

2023
ANNUAL REPORT

Telkomsel
by Telkom Indonesia

UNITY IN CONVERGENCE, THE SPIRIT OF INDONESIA

#IniSemangatIndonesia



UNITY IN CONVERGENCE, THE SPIRIT OF INDONESIA

Our commitment to encourage and nurture progress of integrated technology is by bringing forward Digital Business as the engine of growth.

Successful integration of IndiHome and the launch of Telkomsel One in 2023 has unlocked potential synergies from the convergence of fixed and mobile.

IndiHome services solidified Telkomsel's leadership in the whole journey of customer satisfaction which was captured through cross-sell and up-sell initiatives.

Simultaneously, Telkomsel is striving to become the leading "House of Payload" with the highest data transmission in Indonesia with strong commitment to achieve high service & product quality, and customer experience supported by outstanding internet service.

Throughout this journey, Telkomsel has become the Spirit of Indonesia, an inspiration for the nation's digital transformation through value management and top-class network quality.



Table of Contents



01

Highlights of the Year

6	2023 Performance Highlights
8	Key Performance
10	Financial Highlights
11	Operational Highlights
12	Significant Events
27	Awards & Accolades

02

Remarks from the Management

32	Remarks from the President Commissioner
36	Board of Commissioners
38	Remarks from the President Director
44	Board of Directors
46	Profile of the Board of Commissioners
51	Profile of the Board of Directors

03

About Telkomsel

59	Vision and Mission
60	Telkomsel in Brief
60	Share Ownership & Timelines
62	Milestones
64	Organization Structure
64	Corporate Structure
65	Key Products & Services

04

Business Review

68	Corporate Strategy
71	Programmes and Strategies
73	Key Products
75	Key Services
82	Fixed Mobile Convergence
83	Information Technology
85	Network
88	Human Capital Management
92	Transformation Program
94	Synergy Management
96	Enterprise Risk Management

05

Sustainability in Action

102	Governance
102	Code of Conduct
102	General Meeting of Shareholders
103	Board of Commissioners
106	Committees under the Board of Commissioners
108	Board of Directors
110	Independence of the Boards
110	Board Members' Remuneration
111	Internal Audit Unit
112	Corporate Secretary
113	Investor Relations
113	Whistleblowing
114	Regulatory Management
119	Litigation

07

Management Discussion and Analysis

134	Macroeconomic Review
134	Industry and Business Review
135	Steering Towards Superiority with Fixed Mobile Convergence
136	Operational Results
137	Financial Results
144	Abbreviations
146	List of GraPARI
168	Corporate Data

06

Corporate Social Responsibility

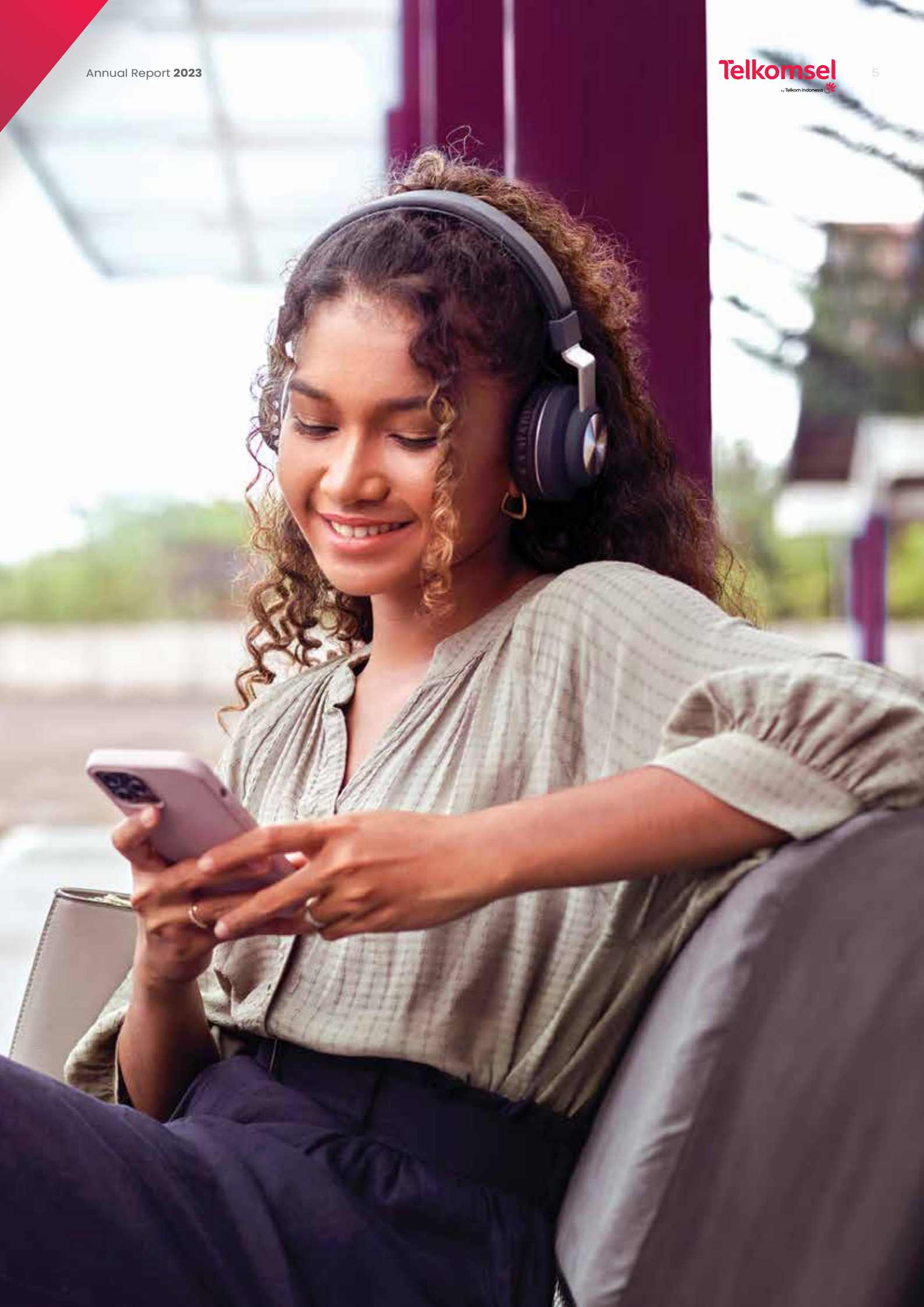
122	The Spirit to Serve Indonesia
122	Foundational Principles and Aims
123	Telkomsel's Sustainability Strategy
124	Education
125	Digital Citizenship
127	Community Empowerment and Well-being
128	Philanthropy



Highlights of the Year

01





2023

Performance Highlights

Total Revenues
(in trillion rupiah)

102.4

15.0%

Digital Business Revenue
(in trillion rupiah)

78.5

7.6%

Data
(in trillion rupiah)

65.9

4.7%

Digital Services
(in trillion rupiah)

12.5

25.7%

Digital Business Contribution
(in %)

88

6.1 ppt

Customer Base
(in million)

↑
1.6%

159.3

Data User
Consumption
(in megabyte)

↑
9.2%

13,066

Data Traffic
(PB)

↑
9.0%

17,481

Data User
(in million)

