Trunojoyo No. 67 Pamekasan
	PANDAAN	Plaza Telkom Jl A. Yani No. 56A Kasri - Pandaan
	PARE	Jl. A. Yani no 6 Pare Kediri
	PASURUAN	Jl. Panglima Sudirman No. 122, Pasuruan
	PERAK - SBY UTARA	Jl. Perak Timur 40 B Surabaya
	PLAZA MARINA SURABAYA	Mall Plaza Marina Lt.1 Block B12-B21, Jl Raya Margorejo Indah 97-99 Surabaya
	PONDOK JATI	Jl. Raya Pondok Jati Blok BE no. 12A Sidoarjo
	PONOROGO	Jl. Diponegoro No 42 Ponorogo
	PROBOLINGGO	Jl. Suroyo No 16, Probolinggo
	SAMPANG	Jl. J.A. Suprpto No. 50, Sampang
	SITUBONDO	Jl. Kenanga no 94 Situbondo
	SUMENEP	Ruko Adi Poday, JL TRUNOJOYO NO. 214
	SURABAYA BUKIT DARMO	Jl. Bukit Darmo Boulevard No 6 C-D, Surabaya
	SURABAYA PEMUDA	Jl. Pemuda No. 181, Surabaya
	SURABAYA TLT MANYAR	Gedung Telkom Landmark Tower Jl. Dr.Ir.H. Soekarno No.175, Surabaya
	TAMAN	Jl. Raya Taman no. 218 E Sidoarjo
	TRENGGALEK	Jl. Sukarno Hatta Ruko Hayam Wuruk, Trenggalek
	TUBAN	Jl. Brawijaya No. 26 Tuban
	TULUNGAGUNG	JL. Panglima Sudirman 45 Ruko Kanjengan Tulungagung
	WTC	Gedung WTC It.1 No. 164 - 171 . Jl. Pemuda 27-31. Surabaya
KALIMANTAN	AMUNTAI	Jl. A.Yani KM 1 Kec. Amuntai Tengah Kab. Hulu Sungai Utara, Kalsel
	BANJARBARU	Jl A Yani km 36, kel Mentaos kec Banjarbaru utara 70711
	BANJARMASIN	Jl. Ahmad Yani Km 5,7 Banjarmasin
	BARABAI	JL. IR. P. H. M. NOOR RT. 03 KEC. BARABAI KAB. HST (71311) KAL-SEL
	BATULICIN	JL.Raya Batulicin RT.13 Tanah Bumbu Kal-Sel
	BONTANG	Jl. Brigjend Katamso No.10 Bontang Plaza, Bontang
	BUNTOK	Jl. Panglima Batur No. 25 Buntok, Kal-teng 73711
	HANDIL	Jl. M. Hatta (Handil 3), Kecamatan Muara Jawa Kal-Tim
	HR ARAHMAN PONTIANAK	Jl. H.R.Arahman No. 168 Pontianak, Kal-Bar 78113
	KANDANGAN	Jl. Panglima Batur No. 36 Simpang 4 BRI Kandangan, Kal-sel 71212
	KASONGAN	Jl. Cilik Riwut KM 1 Kasongan, Kalteng