↑
5.1%

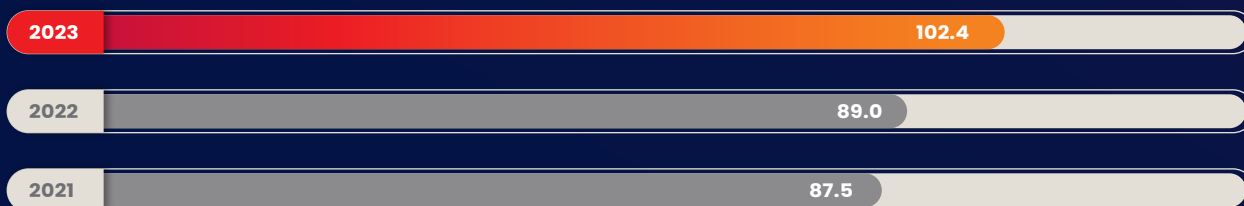
127.1

Key Performance



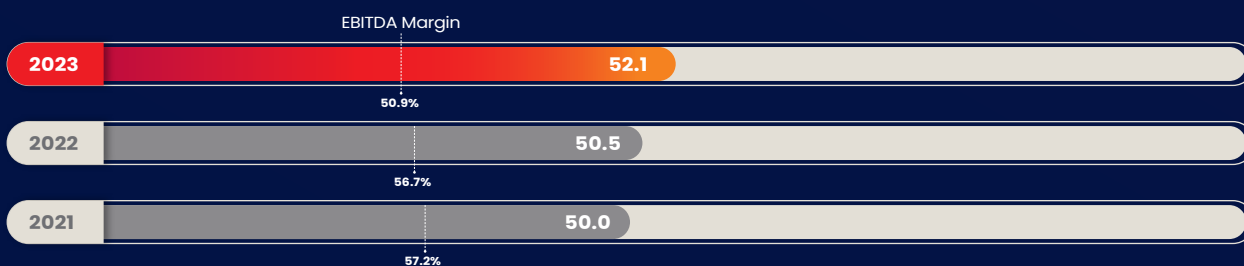
Revenues

in trillion Rupiah



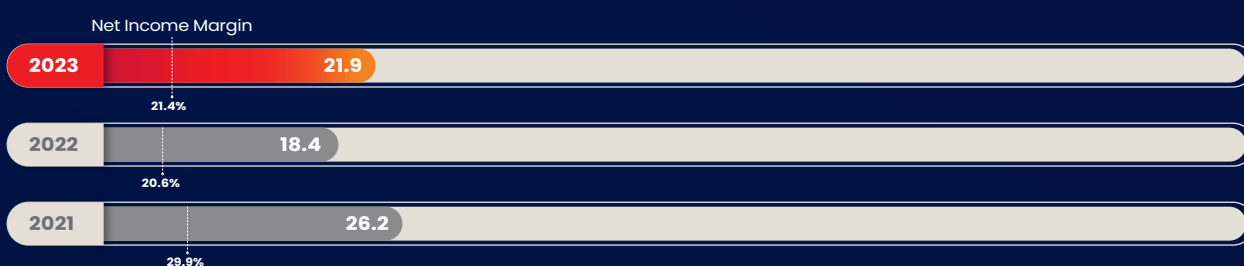
EBITDA & EBITDA Margin

in trillion Rupiah



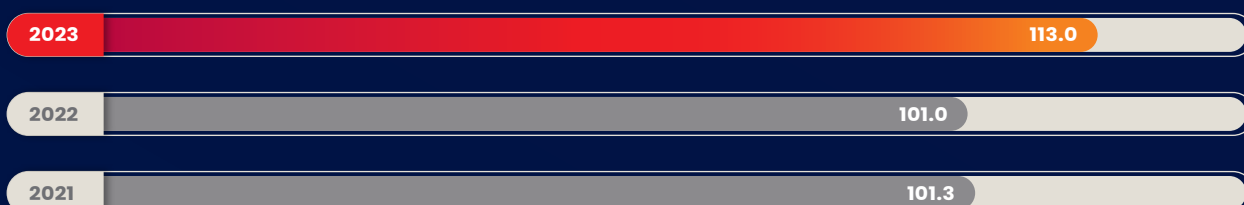
Net Income & Net Income Margin

in trillion Rupiah



Total Assets

in trillion Rupiah





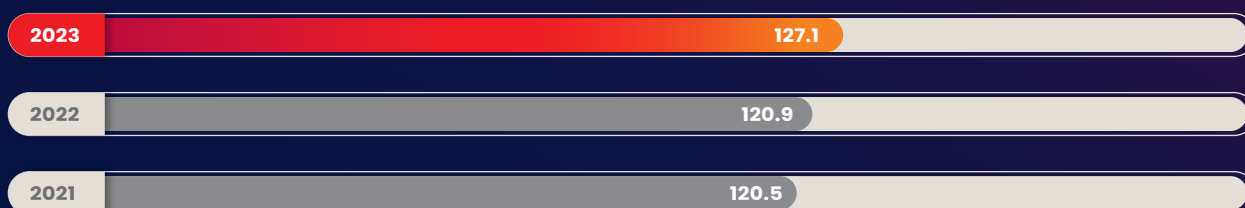
Total Customer Base

in million



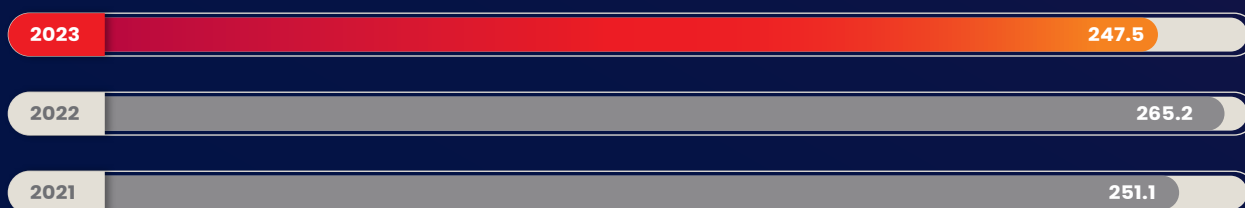
Data Users

in million



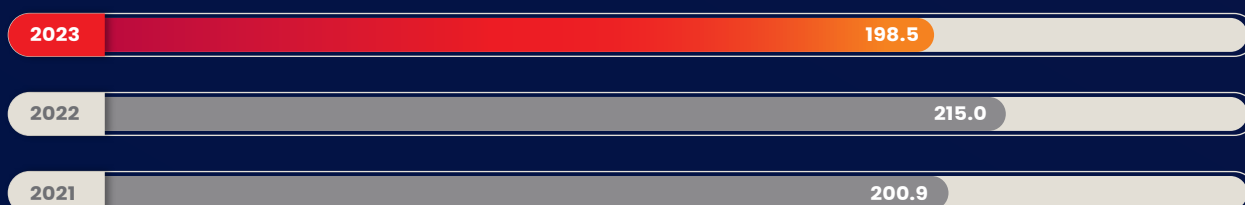
Total BTS On-Air

in thousand



Total 3G/4G/5G BTS

in thousand



Financial Highlights

DESCRIPTION (in billion Rupiah)	2023	2022	2021	2020	2019
PROFIT AND LOSS					
Total Revenues	102,371	89,039	87,506	87,103	91,088
Legacy	10,671	16,109	19,275	24,775	32,852
Digital Business	78,473	72,930	68,231	62,328	58,237
IndiHome B2C	13,227	–	–	–	–
Total Expenses (exclude Depreciation & others)	50,293	38,551	37,485	36,010	41,870
EBITDA	52,078	50,488	50,021	51,094	49,218
Net Income	21,878	18,367	26,160	25,062	25,799
FINANCIAL POSITION					
Current Assets	20,505	15,937	12,288	19,488	18,657
Non-current Assets	92,461	85,055	89,014	84,164	64,073
Total Assets	112,966	100,991	101,302	103,652	82,730
Current Liabilities	40,009	31,272	31,654	28,997	20,892
Non-current Liabilities	42,308	39,677	30,205	23,568	12,629
Equity	30,649	30,042	39,443	51,088	49,209
Total Liabilities and Equity	112,966	100,991	101,302	103,652	82,730
CASH FLOWS					
Cash Flows from Operating Activities	41,685	43,021	40,982	39,770	41,478
Cash Flows for Investing Activities	(14,302)	(8,652)	(12,943)	(10,923)	(13,448)
Cash Flows for Financing Activities	(28,601)	(30,783)	(34,427)	(28,277)	(25,943)
Cash and Cash Equivalents at Beginning of Year	6,352	2,766	9,154	8,583	6,497
Cash and Cash Equivalents at End of Year	5,135	6,352	2,766	9,154	8,583
FINANCIAL RATIOS					
EBITDA Margin ¹	51%	57%	57%	59%	54%
Net Income Margin ²	21%	21%	30%	29%	28%
Return on Assets ³	20%	18%	26%	27%	31%
Return on Equity ⁴	72%	53%	58%	50%	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

	2023	2022	2021	2020	2019
CUSTOMERS – IN THOUSANDS					
Mobile	159,340	156,812	175,977	169,542	171,105
IndiHome B2C	8,694	–	–	–	–
LEGACY BUSINESS DRIVERS					
MoU Total – in billion minutes	63	92	123	151	179
SMS Total – in billion units	8	11	27	39	54
CORE BUSINESS DRIVERS					
Data-enabled Users – in thousand	127,128	120,907	120,516	115,938	110,253
Data Payload – in TB	17,901,034	16,426,853	13,837,050	9,654,742	6,715,227
ARPU – IN THOUSAND RUPIAH					
Mobile	48	44	44	44	46
IndiHome B2C	253	–	–	–	–
NETWORK DATA – UNITS					
Total BTS – 2G	48,980	50,158	50,241	50,252	50,297
Total BTS – 3G/4G/5G	198,492	215,036	200,875	180,920	161,938
Total BTS	247,472	265,194	251,116	231,172	212,235
EMPLOYEE DATA					
Total Employees (incl. subs & associated co)	6,455	5,658	5,535	5,371	5,465

Significant Events



Telkomsel Presents NextDev Academy 2023, Empowering Digital Startups as Agents of Change

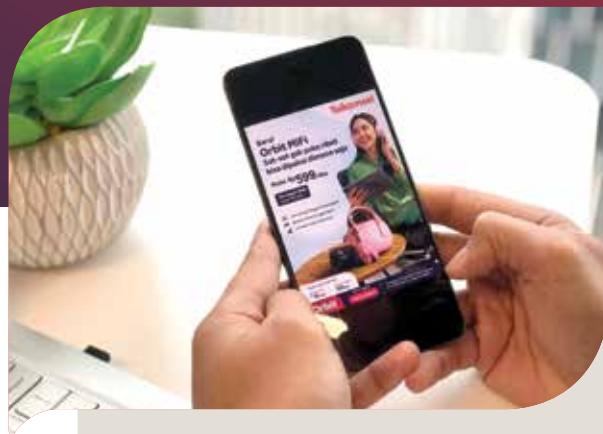
Telkomsel launched the NextDev Academy 2023 to empower digital startups in Indonesia by enhancing their business fundamentals. The programme's three-month mentorship scaled up the capability of 12 startups selected through NextDev Talent Scouting. The mentorship included business diagnostics, orientation, webinars, modeling, go-to-market strategies, product development, and investment pitching. By leveraging Telkomsel's assets and capabilities, the initiative helped build the startups' strong foundation for growth and for creating a positive sustainable impact.

January



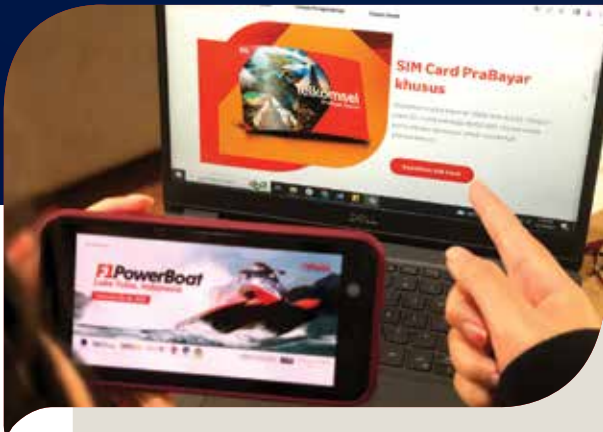
Telkomsel Enterprise Solution Day 2023 Accelerates Digital Transformation to Support Industrial Revolution 4.0 in Indonesia

Telkomsel Enterprise held Telkomsel Enterprise Solution Day 2023 to introduce a variety of digital solutions to support accelerated growth and digital transformation to meet the needs of corporate and industrial business sectors in Indonesia. With the theme 'Partnering Up to Accelerate Business Growth', this event emphasises the spirit of collaboration to take business to the next level. Telkomsel together with mining contractor PT Putra Perkasa Abadi (PPA) signed a memorandum of understanding to develop Smart Mining and Private Network solutions.



Telkomsel Launches Orbit MiFi to Ease Digital Connectivity for Customers with High Mobility

Telkomsel launched Orbit MiFi, a new service from Telkomsel Orbit, allowing customers to connect to Wi-Fi outside of their home. This customer centric initiative addresses highly mobile customers ranging from students, young executives/professional workers, domestic and foreign tourists, to corporates. Orbit MiFi device is available in two variants, namely Orbit MiFi N1 and Orbit MiFi N2. Each device can connect to a maximum of 10 other devices.



Telkomsel Supports the 2023 F1 Powerboat World Championship Digital Experience by Providing Leading Network Infrastructure and Broadband Services

Telkomsel together with TelkomGroup realised its commitment as a leading digital telco company by supporting the availability of digital connectivity. Capacity and quality of broadband networks were strengthened by advanced 4G/LTE and 5G technology in the Lake Toba area, North Sumatra, at the 2023 F1 Powerboat World Championship.



Telkomsel Forges Collaboration with Huawei, Paving the Way to the Future of Telco

Telkomsel and Huawei signed an MoU to collaborate on exploring cutting-edge network technologies by adopting the "GUIDE to Future Telco" strategy. This partnership supports Telkomsel's transformation into a leading digital telecommunication company in Indonesia by focusing on developing innovative digital services and infrastructure to provide superior digital experiences and services for customers and the industry in Indonesia.



Telkomsel and ZTE Collaborates in 5G Network Utilisation Trials and Corporate and Industrial 5G Solutions Development

Telkomsel engaged ZTE in two main endeavours. First, to test the coverage of 5G transmitters in maritime areas based on the 2.3 GHz frequency band in Gorontalo Province, which has the largest marine potential in Indonesia, with a coastline of 903.7 km. This strategic collaboration was presented at the same time as the Mobile World Congress (MWC) 2023 event held in Barcelona and aims to support the rapid acceleration of national economic growth by providing digital connectivity for the development of the fisheries and marine tourism sectors, as well as meeting the increasing demand for communication access in potential maritime areas in Indonesia. Secondly, Telkomsel and ZTE are committed to expanding partnership in the study and development of 5G solutions for enterprise. Some projects that have been explored up to this stage include adoption of Cloud PC for corporate and public sectors, as well as joint studies on 5G Air-to-Ground technology for aviation.



Telkomsel, Ericsson, and Qualcomm Strengthen Collaboration in Developing a 5G-Based Fixed Wireless Access Technology Roadmap

Telkomsel was involved again by the Indonesian Ministry of Communication and Information to hold trials of the trailblazing 5G technology in collaboration with Ericsson and Qualcomm Technologies, Inc through the utilisation of the new 3.5 GHz and 26 GHz frequency spectrum with the permission for trials by the Ministry. The trial was carried out to accelerate the ecosystem building process and development of 5G network technology to support Indonesia's digital transformation.



Telkomsel Siaga Lights Up Moments of Togetherness During Ramadan & Eid 1444 H

Telkomsel launched CSR programmes during Ramadan and Eid al-Fitr 1444 H, under the campaign #NyalakanKebersamaan. These initiatives supported underprivileged communities across Indonesia and leveraged a sharing economy model to empower local MSMEs. The programme involved distributing aid packages to disadvantaged communities, teachers, and religious institutions.

March



Mudik Heki Telkomsel Poin

In welcoming Eid al-Fitr 1444 H, Telkomsel sent 1,400 homecoming travelers to celebrate Eid in their hometowns. Through the hashtag #NyalakanKebersamaan, Telkomsel was carrying out the Mudik Heki Telkomsel Poin program by exchanging Telkomsel Points for homecoming tickets to seven cities via buses for 800 travelers, and three cities via ships for 600 travelers.

April



Telkomsel's 5G Network Technology Supports the Indonesian Ministry of Health in the First Robotic Telesurgery Innovation Trial in Indonesia

Telkomsel supported the Indonesian Ministry of Health in conducting trials of the first 5G Robotic Telesurgery in Indonesia in collaboration with RSUP dr. Hasan Sadikin Bandung and RSUP dr. Sardjito Yogyakarta. This initiative aimed to strengthen Indonesia's healthcare synergy with other nations. Robotic Telesurgery, powered by Telkomsel's advanced 5G network, facilitated remote and real-time surgical procedures during the trial.

Telkomsel
28
 tahun



28 Years of Telkomsel: Together at the forefront of opening up opportunities and strengthening inclusion in the Indonesian digital ecosystem

In its 28th year, Telkomsel carries the spirit of #BersamaJadiTerdepan to open up all opportunities for progress in strengthening digital ecosystem inclusion in Indonesia in a sustainable manner through three digital pillars, namely as a reliable provider of Digital Connectivity, Digital Platform, and Digital Service to provide solutions and service innovation that suits community needs.



3G to 4G LTE Network Upgrade

Telkomsel completed the process of upgrading its 3G network to 4G/LTE in all 504 cities/districts, or more than 96% of Indonesia's population. This network service upgrade is a part of Telkomsel's ongoing commitment, since the beginning of the 3G-to-4G upgrade, to focusing its efforts on enhancing customer comfort and experience in adopting a digital lifestyle.



Telkom Officially Integrates IndiHome into Telkomsel

In the spirit of accelerating and distributing equal digital connectivity in Indonesia, TelkomGroup and Telkomsel signed a deed on the integration of IndiHome into Telkomsel. The integration was a landmark event in TelkomGroup's Fixed Mobile Convergence (FMC) journey, being a core component of TelkomGroup's Five Bold Moves. This step was taken to transfer the Business to Consumer (B2C) segment within TelkomGroup entirely under Telkomsel's control. With this, Telkom is shifting its focus on becoming a market leader in the Business to Business (B2B) segment, which holds a potential new source of income for Telkom's higher growth in the future.



Telkomsel Launches Telkomsel One

In line with the successful integration of IndiHome services, Telkomsel launched Telkomsel One, the All in One Internet Solution that is fully connected with Speeds of Up to 2 Gbps that provides a seamless broadband connectivity experience, both inside and outside the home. This step articulated Telkomsel's commitment to continuing the implementation of the FMC initiative, which increasingly encourages equal distribution of reliable digital connectivity for society.



Telkomsel Awards 2023

Telkomsel celebrated its 28th anniversary by holding Telkomsel Awards 2023 to acknowledge outstanding talents in Indonesia's digital creative industry, including music, digital content, and esports, selected through customer voting. At this event Telkomsel honoured Guruh Soekarnoputra with a Lifetime Achievement Award for his contributions to the creative industry, as well as launched Telkomsel One and updated MyTelkomsel app to enhance connectivity and entertainment services for subscribers.



Ookla® Speedtest Awards™ January – June 2023

Telkomsel succeeded in winning all the Mobile Broadband Category Awards at the 2023 Ookla® Speedtest Awards™ for the period January–June 2023, namely in the categories Best Mobile Network, Best Mobile Coverage, Fastest Mobile Network, Top-Rated Mobile Network, Best Mobile Video Experience and Best Mobile Gaming Experience. This award proves Telkomsel's commitment to providing a leading digital lifestyle experience through superior broadband network capabilities that are reliable, fast, and evenly distributed to every corner of the country.

August



43rd ASEAN Summit in Jakarta

Telkomsel supported the 43rd ASEAN Summit in Jakarta by optimizing the capacity and quality of 2G, 4G and 5G networks at several hotspots. This momentum acted as a driving force for Telkomsel's contribution in supporting Indonesia's commitment to demonstrate the great potential for industrial ecosystem transformation and the best digital capabilities that can increase the attractiveness of global and regional strategic investments for Indonesia.

September



Disability-Friendly Inclusive Services for Deaf Customers at GraPARI

Telkomsel is committed to implementing ESG Principles by providing inclusive, disability-friendly services for deaf customers at 19 GraPARI outlets throughout Indonesia. In collaboration with Silang.id, Telkomsel provided Indonesian Sign Language (Bisindo) training for customer service staff in order to communicate using sign language, which can facilitate communication for deaf customers in interacting with GraPARI staff.



Virtual Assistant “Veronika” Integration with Microsoft Azure OpenAI Service Technology

Telkomsel integrated the latest version of the VA “Veronika” customer service channel with Microsoft Azure OpenAI Service. VA “Veronika” is developed with a series of programming languages based on Natural Language Processing (NLP) and machine learning, which makes it possible to provide more natural and intuitive service interactions to customers. This step was taken to provide solutions for all customer service needs, while providing leading experience and services that are able to exceed the expectations of all Telkomsel customers.



Telkomsel Appointment as One of the Founders of Global Autonomous Networks, Consistently Innovating Through the Use of the Latest Broadband Network Technology

Telkomsel was appointed as one of the founders of Global Autonomous Networks together with 12 leading global Communication Service Providers (CSP) and 18 technology partners at the launch of the Autonomous Networks Manifesto on 18 September 2023 in Copenhagen, Denmark. Autonomous Networks is the most advanced technology providing speed and stability of reliable network services through an AI-based self-centre that can set up, repair and upgrade the network independently. This step further emphasises Telkomsel's commitment to consistently innovate through the use of the latest technology in supporting digital transformation across industrial sectors.



Involvement in AIS Forum 2023 to Support Collaboration in Blue Economy and Local Tourism

Telkomsel showcased leading digital connectivity and services at the Archipelagic and Island States Forum (AIS Forum) 2023 in Bali, in support of blue economy and local tourism. Telkomsel ensured infrastructure readiness with optimised 4G/LTE and 5G networks and introduced the Telkomsel Prepaid Tourist card for delegates. Telkomsel also participated in the IDEA event, sharing capabilities for strengthening MSMEs digital ecosystem in priority tourism destinations, contributing to Indonesia's digital transformation and economic growth.



Telkomsel Presents Top-Class Digital Connectivity Services at MotoGP 2023 Mandalika

Telkomsel supported the international 2023 MotoGP event in Mandalika by enhancing connectivity and digital services in the area. Efforts were focused on improving network infrastructure with additional 4G/LTE and 5G BTS units, ensuring high-quality digital communication for attendees, including teams, racers, and visitors. The event provided a big boost for local tourism sector in Nusa Tenggara Barat.



Telkomsel – The Spirit of Indonesia: Opening A World of Opportunities for the Nation's Awakening

Telkomsel, inspired by the spirit of Indonesian diversity and values of Pancasila, launched “Telkomsel Semangat Indonesia” initiative on the Youth Pledge Day, 28 October 2023. This initiative embodied Telkomsel’s commitment to contributing to national progress through innovation, connectivity expansion, technological breakthroughs, and social responsibility.



Telkomsel Official Tournament Supporter FIFA U-17 World Cup Indonesia 2023™

Telkomsel was proud to act as an Official Tournament Supporter in the FIFA U-17 World Cup Indonesia 2023™ by presenting bench soccer competitions, mobile soccer game competitions, and photo wall areas in all match venues, from 10 November to 2 December 2023. Telkomsel also collaborated with Vidio as Official Broadcaster for FIFA U-17 World Cup Indonesia 2023™. Telkomsel provided an exclusive bundling package for U-17 World Cup broadcast. This step was taken to inspire Indonesian football to achieve higher achievements in the future.



Telkomsel Together with PNM Supports the Empowerment of Underprivileged Women and Accelerates the Digitalisation of Ultra Micro Business Actors

Telkomsel strengthened ESG implementation by collaborating with PT Permodalan Nasional Madani (PNM) by empowering women in ultra-micro businesses through the utilisation of Telkomsel Enterprise digital solutions. This effectively increased account officer productivity and efficiency of micro loan processing time. Collaboration through the use of technological solutions is in line with Telkomsel's vision, which is inspired by the Indonesian spirit of working together to drive the nation's progress, namely by encouraging underprivileged women to overcome socio-economic problems.



Telkomsel Mitra Inovasi Rebranding: Telkomsel Ventures

The rebranding of Telkomsel Mitra Inovasi (TMI) to Telkomsel Ventures is a symbol of the start of a new chapter in supporting startup growth and innovation in Indonesia through the preparation of a second flagship fund, which focuses on investments in various startups that are in line with Telkomsel's strategic priorities, namely digital lifestyle, digital enablement, and emerging technologies.



Telkomsel Partner Excellence Awards 2023

At its Partner Excellence Awards 2023 gala event, Telkomsel gave appreciation to its partners that have been consistently providing crucial support to the growth of the ecosystem. With these partners' exceptional performance, Telkomsel continues to mobilise collective action that inspires all and carves up new opportunities to innovate, for the benefit of all stakeholders.



Telkomsel Siaga NARU 2023

Telkomsel Siaga NARU (Christmas and New Year Eve) becomes a social event and a moment of realising the Telkomsel Purpose. In the Christmas and New Year Eve celebrations, Telkomsel implemented ESG Principles together with the CSR Program 'Sambungkan Senyuman' as an effort to create social impact in Telkomsel's sustainable business processes by distributing donations throughout Indonesia.

Awards & Accolades

66

Over the years, Telkomsel have garnered a wide array of awards and accolades from local and international institutions, cementing Telkomsel's leadership as The Spirit of Indonesia across various aspects of business.