Region	Name of GraPARI	Address
	KETAPANG	Jl. Sisingamangaraja No. 22 Kel. Sampit Kec. Delta Pawan -Ketapang
	KOTA BANGUN	Jl. Sri Bangun No. 31 Rt. 19 Kec. Kotabangun Ulu - Kota Bangun
	KOTABARU	Jl. Veteran K.01 RT. 4 Kel. Dirgahayu (seberang hotel kartika) kec. P.L Utara Kota Baru 72115
	KUALA KAPUAS	Jl. Jend. A. Yani No. 37 RT. 12 Kel. Selat Hilir Kuala Kapuas 73513, Kal-Teng
	LOAJANAN	Jl. Cipto Mangunkusumo No. 39 RT. 12 Kelurahan Harapan Baru, Kecamatan Loa Janan Ilir
	MALINAU	Jl. Raya Pandita RT 06 No. 71B Malinau 77554
	MELAK	Jl. K.H Dewantara No 55 AB RT 26 Melak Ulu 75765 Kutai Barat
	MT HARYONO BALIKPAPAN	Jl. Soekarno Hatta KM. 3 RT. 42 Kel. Gunung Samarinda Balikpapan Utara
	NUNUKAN	Jl. Tien Soeharto Rt.13 No.14 Kel. Nunukan Timur Kec. Nunukan Kab. Nunukan 77482 Kal-Tara
	PALANGKARAYA	Jl. Ahmad Yani No. 45 Pahandut, Palangkaraya
	PANGKALAN BUN	Jl. Iskandar No. 99C Kel. MaduRejo, Pangkalan Bun - Kalteng
	PELAIHARI	Jalan H.Boejasin No.09 RT.26 ( samping Bank Mandiri Syariah ) Pelaihari 70814 kalimantan selatan
	PENAJAM	Jl Provinsi km.18 Kelurahan Petung Kec. Penajam Kab Penajam Paseur Utara Kaltim 76143
	PONTIANAK	Jl. Gusti Sulung Lelanang No.5A, Pontianak
	PULAU IRIAN SAMARINDA	Jl. Pulau Irian No. 67, Samarinda
	PUTUSIBAU	Jl. Komyos Sudarso No 28 Putussibau - Kalbar
	RANTAU	Jl. Brigjend H. Hasan Basri No. 3 Rantau, Kalsel 71111
	S.PARMAN BANJARMASIN	Jl. S. Parman Ruko No. 4D Rt. 20/01 Pasar Lama. Banjarmasin Tengah
	SAMARINDA	Mall Lembuswana Blok AC 16-18 Jl. S Parman Samarinda Utara
	SAMBAS	Jl. Terigas ds. Saing Rambu dsn Sunsung Rt/Rw 14/03 No.89 B Sambas, Kal-Bar 79462
	SAMPIT	Jl. Cilik Riwut KM 1.5 RT 15 Sampit - Kalimantan Tengah
	SANGATTA	Jl. APT Pranoto No 98D, Sangatta 15611, Kaltim
	SANGGAU	Jl. Jend. Sudirman No. 13 Kel. Beringin Kec. Kapuas - Sanggau 78512
	SEI DANAU	Jl. Propinsi KM 167, Sei Danau, Kec. Satui, Kab. Tanah Bumbu, Kal-sel 72257
	SINGKAWANG	Jl. Swadaya No. 02 Komp. Telkom, Kel. Pasiran, Kec. Singkawang Barat, Kalimantan Barat
	SINTANG	Jl. MT Haryono KM 04. Samping SPBU Melawi Timur. Kel. Kapuas Kanan Hulu, Kode Pos 78614
	SUDIRMAN BALIKPAPAN	Jl. Jenderal Sudirman No. 1 Damai, Balikpapan