Glotel (Global Telecom) Award
Enterprise Solutions of the Year
(Implementation of Special Ride Hailing Packages with QCI Differentiator)



GTI Awards 2023
Innovative Mobile Service
and Application Award
(Intelligence Urban Mobility)



**Marketeers Omni
Brand of the Year**
Cross-channel
Customer Experience
(MyTelkomsel)



CSR Awards 2023
Infrastructure Sector
(NextDev)



Ookla® Speedtest Awards™ 2023 for January – June 2023 and July – December 2023 period



Indonesia Best Brand Award 2023
Indonesia Best Brand Platinum Award
Fixed Broadband category
for IndiHome



CNBC Indonesia Awards 2023
Most Innovative Convergence
Service in Telco Industry



**World Communications
Award 2023**
Best Digital Transformation
Programme



**Technologue
Award 2023**
Best Network
Quality



ICX Awards 2023



The Reviewers Award 2023
Telkomsel One
Best Consumer Service 2023

Corporate Image

- Global TD-LTE Initiative (GTI) Awards 2023 - Innovative Mobile Service and Application Award (Intelligence Urban Mobility)
- Marketeers Youth Choice Award (YCA) 2023 - Gold Winner in Mobile Operators Preferred by Gen Z category
- ICX Awards 2023:
 - Telkomsel as Champion of Cellular Contact Center with Excellent Predicate
 - Telkomsel GraPARI as Champion of Cellular Service Center with Very Good Predicate
 - Telkomsel Orbit as Champion of Home LTE with Excellent Predicate
 - Telkomsel as Champion of Internet Package with Excellent Predicate
- Indonesia WOW Brand Award 2023 - Gold Champion in Cellular Operator Category
- Gartner Eye on Innovation Award 2023 - Runner up Gartner Eye on Innovation Award 2023 (Telco Credit Insight)
- HR Asia Award 2023 - Inclusion as Best Companies to Work for in Asia
- Special Achievement in GIS (SAG) Award for Telkomsel's ArcGIS Technology
- Indonesia Most Reputable Companies in Telecommunication category with Excellent Predicate
- Detikcom Award 2023 - Best Telecommunication Operator in Indonesia
- World Communications Award 2023 - Best Digital Transformation Program
- Penghargaan Bidang Penyelenggaraan Pos dan Informatika Tahun 2023 - Telecommunication Providers with the Highest Number of 5G Spots Category, Service Provider with the Best Mobile Service Quality, and First Rank Mandatory Payment of Non-Tax State Revenue (PNBP) for the Largest Telecommunication Service Fee for the Fiscal Year 2022
- CNBC Indonesia Awards 2023 - Most Innovative Convergence Service in Telco Industry



Indonesia Most Reputable Companies
 Indonesia Most Reputable Companies 2023
 Telecommunication category,
 "Excellent"



KOMINFO Penghargaan Bidang Penyelenggaraan Pos dan Informatika Tahun 2023



HR Asia Award 2023
 Best Companies to Work for in Asia



Detikcom Awards
 Operator Telekomunikasi Terbaik di Indonesia

Gartner Eye on Innovation Award 2023
 Runner up Gartner Eye on Innovation Award 2023
 (Telco Credit Insight)



Marketeers Youth Choice Awards
 Best Cellular Operator,
 "Gold"

Corporate Social Responsibility

- CSR Awards 2023 – Infrastructure Sector for NextDev
- Business Indonesia CSR Award (BISRA) – Silver Champion in Environmental Element Category for Telkomsel Jaga Bumi

Customer Experience

Marketeers Omni Brand of the Year – Best Cross-Channel Customer Experience for MyTelkomsel

Product & Marketing

- Glotel (Global Telecom) Award – Enterprise Solutions of the Year (Implementation of Special Ride Hailing Packages with QCI Differentiator)
- Indonesia Smart Solution Summit 2023 – Smart Solution Provider
- SMARTIES Indonesia 2023 Award – Gold Winner Diversity & Inclusion for Samsung and Telkomsel DigiAds Collaboration
- Gartner Eye on Innovation Award for Communications Service Providers 2023 – Runner up for Gartner Eye on Innovation Award for Communications Service Provider (tSurvey – Targeted Digital Survey)
- Indonesia Best Brand Award 2023 – Indonesia Best Brand Platinum Award in Fixed Broadband Category for IndiHome
- The Reviewers Award 2023 – Best Consumer Service 2023 for Telkomsel One

Network

- Ookla® Speedtest Awards™ 2023 for January – June 2023 period – Best Mobile Network, Best Mobile Coverage, Fastest Mobile Network, Top-Rated Mobile Network, Best Mobile Video Experience, and Best Mobile Gaming Experience
- Ookla® Speedtest Awards™ 2023 for July – December 2023 period – Best Mobile Network, Best Mobile Coverage, and Fastest Mobile Network
- Technologue Award 2023 – Best Network Quality

Remarks from the Management

02





Remarks from the President Commissioner

Wishnutama
Kusubandio
President Commissioner



66

Strategic move of the Fixed Mobile Convergence (FMC) program, has firmly strengthened Telkomsel's business operations, driving more rapid and far-reaching development in the mobile telecommunications industry.

Dear Shareholders,

2023 was a transformative year, as we proudly serve the Indonesian telecommunication market with our remarkable innovation and dedication. Inspired by the spirit of Indonesia, Telkomsel provides the bridge of integration toward Oneness, to reach beyond and advance the nation to bring Unity in Convergence alive.

Indonesia's economic growth showed resilience against the global economic slowdown reflecting a significant overall rapid growth in the telecommunication market and shift in trend. On the back of Indonesia's economic expansion rate at 5.05%, Telkomsel growth was outpacing Indonesia's economy.

Telkomsel continue dedicating itself to being the most significant and best telecommunication service provider in Indonesia. Telkomsel delivered its role through connectivity that supports MSME growth indirectly driving the economy and increased consumer purchasing power.

The telecommunications industry in Indonesia experienced considerable progress throughout 2023 with the increase in the number of cellular and broadband customers. This growth is driven by higher smartphone penetration, Telkomsel further leveraged this growth with better affordable product offering and our improved service quality.

TELKOMSEL'S PROGRESS IN 2023

Telkomsel is maximizing its status as a leading telecommunications company by outpacing the market. Various innovations were brought to fruition such as increasing Telkomsel customer loyalty and satisfaction programs to counter the market launches of aggressive product promotions of lower data costs to cannibalize our customers, yet with our innovative programs Telkomsel continued to remain a strong market leader.

Stiff promotions and tough competition resulted in lower operator margins due to price adjustments. Amidst continued market landscape in 2023, the industry needed to rediscover price stability. Operators are encouraged to establish healthier competitive behavior beyond price offering to capture the growing demand by providing superior data services as focus. This needs to be Telkomsel's competitive spirit as we are the biggest telecommunications operator company in Indonesia. The company maintains market share dominance and productivity through a customer-oriented approach. Telkomsel strives to shape healthier market behavior by presenting the correct pricing and product mix to maintain customer loyalty. We optimized Customer Value Management (CVM) while improving market relevance and relative market position.

Telkomsel continues to optimize customer value through personalization, segmentation, and service differentiation strategies. The company prioritizes securing profitability by managing top-line revenues whilst implementing cost optimization measures. Continuous improvements with network optimization were emphasized as we support growth in the data payload and digital business space with measurable, sustainable, thoughtful capital investments.

In 2023, Telkomsel is strengthened its broadband portfolio and core digital services to capture growth opportunities ensuring long-term growth. We conducted various new digital initiatives that were well executed. Fixed Mobile Convergence (FMC) created a significant and sustainable impact by providing reliable broadband services, accelerating digital inclusion and thus economic inclusion, strengthening the foundation for

Telkomsel's future business plans. Through these various strategic steps, we believe Telkomsel continues to advance Indonesia by supporting tangible impact on the lives of Telkomsel customers and Indonesian society in general.

The growth was also driven by the transition from traditional voice and SMS services to data-based services, the wide availability of affordable smartphones, and the demographic bonus currently being experienced in Indonesia. Over-The-Top (OTT) applications are becoming increasingly significant as we shift towards new data-based services from traditional telecommunication services. We maximized this opportunity by continuing to provide the best services to our customers within the exponentially growing creative and digital economy, this approach has solidified Telkomsel's position as a leader in the Indonesian telecommunications market and embodies Indonesia's spirit in driving progress.

The Board of Commissioners (BoC) is actively participating in a range of decision-making forums to make sure the steps taken are in alignment with Telkomsel's purpose, vision, and mission. These are forums such as BoC and Directors Joint Meetings, relevant Committee Meetings, selected Internal Meetings and BoC Resolution Meetings. These crucial sessions facilitate the BoC's role in advising, guiding, shaping, and monitoring the Company's strategy implementation, risk, and performance management.

REACH BEYOND, ADVANCING THE NATION

The Board of Commissioners believes in the Board of Directors strategy to optimize company performance while consistently accelerating digital initiatives will enable Telkomsel to continuously grow as a company. This also demonstrates commitment to advance the nation.

We see enormous potential in Telkomsel continuing to empower its digital business by increasing product offering and improving

connectivity. Telkomsel has demonstrated its transformative resilience through integrating the IndiHome product offering in July 2023. This strategic move of the Fixed Mobile Convergence (FMC) program, has firmly strengthened Telkomsel's business operations, driving more rapid and far-reaching development in the mobile telecommunications industry.

Under the theme "Reach Beyond, Advancing the Nation", Telkomsel is accelerating breakthroughs to strengthen its leadership in the fast-growing telecommunications sector by further focusing on digital adoption and service diversification. This has been well articulated through, the completion of FMC and INDICO market expansion, the complete transition to 4G, the expanded 5G deployment, and the adoption of a sustainable business framework. The integration of IndiHome's B2C segment into Telkomsel marks an important milestone in maintaining leadership in the fixed and mobile sector while facilitating more integrated operations and holistic customer engagement.

Through the collaborative efforts of all stakeholders, Telkomsel is positioned for a promising and influential future, with a substantial contribution towards the national economy. We are the telecommunications company proudly at the forefront of maintaining and embracing the 'Spirit of Indonesia'.

GOOD CORPORATE GOVERNANCE

The Board of Commissioners ensures that good corporate governance is the top priority at Telkomsel and we are responsible for its supervision and implementation. The Board of Commissioners has provided advice and supervision to the Board of Directors through regular meetings, reports, and discussions throughout 2023.

The Audit, Remuneration, Capital Expenditure, Financing, and Management Process (CFMP) Committee supports the Board of Commissioners in effectively fulfilling its duties. These committees also assist the Board of Commissioners by overseeing the important aspects of corporate

governance to ensure that the company runs its business in a sustainable manner. In line with the results of these efforts, I am pleased to report that all members of the Board of Commissioners performed their duties and responsibilities without obstacles or intervention from any party throughout 2023.

I am also proud to report that Telkomsel's financial statements once again satisfied external audit requirements in 2023.

VIEW ON 2024 BUSINESS PLANS AND PROSPECTS

Telkomsel relentlessly pursues a customer-oriented approach, prioritizing personalized and high-quality service for our cherished customers. Following the completion of the FMC, Telkomsel is now seamlessly providing integrated convergence services.

In 2024, management will double its efforts in the areas of customer experience, technology leadership, accelerate digitalization plans, 5G development and digital talent development. Integrating people, processes and technology will continue to be key for Telkomsel to maintain its position as the top digital telecommunications provider in Indonesia and an unrivaled facilitator of national progress.

CHANGES TO THE BOARD OF COMMISSIONERS

We are pleased to report the changes of Telkomsel's Board of Commissioners in 2023.

Mr. Sarwoto Atmosutarno was appointed to the role of Telkomsel Commissioner in November 2023, replacing Mr. Nanang Pamuji Mugasejati.

We would like to extend our appreciation and heartfelt gratitude to Mr. Nanang for his dedication and outstanding contributions during his term. His work has been great value to our success.

We, the members of the Board of Commissioners, warmly welcome our new colleague, Mr. Sarwoto, and look forward to his guidance and leadership in the coming years.

ACKNOWLEDGMENTS

On behalf of the Board of Commissioners, we express our gratitude to the Directors and Management for their leadership during this transformative year; to our employees for their hard work and dedication to Telkomsel's success.

We appreciate the unwavering support from all shareholders and all stakeholders who have worked together with the management, paving the way for an exciting and extraordinary digital future for Indonesia and its region.

Finally, Telkomsel has been and will continue to be the best telecommunications service provider company in Indonesia. Various innovations and contributions to the nation's progress have been proven. Our task is to continue to improve this achievement, ensuring unity and integrity, encouraging progress, and celebrating the spirit of Indonesian.

Sincerely yours,



Wishnutama Kusubandio
President Commissioner

Board of Commissioners

Wishnutama Kusubandio
President Commissioner



Yuen Kuan Moon
Commissioner



Heri Supriadi
Commissioner

Sarwoto Atmosutarno
Commissioner



Anna Yip
Commissioner



Yose Rizal
Commissioner

Remarks from the President Director

Nugroho

President Director

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Telkomsel successfully completed its integration with IndiHome, achieving FMC and ensuring seamless customer communication across various devices and locations.

Dear Shareholders and Stakeholders,

Telkomsel became the innovation paragon in the telecommunication sector/industries marking our 28th anniversary.

Over the past few years, the telecommunications sector in Indonesia has undergone a major advancement. The transition from traditional Voice and SMS to Data services has diverged to the rise of mobile-centric and broadband subscriptions primarily driven by affordable devices, growing appetite for high-speed data, youth demographic bonus. Over-the-top (OTT) applications have replaced the traditional telecommunication business. On the back of it all, Indonesia's economic growth for the full year of 2023 notched a solid 5.05% even as the global economy slowed down.

The company encountered challenges in facing fast growing markets along with significant market behavioral shifts. Even with this challenges, during these 28 years, Telkomsel has been a leader in technological innovation in the Indonesian telecommunications sector and continues to strive and push the nation's progress beyond existing limits and possibilities.

Transformed Over-The-Top (OTT) applications have replaced traditional services such as VOICE & SMS. On the one hand, this has caused a significant decline in the conventional telecommunications business. Still, at the same time, it has opened tremendous opportunities in the digital business sector. Telkomsel is essential in providing reliable and affordable broadband services and opening opportunities for digital creators, MSMEs, and the data economy.

PERFORMANCE HIGHLIGHTS

Telkomsel continues to maximize its Digital Business services by increasing its varied product offerings and digital capabilities. This allows companies to continue to expand and enlarge their existing digital ecosystem through Telkomsel.

More than that, we undertook the Fixed Cellular Convergence (FMC) initiative to encourage faster and more notable change; this is believed to accelerate digital inclusion, which will have an impact on economic inclusion in Indonesia. We see broadband as a catalyst for the national economy, a momentous change for the telecommunications industry, and a strength for Telkomsel's positioning and business going forward.

In 2023, Telkomsel successfully completed its integration with IndiHome, achieving FMC and ensuring seamless customer communication across various devices and locations. This significant achievement is our commitment to secure a leading position in the Indonesian telecommunications industry, both in the fixed and cellular domains. We are proud that Telkomsel is now the largest convergence operator at the national level, providing reliable, first-class internet that pampers our customers with abundant choice and superb comfort.

When we successfully conducted FMC, we recorded growth in the company's consolidated revenue compared to our achievements in 2022. Our substantial profitability was driven by the development of the digital business, especially in data product and digital service sales. This reflects the more promising potential for future expansion. This brilliant performance also allows Telkomsel to meet its target in 2023 and achieve an EBITDA margin of 50%.

At Telkomsel, we also recorded healthy Average Revenue per User (ARPU) growth, including in ARPU for data users, serving higher data loads in mobile and fixed domains. This achievement has strengthened Telkomsel's position as Indonesia's most significant House of Payload. Continuously improving network quality and automating numerous services for customers, enabled Telkomsel to provide the best service to customers, especially in terms of productivity and unmatched digital experience.

We are proud to announce that the network transition from 3G to 4G/LTE technology will be completed. This vital step is Telkomsel's commitment to providing superior data services to its customers. Not stopping there, we are also expanding the deployment of 5G in various sectors, including intelligent mining (in collaboration with Freeport), telesurgery (in cooperation with the Indonesian Ministry of Health), maritime industry (in partnership with ZTE), private networks (PPA), and innovative city initiatives (PIDI 4.0)—all to encourage Indonesia's digital progress.

As our network grows, so does our customer base. Now, with IndiHome under our wing, we recorded new additions to our B2C customer base of 425,000, reaching 8.7 million customers by the end of the year with an ARPU of IDR 253,000. Telkomsel has expanded its mobile customer base to more than 159.3 million users. As the

largest convergence operator, we remain focused on cross-selling and up-selling initiatives of our products. Our commitment remains unchanged in improving service quality and expanding our customer reach while upholding the highest standards of quality and value that define the Telkomsel brand.

REACH BEYOND, TO MAKE A BETTER TODAY AND EXCELLENT TOMORROW

Telkomsel has taken a series of strategic steps to open new opportunities and maximize its potential; this is important to ensure the sustainability of our business in the future. Responding to the risks and challenges inherent in digital telco transformation, we have assessed potential opportunities, directed our energies towards business diversification, developing relevant business models and making strategic investments.

During various challenges in the telecommunications market, Telkomsel has demonstrated resilience and adaptability when supporting its parent company's strategic initiatives, which were realized through the integration of FMC from IndiHome in July 2023. Telkomsel's merger with IndiHome, valued at IDR 58 trillion, has brought the company to a constructive collaboration nexus. Resilient, as evidenced by our revenue growth and successful cost reduction.

Supported by INDICO, Telkomsel's digital market expansion can take more diverse forms as we extract value from technology assets to drive revenue growth. Telkomsel also continues to empower people and communities through technology by integrating cross-vertical solutions

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As the largest convergence operator, we remain focused on cross-selling and up-selling initiatives, while upholding the highest standards of quality and value that define the Telkomsel brand.

and promoting sustainability. INDICO's entry into the digital commerce and food ecosystem in 2023 confirms our adequate diversification in the digital landscape.

44 Notes from Management sum it all up: In 2023, Telkomsel is rebranding Telkomsel Mitra Inovasi (TMI) to Telkomsel Ventures, with the aim of shifting focus to investment and supporting the growth of digital start-ups in Indonesia's growing start-up ecosystem.

TELKOMSEL TRANSFORMATION PROGRAM

Telkomsel is leading the transformation of the telecommunications industry amidst digital disruption and increasingly stringent sustainability demands. Our focus on people-driven change has resulted in innovative solutions, enhanced user experiences, and maximized stakeholder value. In 2023, we strengthen our core through cultural enhancements and breakthrough initiatives in people, processes, and technology.

We take a **people-led approach** to driving Indonesia's ongoing digitalization by focusing on developing talent through internal and external recruitment and improving the quality of our own individuals. Equally important is **transforming processes** to improve customer service in the digital era, which takes the form of collaboration with WeTV for VIP Mobile Access and the rejuvenation of MyTelkomsel as an integrated platform after FMC.

Another essential element in our growth engine is **technology**: We continue to provide the best digital services and being a pioneer in developing and integrating today's advanced technologies in Indonesia. We have enriched our digital service offerings by launching many products in the areas of health, education, gaming, and others. FMC's strategy has begun to increase Telkomsel's position as the leading digital entertainment centre for the Indonesian people.

CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

Telkomsel strengthens the implementation of Environment, Social and Governance (ESG) principles in our operations from end to end. We also strengthen initiatives to encourage economic progress, emphasize environmental protection, and increase social welfare. Two crucial initiatives, Jaga Bumi and NextDev, have shown how Telkomsel is a model of excellence and forward action in shaping a better environment and society in Indonesia, not just about the telecommunications business.

With this approach, Telkomsel is building a strong and sustainable legacy that aligns with the company's overall goal: to provide impactful change throughout the nation.

In the education sector, IndonesiaNEXT has become one of Indonesia's leading digital talent development programs, with thirty-two digital talents from the 6,648 talent pool designated for intensive development. We are also working on the Internet BAIK initiative, which aims to develop an inclusive digital ecosystem and support digital literacy. It was launched in its seventh series in 2023 and involved 11,421 participants spread across 249 cities/districts in thirty-six provinces in Indonesia.

In addition, we have also contributed to Indonesian Digital Citizenship by managing a learning system for young people, from students to entrepreneurs, equipping them with insight into the human, cultural and social implications of ethical practices and safe behaviour in the digital realm. We deploy programs like NextDev to strengthen our role as a digital ecosystem enabler. Through the Digital Creative Entrepreneur program, we aim to continuously improve Indonesian MSMEs' capabilities, competencies, and creativity in their digitalization journey.

With the Baktiku Negeriku program, we empower rural communities in the agricultural sector. Through the Creative Digital Center, we held offline seminars attended by more than four hundred participants. As a Pilot Project, we engaged a precision agriculture management platform to improve digital competency and literacy in selected communities. With TERRA, we have increased disaster awareness and promoted responsiveness for ourselves and the community in disaster events.

We are also pleased with Telkomsel's Jaga Bumi progress in 2023. This umbrella campaign has introduced green initiatives in waste management, carbon offsetting, and digitalization of urban forests. We are also addressing the plastic waste problem with a

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With the Baktiku Negeriku program, we empower rural communities in the agricultural sector. Through the Creative Digital Center, we held offline seminars attended by more than four hundred participants.

circular economy approach, reducing our carbon footprint through tree planting, and supporting Tahura Ngurah Rai's digital shift with IoT-enabled mangrove monitoring and enriched education.

2024 BUSINESS PLAN AND PROSPECTS

In the next few years, Telkomsel will continue to apply a people-focused approach to superior service and hyper-personalization for high-value customers. Post-FMC, Telkomsel is preparing to maintain its reputation as the first and best national operator that now offers seamless convergence services.

In 2024, this position will be further strengthened in customer experience, technology leadership, accelerated digitalization, 5G, and digital talent development. Integrating people, processes, and technology will continue to be influential in deepening Telkomsel's role as the top digital telco in Indonesia and a driver of national progress.

Telkomsel's business operations impact the environment, society, industry, and public space. Therefore, Telkomsel always strives to ensure sustainability and positive impact and upholds the vision of a trusted provider of world-class digital lifestyle services and solutions, strengthening the nation's progress.

With all this, Telkomsel will continue to be a driver of national progress and national economic growth. For us, providing the best service to

customers and affordable superior products is unambiguous evidence of Telkomsel's commitment to being the 'spirit of Indonesia'.

CHANGES TO THE BOARD OF DIRECTORS

Following the shareholder resolution in December 2023, there were changes to the composition of the Board of Directors. On behalf of the other members of the Board, I am pleased to welcome Mr. Indra Mardiatna to the Board of Directors as Network Director. He took over my previous role, with me accepting the mandate to assume the role of President Director, replacing Mr Hendri Mulya Syam. I am excited about this opportunity and fully committed to steering the company towards a brighter and better future.

THANK-YOU NOTE

In closing, I thank the Board of Commissioners, shareholders, customers, partners, and especially the employees for their tireless efforts to maintain Telkomsel's leadership in the Indonesian telecommunications industry.

This journey is not over yet. There are still many wonderful things ahead that we must make happen together. With the enthusiasm, efforts, and collaboration of all parties, I am sure that in the coming years, Telkomsel will record even greater achievements and contribute more impactfully to the progress of the nation.

Sincerely yours,

Nugroho
President Director

Board of Directors

Nugroho
President Director



Adiwinahyu Basuki Sigit
Director of Sales



Mohamad Ramzy
Director of Finance and
Risk Management



R Muharam Perbawamukti
Director of Human Capital
Management

Wong Soon Nam
Director of Planning and
Transformation



Indra Mardiatna
Director of Network



Bharat Alva
Director of Information Technology



Derrick Heng
Director of Marketing

Profile of the Board of Commissioners



Wishnutama Kusubandio President Commissioner

Wishnutama Kusubandio has been the President Commissioner of Telkomsel since February 2021. Previously, he served as the Minister of Tourism and Creative Economy of the Republic of Indonesia (2019–2020).