Region	Name of GraPARI	Address
SULAWESI	TANAH GROGOT	Jl. RM Noto Sunardi RT 4 Tanah Grogot Kal-Tim
	TANJUNG	Jl IR PHM Noor RT. 08 desa Mabuun kec. Murung Pudak kab. Tabalong kalsel 71571 (400 meter dari tugu Obor arah ke- tanjung)
	TANJUNG REDEP	Jl. Niaga 1 RT 1 No. 19 Tj. Redep - Berau 77311
	TANJUNG SELOR	Jl. Duku Rt. 15 Komp. Ruko No. 2 (Samping Star Swalayan) Tanjung Selor 77212
	TARAKAN	Jl. Mulawarman No. 1 Tarakan
	TENGGARONG	Jl. Patin No.09 Rt.28 Kel. Timbau Kec. Tenggarong Kab. Kutai Kartanegara Kalimantan Timur 75511
	AMURANG	Jl. Kantor Pos Lingk III, Uwuran 1, Kec. Amurang, Minahasa 95354
	BAU BAU	Jl. WR. Monginsidi ( Pertigaan SPBU H. Karim ) Kel. Bataraguru, Kec. Wolio, Bau Bau 93714
	BITUNG	Jl. Sam Ratulangi, Kompleks Ruko Baru (Samping Kantor Pajak) Bitung
	BONE	Jl. Ahmad Yani (depan Alfamart) Kel. Jeppe E Kec. Tanete Riattang Barat, Kab Bone
	BULUKUMBA	Jl. Sam Ratulangi, Bulukumba
	DAYA MAKASSAR	Jl. Perintis Kemerdekaan Km. 15 Ruko Kimia Square B.A16, Makassar
	GORONTALO	Jl. Jaksa Agung Suprpto No. 22, Limba U dua, kota selatan, Gorontalo
	GOWA	JL. Poros Sultan Hasanuddin No.146 B, Gowa ( Depan Patung Adipura Gowa )
	KENDARI	Jl. A Yani No.8 Kendari
	KOLAKA	JL. Pramuka No. 30, Kolaka
	KOTAMOBAGU	Jl. Adampe Dolot No. 168 Kel. Mogolaing (Depan Lapangan Mogolaing) Kotamobagu
	LUWUK	J. Kol. Sugiono Komplek Ruko Lalong, Luwuk Banggai Sulawesi Tengah 94715
	MAKASSAR	Jl. AP. Pettarani No.2 Makassar
	MAKASSAR TRADE CENTER	Jl. Ahmad Yani No. 49 MTC Lt.3 Blok L06-09, Makassar
MALL PANAKUKKANG	Jl. Adhyaksa No. 1, Panakukkang Square Lt. 2 Blok SF 03 Makassar	
MAMUJU	Jl. KS Tubun (Depan Bank Sinar Mas, Samping Kiri Kimia Farma Klinik). Kel. Rimuku, Kec. Mamuju, Kab. Mamuju, Sulawesi Barat, Kode Pos 91511	
MANADO	Jl. Pemuda No.2 Sario Manado	
MANADO TOWN SQUARE	Jl. Piere Tendean Boulevard Lt. Ground Floor (GF), Manado	
MARISA	Jl.Trans Sulawesi No. 133 Komplek Ruko Vanda Indah Kab. Pohuwato/Jl.Trans Sulawesi Kab. Pohuwato depan PT. Cargill	
MAROS	Jl. Jendral Sudirman No. 133, Maros	

Region	Name of GraPARI	Address
	PALOPO	Jl. Andi Djemma Kel. Tompotika Ruko 3-4 (Ruko Sinar Galesong) Palopo
	PALU	Jl. Towua No. 43 (Gd. Ex Alkom) Palu, Sulawesi Tengah 94113
	PANGKEP	Jl. Kemakmuran No. 5B ( Ruko Abadi ), Pangkep
	PARE-PARE	Jl. BAU MASSEPE no. 108 kel. Cappa Galung kec. Bacukiki Barat kota Parepare
	PARIGI	JL.Trans Sulawesi Kel. Masigi Kec. Parigi Kab. Parigi, 94471
	PINRANG	Jl. Jendral Sudirman Kel. Bentenge Kec. Watang Sawitto Kab. Pinrang ( dekat perbatasan kota )
	POLMAN	Jl. H Andi Depu No. 108 Pekkabata Polman
	POSO	Jl. P. Irian Jaya No 8 (Samping Bank BNI), Kel. Kayamanya Sentral, Kec. Poso Kota, Kab. Poso, Sulawesi Tengah
	RAHA	Jl. Lakilaponto kel. Mangga kuning kec. Katobu
	SELAYAR	Jl. KH. Hayyung No. 97, Selayar
	SENGKANG	Jln.Jawa no.2 kel lapongkoda kec tempe kab wajo
	SINJAI	Jl. Persatuan Raya No. 13, Sinjai
	SOROAKO	Jl. Gamalama No. 1, Soroako
	TERNATE	Jl. Kapitan Pattimura No. 124 Kel. Kalumpang Ternate
	TOBELO	Jl. Bayangkara Ruko Amazi. Gamsungi Tobelo 97762
	TOLI TOLI	Jl. Usman Binol No. 24 Kec. Baru Kel. Baolan ,Tolitoli 94514
	TOMOHON	Jl. Raya Tomohon Kel. Kakaskasen, Lk. VI No. 238 Kec. Tomohon Utara, Tomohon
	TORAJA	Jl. Pongtiku lemb. Rinding Batu Kec. Kesu (Samping Bank Pundi)
PAPUA MALUKU	ABEPURA	Jl. Raya Abepura Plasa Telkom
	AMBON	Jl. J.B Sitanala no 9 A, Talake, Ambon
	BIAK	Jl. Jendral Sudirman Ruko Pemda No. 4, Biak 98112
	FAK FAK	Jl. Salasa Namudat No. 11 Kompleks Ruko Pelabuhan, Fak Fak
	GraPARI Telkom Group Sorong	Jl. Ahmad Yani No. 16 Sorong Manoi
	JAYAPURA	Mall Jayapura - Lt GF 12-13 Jl. Sam Ratulangi APO Jayapura - Papua
	MANOKWARI	Jl. Merdeka No. 66, Manokwari
	MASOHI	Jl. Imam Bonjol (Belakang Bank Maluku Lama) Kec. Masohi Kab. Maluku Tengah
	MERAUKE	Jl. Raya Mandala, Merauke 99616