Throughout his career, Wishnutama has held strategic leadership positions in the media, creative, and digital industries, including CEO of Trans 7, CEO of Trans TV, Director of Detik.com, CEO of NET TV, Commissioner of Kompas, and Commissioner of Tokopedia. Currently, he also holds esteemed positions as the Vice President Commissioner of Bundamedik and Commissioner of Goto. For prestigious international events, Wishnutama was appointed as the Creative Director for the Opening and Closing Ceremonies of the 2018 Asian Games, Creative Director Indonesia National Day Dubai Expo 2020, Coordinator of the Indonesia Assistance Team for the 19th G20 Indonesia Summit in 2022, 42nd & 43rd ASEAN Summit in 2023, the Archipelagic and Island States 2023, and the 10th World Water Forum 2024.

He is a graduate of Mount Ida College, Massachusetts, with a degree in Liberal Arts, majoring in Communication. Wishnutama also attended The Military College of Vermont at Norwich University, and Emerson College, both in United States. He also actively participated in various professional education programmes, including the GE Management Development Institute in Crotonville, New York, Harvard Business School, and Harvard Kennedy School.

Wishnutama has received numerous prestigious awards recognising his industry achievements. Most recently, in 2023, he was honoured by the President of the Republic of Indonesia with Bintang Mahaputera Nararya. In 2017, he was Indonesia's Influential Person in the Creative Industry at IdeaFest and was named the Best Digital Talent (Digital Business Leader) at the Bubu Awards by Indosat Ooredoo IDByte. His outstanding strategic leadership earned him the Best Chief Strategy Execution Officer Across All Industries award at the 2016 Strategy-Into-Performance Execution Excellence (SPEX2) Awards organized by Tempo Media Group. Additionally, he received the Marketeer of the Year and Indonesia Marketing Champion awards in the Broadcast, TV, and Media category. Furthermore, in 2010, SWA Magazine honoured him as the Best CEO.



Yuen Kuan Moon Commissioner

Yuen Kuan Moon has been serving as Commissioner of Telkomsel since September 2009. He is currently the Group Chief Executive Officer of Singtel, a role he assumed in 2021.

His career at Singtel, beginning in 1993, includes various leadership positions such as Vice President Regional Operations, Executive Vice President Digital Consumer, Chief Executive Officer Consumer (2012–2020), and Group Chief Digital Officer (2018–2020). He was also posted to Telkomsel as General Manager of Product Development (2003) and later as Director of Commerce (2005–2007). Moon is a Board member of GSMA and the Singapore Institute of Management. Moon is the Council Chair of Ngee Ann Polytechnic Council. He is also a member of Singapore's Ministry of Communications and Information's Digital Readiness Council and the Monetary Authority of Singapore's Payments Council.

Moon holds a First-Class Honours degree in Engineering from the University of Western Australia and a Master of Science in Management from Stanford University.



Anna Yip Commissioner

Anna Yip has been serving as a Commissioner of Telkomsel since June 2021 and is the CEO Consumer Singapore for Singtel since April 2021. She joined Singtel in December 2020.

Before joining Singtel, Anna was the CEO and Executive Director of Smartone, a leading telecommunications company listed in the Hong Kong Stock Exchange, from 2016 to 2020. Under her leadership, Smartone was named Best Mobile Carrier by the Communication Association of Hong Kong in 2019.

Prior to Smartone, Anna headed up Mastercard in Hong Kong and Macau. During her tenure, she launched multiple new digital products to the market, including contactless payments, Apple Pay, Android Pay and MasterPass. She was previously a Global Partner with McKinsey & Company in Greater China where she co-led both the Financial Institutional Group and the payments practice.

Anna is a Council member of the Singapore Cancer Society and a member of the MBA Advisory Board of the Chinese University of Hong Kong (CUHK). She was formerly a Council member and then Court member of the Hong Kong Metropolitan University.

Anna holds a Doctor of Philosophy and Master of Philosophy in Management Studies from Oxford University and a First-class Honours degree in Business Administration from CUHK.



Sarwoto Atmosutarno Commissioner

Sarwoto Atmosutarno was appointed as Commissioner of Telkomsel on November 2023.

He holds a master's degree in business engineering in telecommunications from Telecom Bretagne (formerly known as Ecole Nationale Supérieure des Télécom (ENST) Bretagne, France), which he completed in 1995. He also holds a bachelor's degree in management from Airlangga University, Surabaya (1985), and received a Telecommunication Engineering education at PT Telkom from 1977 to 1979.

He is the current Chairman of Masyarakat Telematika Indonesia (MASTEL). He was also the Chairman of the Permanent Committee on Telecommunications Infrastructure at the Indonesian Chamber of Commerce and Industry (2016–2021), Special Staff to the Minister of Communication and Informatics (2023–2024), and Chairman of said Ministry's BAKTI Task Force.

He has extensive experience in the telecommunication industry, having served as President Director/CEO of PT Telkomsel from 2009 to 2012, achieving the first 100 million subscribers and as Head of National Network Infrastructure Division at PT Telkom from 2004 to 2009. He was Chef de Mission on Satellite Telkom2 launched in the year 2005 and Senior Team on Satellite Telkom1 launched in the year 2000 at Kourou, French Guyana. He was also team leader developing FO submarine cable system and terrestrial cable system in Sumatra–Java–Kalimantan–Sulawesi and Dumai–Malaka, and Singapore–Jakarta. He started the TelkomGroup Hub Initiative at Changi Singapore 2008. He is experts on interconnection and tariff regulation between operators.

He has also undergone several training courses, including leadership courses SUSPIM III Telkom (1992) – Rank I, SUSPIM II Telkom (2000) – Rank I, SUSPIM I Telkom (2002) – Rank 3, Harvard Short Course in Human Resource, Perth, Australia (2011), and Valuation, Merger, and Acquisition courses (2011).

Sarwoto has held various positions in different organisations. He is currently the Chairperson of the Founder Council of Sanggar Budaya Jawa Sasi Kirana, Java Village Resort, D.I. Yogyakarta, and was previously the Chairman of the Indonesian Cellular Telecommunications Association (ATSI) (2009–2012), member of the CEO Forum Singtel/Temasek (2009–2012), and Chairman and Founder of the Indonesian Telecommunications Clearing Association (ASKITEL) (2004–2009). He is still active as commissioner and adviser to ICT-related companies.

Sarwoto was awarded the Satyalancana Wira Karya by the President of the Republic of Indonesia in 2001 and the Bintang Jasa Nararya in 2009 for his achievement, contribution, and dedication to the national ICT services.



Yose Rizal Commissioner

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, Founder of Pemilu. AI – an artificial intelligence-based political campaign management dashboard, and an extraordinary lecturer and business mentor for the Master of Business Administration at the School of Business and Management, 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 Chamber of Commerce (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, national media and TV, also national and international seminars.





Heri Supriadi Commissioner

Heri Supriadi rejoined the Board of Commissioners at Telkomsel in February 2021. Concurrently, he is the Chief Financial & Risk Officer at PT Telkom Indonesia (Persero) Tbk (2020–present).

Heri previously held several strategic roles, such as President Commissioner of PT Graha Sarana Duta (2020–2023), 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 PT 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), and a Doctoral degree in Business Management from Padjadjaran University, Bandung (2013). He attended several executive programmes at Harvard Business School, Kellogg School of Management, Euro Money, and University of Auckland Business School.



Nanang Pamuji Mugasejati Commissioner (November 2019 - November 2023)

Nanang Pamuji Mugasejati joined the Board of Commissioners of Telkomsel from November 2019 to November 2023. He was appointed as a Special Advisory Staff for the Minister of State-Owned Enterprises in October 2019.

In his career, he had previously served as CEO of Forbil Institute, Yogyakarta (2018), and former member of the Board of Commissioners of Krakatau Steel (2017–2019). He earned a PhD in International Relations from Gadjah Mada University, followed by a double degree (stint) from the Graduate School of International Development (GSID) at Nagoya University, Japan.

Profile of the Board of Directors



Nugroho
President Director

Nugroho was appointed as the President Director of Telkomsel in December 2023. Previously, he served as the Director of Network (2021–2023) following a tenure as Senior Vice President IT Business Delivery (2021). His strategic roles within Telkomsel have been manifold, including Vice President IT Delivery (2019–2021) and Vice President IT Customer Care & Charging Solution Management (2014–2019).

His educational background includes a Bachelor in Electrical Engineering degree from Bandung Institute of Technology and Master in Information System Development from the University of Hertfordshire, England.



Mohamad Ramzy
Director of Finance & Risk Management

Mohamad Ramzy currently serves as the Director of Finance and Risk Management at Telkomsel, since May 2021. With a career spanning over two decades in the telecom and technology sector, Ramzy has played a crucial role in financial planning and business partnerships at Telkomsel. His strategic expertise was cultivated through various senior positions at PT Telkom Indonesia (Persero) Tbk, where he worked from 2013 to 2020. In recognition of his contributions, Ramzy was awarded the Satyalancana Wira Karya by the President of the Republic of Indonesia in 2019.

He holds a Bachelor's degree in Telecommunications Engineering and a Master's degree in Engineering. Additionally, he has completed several international executive training programmes and earned the Chartered Global Management Accountant (CGMA) credential from The Chartered Institute of Management Accountants, as well as the Certified Risk Executive Leader (CREL) credential from BPKP (Financial and Development Supervisory Board). Ramzy has also participated in executive training, including the CFO School BUMN Leadership & Management Institute organised by the Ministry of SMEs and INSEAD. Furthermore, in 2023, he completed the Anti-Bribery and Corruption (ABC) Directorship Programme at Telkomsel.



Bharat Alva
Director of Information Technology

Bharat Alva has been Director of Information Technology since May 2019, focusing on delivering optimal digital experiences to Telkomsel's customers. His extensive 30-year journey in telecom spans continents and includes pivotal roles as Chief Information Officer of Optus, Vice President of Online and Enterprise Technologies of Singtel Group, and Head of Wireless Application Services.

As Director of IT, Bharat is responsible for implementing business and technology strategies, delivering leading platforms and applications, and tailoring industry solutions and services to Telkomsel's consumer and enterprise customers. His unique ability to identify opportunities for step-change improvements using emerging innovations sets him apart. Coupled with his forward-thinking leadership style, he empowers teams and consistently delivers exceptional results. Specialising in Business Strategy, Technology

Strategy and Architecture, Innovation, Business Transformation, and Operations, Bharat is well-versed in driving organisational success.

Bharat's educational qualifications include a Bachelor's degree in Computer Engineering from Pune University, supplemented with global executive education.



Wong Soon Nam

Director of Planning & Transformation

Wong Soon Nam has served as the Director of Planning and Transformation since August 2020. He has vast leadership experience in the telecommunications and technology industry for more than 27 years. His career highlights included several senior leadership roles, such as Vice President of Consumer Products at Singtel (2015–2020), Vice President of Smart and Safe City at NCS Group (2012–2015), Vice President Communication Engineering at NCS Group (2009–2012), Vice President of Consumer Marketing at Singtel (2007–2009), Vice President of Corporate Business Marketing at Singtel (2005–2007), Vice President of Account Management at Singtel (2003–2005) and CEO Singtel Aeradio (2000–2003).

Soon Nam has also held several important positions in various organisations and institutions, such as Board Member of Bridge Alliance (2016–present), Board Member of VA Dynamics (2014–present), Chairman of Kai Square (2014–2015), and Council Member of the Singapore Infocomm Technology Federation (2005–2008).

He earned a Bachelor of Engineering degree from Nanyang Technological University and holds a Master of Science from National University of Singapore.



Derrick Heng

Director of Marketing

Derrick Heng has been appointed as Director of Marketing since November 2021. With a professional career of over 20 years, he has extensive experience in strategy, digital, marketing and sales, particularly in the telecommunications and technology sectors. Derrick also serves as President Commissioner for Telkomsel's digital subsidiaries, including Fita (health-tech), Kuncie (edu-tech), and Majamojo (mobile games publishing).

Prior to joining Telkomsel, Derrick held various strategic positions with the Singtel Group, where his earlier years were pivotal in accelerating consumer segment market share and driving brand leadership. In the subsequent 10 years, he took on regional appointments in Telkomsel and Globe Telecom Philippines where he led the transformation of digital solutions play beyond core connectivity; and garnered many awards and digital project wins.

Derrick holds a Master of Management degree from Macquarie Graduate School of Management Australia and a Bachelor of Arts and Social Sciences from National University of Singapore. He has also completed executive development programmes with INSEAD – Globe Telecom Executive Course, and Game for Global Growth Programme – Singtel Executive Course.

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

R. Muharam Perbawamukti, known as Endi, has been serving as the Director of Human Capital Management since June 2020. Prior to this role, he was the Senior Vice President Corporate Secretary (2017–2020). His journey at the Company has brought him to sit in several strategic positions, such as Vice President Corporate Counsel (2014–2017), Vice President Regulatory Management (2012–2014), and Vice President Interconnect & Regulatory Affair (2011–2012). He holds a Bachelor's degree from Padjadjaran University, Bandung, and in 2019, he was awarded the Satyalancana Pembangunan from the Government of the Republic of Indonesia for his services to the nation.

**Adiwinahyu Basuki Sigit****Director of Sales**

Adiwinahyu Basuki Sigit, as the Director of Sales since May 2021, commands two decades of telecom and tech experience to benefit Telkomsel. His journey through the ranks includes significant stints as Senior Vice President of Consumers Marketing and Executive Vice President of East Area Sales. Sigit's leadership has garnered several international accolades, including a Procurement Award at the CIPS Asia Award. His educational foundation is laid by a Bachelor's in Telecommunications Engineering and a Master's from the Royal Melbourne Institute of Technology, further enriched by executive courses from INSEAD and Harvard Business School Executive Education.


Indra Mardiatna

Director of Network

Indra Mardiatna was appointed Director of Network in December 2023. He previously served as Director of Business at Telkominfra (2023), as well as Vice President of Network & Service Quality Management (2022–2023) and Vice President of Technology Strategy (2017–2022) at Telkomsel.

He holds a Bachelor in Electrical Engineering degree from Bandung Institute of Technology and a Master in Strategic Management from Prasetya Mulya University in Jakarta.

In recognition of his contributions to 5G development in Indonesia, marked by the showcasing of the country's first 5G service at the Asian Games 2018, Indra received the Satyalancana Wira Karya medal from the President of the Republic of Indonesia in 2020.


Hendri Mulya Syam

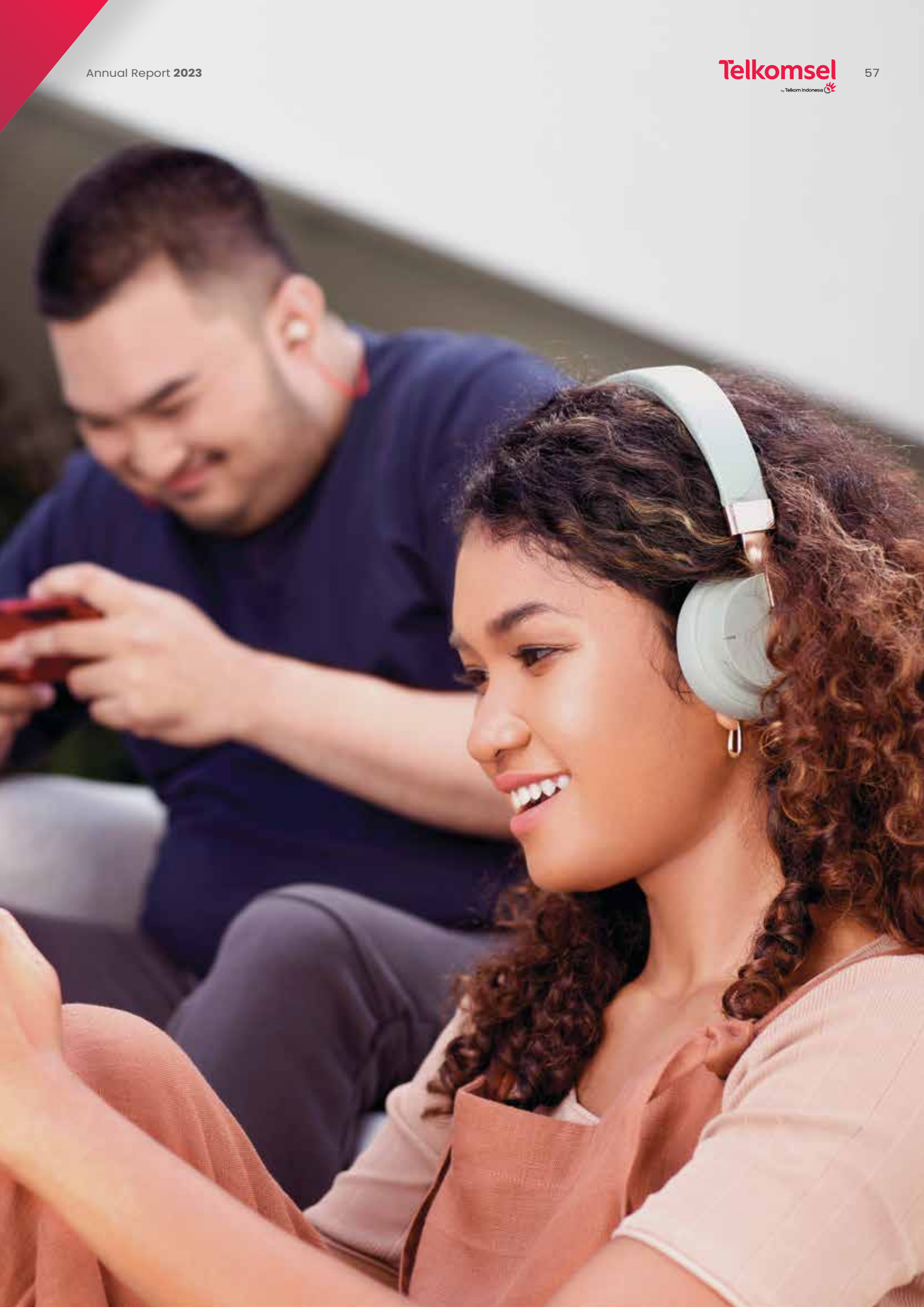
President Director (May 2021 – December 2023)

Hendri Mulya Syam was President Director of Telkomsel from May 2021 to December 2023. He previously was appointed as Director of Sales and Director of Network. Hendri started his professional career in Telkomsel in 1995, where he served in many strategic roles, including Senior Vice President of Programme Management Office and Executive Vice President of the Sales Area. Hendri possesses a vast leadership experience in the telecommunications industry, particularly in Network Strategy, Network Services and Quality Management, Corporate Planning, Product and Mobile Data, Marketing, Customer Services, and IT Operations. He holds a Bachelor of Engineering in Electro Telecommunications from the Indonesian Institute of Technology (ITI).

About Telkomsel

03









Vision

Be the best Digital Telco Service Provider in the region by empowering Indonesians to make a better today and excellent tomorrow



Mission

Providing innovative and excellent connectivity, service and solution for everyone, every home, and every business to achieve more

Telkomsel In Brief

Telkomsel is the largest mobile service provider in Indonesia. It is a subsidiary of PT Telekomunikasi Indonesia Tbk, with 69.9% ownership (following IndiHome's integration into Telkomsel), and Singapore Telecom Mobile Pte Ltd (Singtel Mobile), with 30.1% ownership.

Established in 1995, Telkomsel has become an integral part of Indonesia's digital life. Serving around 159 million customers across the archipelago, Telkomsel offers various mobile services, including cellular phones, SMS, and the internet. In 2023, Telkomsel promoted its main strategies and programs under the Semangat Indonesia campaign. With Semangat Indonesia, Telkomsel is committed to opening up the widest opportunities for the advancement of the nation through various achievements In Innovation, Initiatives, and meaningful action.

4G & 5G BTS units

198,492

Payload Traffic

(in million TB)

17.9

Total Customers

(in million)

159.3



Share Ownership & Timelines

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

1995

Telkomsel is connecting the nation beyond its 159 million customers by widening its application of the latest digital connectivity technology, creating breakthroughs through innovation and renewable technology, driving progress using all company assets and capabilities, sharing hope through inclusive corporate social responsibility, and engaging in collaborative efforts to preserve Indonesia's natural riches through sustainable business initiatives, for the sake of future generations.

To strengthen the nation's digital connectivity, Telkomsel continues to accelerate the widening of access to digital connectivity to all corners of the country. It has built more than 3,000 4G/LTE BTS points in 3T (Terdepan, Terluar, and Tertinggal) areas, completing the upgrade of all 3G BTS to 4G/LTE networks in 504 cities/regencies, constructed more than 220 Merah Putih BTS sites in geographically-challenged regions, and expanding the 5G network by deploying more than 650 5G BTS units in 48 cities across Indonesia. With these substantial measures, Telkomsel recorded mobile broadband payload traffic of more than 17.9 million TB, exhibiting a growth of 9.0% for the year. Currently, Telkomsel's more than 198,000

4G/LTE and 5G BTS units have served 97% of the Indonesian population, and made up 65% of the total payload (mobile and fixed) of broadband users throughout Indonesia.

Telkomsel also provides a host of highly reliable digital platforms to deliver solutions and innovative services that meet the needs of the community, thus elevating their daily lives. Through these platforms, Telkomsel offers digital services addressing the aspects of finances, healthcare, and education, alongside innovative digital services such as MAXstream for video streaming and Dunia Games as online gaming platform. A landmark move in 2023, the convergence of Telkomsel and IndiHome has now allowed customers in every household to enjoy a plethora of high-quality digital services with enhanced ease and convenience. All this at their fingertips through one single app, MyTelkomsel, which by end of 2023 had boasted more than 35 million monthly active users.

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

1996

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

2001

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.

2002

Following IndiHome's integration into Telkomsel, **Telkom's stake in Telkomsel increased to 69.9%**, with the remaining 30.1% held by Singtel Mobile.

2023

Milestones

1995

- Telkom and PT Indosat established Telkomsel.
- Launched kartuHalo postpaid service.

2002

Kicked off mobile Data services, including WAP over GPRS (General Packet Radio Services), MMS (Multimedia Messaging Services), and content services.

2004

- The introduction of a secure mobile-to-mobile prepaid top up system.
- Joined regional mobile alliance (Bridge Alliance) for enhanced customer benefits.
- Launched Kartu As prepaid service.

2006

The first commercial launch of 3G network services

2008

- Became the Pioneer in renewable energy powered BTS in Asia.
- The launch of Indonesia's first mobile Voice and Data services for PELNI ships on the open ocean.

2010

- The first to trial the implementation of Long Term Evolution (LTE) network broadband technology in Indonesia.
- The introduction of Indonesia's first Mobile Newspaper services.