Region	Name of GraPARI	Address
	NABIRE	Jl. PEPERA Kantor Telkom Kelurahan Karang Mulia(depan dinas kehutanan) Nabire 98815
	SAUMLAKI	Jl. Mathilda Batlayeri No.8 Saumlaki
	SENTANI	Jl. Raya Sentani Pojok ( Kompleks Ruko BRI unit Hawaii), Sentani 99352
	TEMBAGAPURA	Retail Center - Mile 68 , Tembagapura, Timika - Papua 99930
	TIMIKA	Jl. Hasanuddin, Timika, Mimika Baru, Nawaripi, Mimika Baru, Kabupaten Mimika, Papua 99910
	TUAL	Jl. DR. Leimena - Langgur, Kel. Langgur, Kec. Kei Kecil, Maluku Tenggara, Prov. Maluku, Kode Pos : 97611
	WAMENA	Jln.Tamberin Plasa Telkom Wamena

Region	Name of GraPARI	Type	Address
International	GraPARI HONGKONG	Reguler	11 Keswick Street Causeway Bay (Depan KJRI Hong Kong)
International	GraPARI MADINAH I	Mall	Al Namlah Center (Hotel Salihyah) Pintu 26 Masjid Nabawi
International	GraPARI MADINAH II	Mall	Hotel Millenium Taibah Lantai Shopping Center Pintu 6 & Pintu 7 Masjid Nabawi
International	GraPARI MAKKAH	Mall	Zam-zam tower, lantai P3 (Foodcourt area)
International	GraPARI TAIWAN	Reguler	Ruko No. 1A, Lantai B1, Taipei City Mall (Mall Bawah Tanah TMS pintu Y27, Beimen MRT Ext 3)

## Corporate Data

Telkomsel's shareholders are PT Telekomunikasi Indonesia Tbk (TELKOM) and Singapore Telecom Mobile Pte Ltd (Singtel Mobile). TELKOM, which owns 65% of Telkomsel's issued share capital, is the largest full-service telecommunications operator in Indonesia. TELKOM is listed on the Indonesia Stock Exchange (IDX:TLKM) and the New York Stock Exchange (NYSE:TLK) and is majority owned by the Government of Indonesia. Singtel Mobile owns 35% of Telkomsel's issued share capital and is a wholly-owned subsidiary of Singapore Telecommunications Limited (Singtel). Singtel is Asia's leading communications group with a network of offices in the US, Europe, Asia-Pacific and Middle East. Singtel is listed on the Singapore Exchange (SGX:ST).

### ADDRESSES OF SHAREHOLDERS



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