1997

- Offered mobile telecommunication services to all 27 provinces.
- Launched *simPATI* Nusantara as the first prepaid service in Asia.

2003

The first commercial launch of international roaming services to Indonesian prepaid customers.

2005

- Our Call Center acquired ISO9001:2000 certification.
- The launch of Mobile Banking ATM services.

2007

- Introduced push email services.
- Rolled out of HSDPA (High Speed Downlink Packet Access) and Telkomsel Flash service.
- Launched TCASH to facilitate mobile financial transactions.

2009

- The launch of HSUPA (High Speed Uplink Packet Access) broadband network based services.
- Kicked off Desa Dering Program to provide telecommunications access for over 25,000 villages.

2017

- Awarded 30 MHz additional spectrum on the 2300 MHz frequency by the government, which will be used to support the 2014-2019 Indonesian Broadband Plan.
- Telkomsel 4G LTE coverage reached 490 kabupaten cities across Indonesia.

2016

- Executed 3 Masterpiece programs: Big Data, Lead 4G, and Customer Experience.
- Expanded LTE coverage to more than 80 Broadband Cities across the country.
- Achieved five consecutive years of Triple Double Digit growth in Revenue (+14.0% YoY), EBITDA (+16.9% YoY) and Net Income (+26.1% YoY).

2015

- Telkomsel launched 3 Masterpiece programs: Digital World, Great Payment Experience and TrueBEx (True Broadband Experience).
- Completed spectrum re-arrangement in 1800 MHz, and launched LTE in 14 cities with 2.2 million LTE users.
- Achieved Triple 3 Strategy, with Enterprise Value > Rp300 Tn, 3 Year Cumulative Revenue of 33%, and Digital Business Contribution of 33% of Revenue which was achieved in Q4-15.

2014

- Telkomsel launched Masterpiece programs: CRM, M2M and Winning The Youth.
- Telkomsel & Telkom reached agreement on a Conditional Business Transfer Agreement (CBTA) to utilize Flexi's spectrum.
- Telkomsel became the first to commercially launch 4G LTE in Indonesia.

2013

- The launch of Masterpiece, a program that included 268 units of mobile GraPARI, the establishment of 268 mobile Broadband Cities, 68 applications from local developers to support the development of digital creative industry.
- The launch of 450 units of Compact Mobile Base Station (COMBAT).
- Successful LTE trial during APEC 2013.

2012

The introduction of the first Seamless Mobile Wi-Fi to Indonesian customers for transferring automatically from a 2G/3G network connection to a Wi-Fi network to access highspeed data.

2011

- Surpassed the target of 100 million subscribers which positioned Telkomsel as the world's seventh largest telecommunication operator by customer base.
- The introduction of Tap Izy, Indonesia's first mobile contactless payment system that turns mobile phone into an electronic wallet.

2018

- Expanded positioning on Video ecosystem by launched MAXstream, a one stop video portal which aggregating OTT video apps, linear channel and VOD content.
- Launched the first 5G technology experience through the "Telkomsel 5G Experience Center" which was open to the public during the Asian Games 2018.
- Extended TCASH services to customers of any telecommunication providers.
- Launched first Indonesian original series, Brata, which can be watched on MAXstream
- Published first game, Shellfire, an e-sport game to target the existing gamer communities.

2020

- Telkomsel Orbit introduced as premium wireless home connectivity on 4G LTE.
- 6,050 telecommunication towers sold to Mitratel as Telkomsel focused on digital connectivity.
- Investment made in Gojek, Southeast Asia's leading on-demand and payment platform, further accelerating Indonesia's digital transformation.
- Merdeka Distance Learning (MBJJ) program rolled out to empower customers while staying engaged and connected to carry out productive activities during the pandemic's physical distancing periods.



2019

- LinkAja officially launched under PT Fintek Karya Nusantara as a wide-ranging fintech collaboration of SOEs 'From and For Indonesia'.
- Official launching of by.U, Indonesia's first digital prepaid cellular service catering to all telecommunications needs.
- 5G network successfully tested in Batam through 5G video call and speed test.

2021

- Full launching of 5G services, confirming Telkomsel's standing as the first cellular operator to offer 5G in Indonesia, with the first 5G commercialisation phase rolled out in selected points in 9 cities: Jakarta, Bandung, Solo, Surabaya, Bali, Batam, Medan, Balikpapan, and Makassar.
- Unveiling of Telkomsel's new corporate identity, as a symbol of change.
- Rebranding of flagship products, with prepaid services of *simPATI*, *Kartu As*, and *LOOP* now simply known as Telkomsel *PraBayar*, and *kartuHalo* rejuvenated into Telkomsel *Halo*.
- Launching of Kuncie, a learning platform for Indonesia's talents.
- Entry into health-tech through Fita, a content-rich application for health, fitness, and nutrition, developed by experts to encourage healthy lifestyle among the public.
- Founding of PT Telkomsel Ekosistem Digital (INDICO), manifesting Telkomsel's drive to expand digital business portfolio and build an inclusive and sustainable digital ecosystem, banking on Telkomsel's digital trifecta: Digital Connectivity, Digital Platform, and Digital Services.

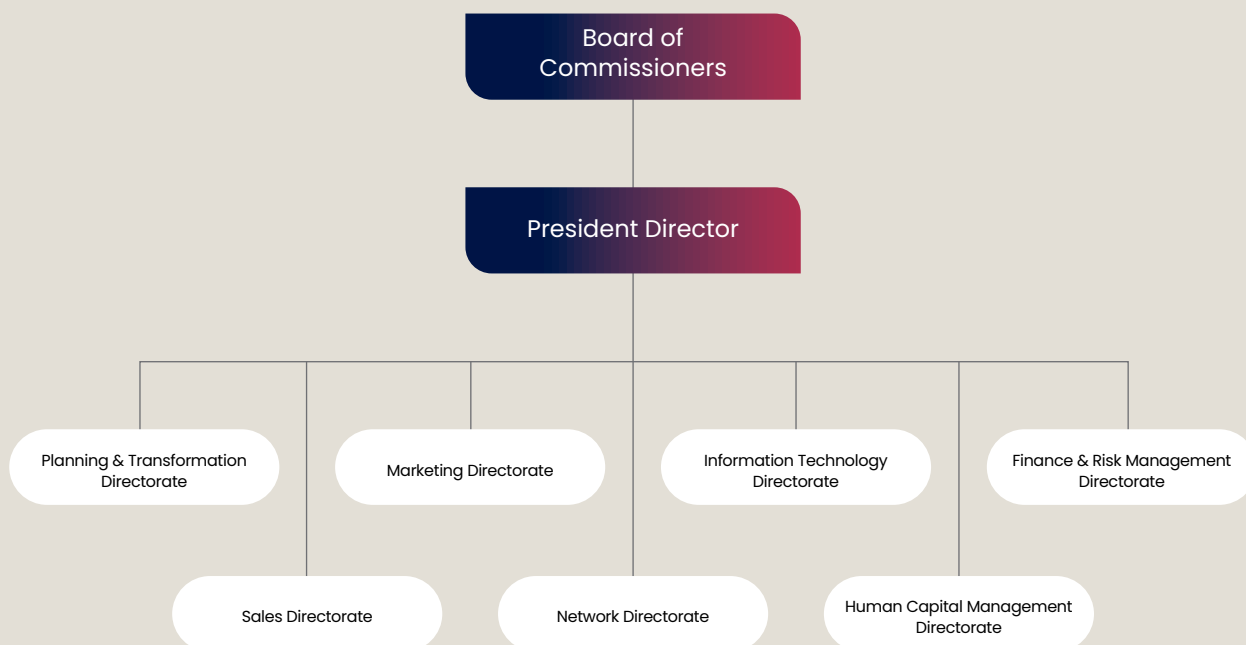
2023

- Official integration of IndiHome B2C segment into Telkomsel, a milestone leveraging leadership in fixed and mobile. This made Telkomsel the largest convergence operator nationwide with unbreakable internet service.
- Launching of "Telkomsel One" brand, a form of commitment to continuing the FMC initiative that will enhance equal distribution of digital connectivity with a wide selection of customer-centric packages.
- Rehauling of MyTelkomsel app and Telkomsel.com to enrich value proposition and provide stronger support to other corporate-wide programmes.

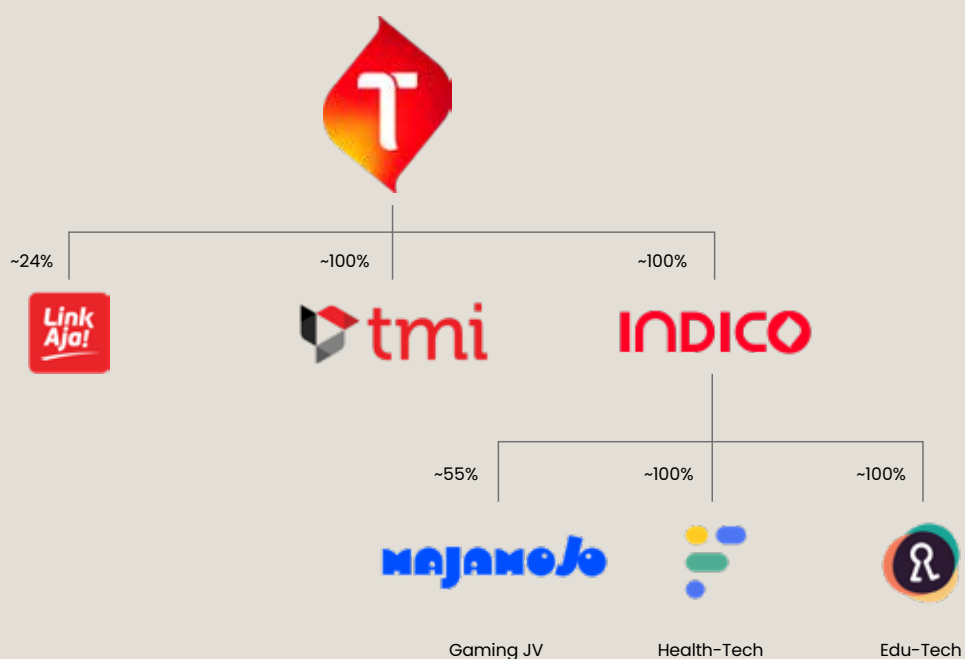
2022

- PT Telkomsel Ekosistem Digital officially introduced its logo and brand name INDICO.
- PT Telkomsel Ekosistem Digital (INDICO) completed the transfer of Kuncie and Fita to become part of the company's vertical business entity.
- Telkomsel was officially announced as the winner of the mobile network 2.1 GHz bandwidth frequency.

Organization Structure



Corporate Structure



Key Products & Services

**Telkomsel
Halo**

Telkomsel Halo has been the undisputable preference for postpaid mobile among professionals and corporate customers, having served the corporate and high-end segments for more than two decades. Rejuvenated from Telkomsel's long-standing brand, kartuHalo, in 2021, Telkomsel Halo now carries on to provide an unparalleled range of quality mobile services and a suite of exclusive privileges to its user base. Telkomsel Halo is reaching out to embrace young professionals, positioning itself as the coolest postpaid service with the best value for middle and upper segments, opening up a world of excitement and opportunity for them in their daily lives.

**Telkomsel
PraBayar**

A powerful integration of Telkomsel's well-known prepaid brands—*simPATI*, Kartu As, and LOOP—Telkomsel PraBayar now delivers convenience and comfort to its customers' fingertips. Through the rebranding, Telkomsel PraBayar has emerged to cater to all the nuances of customer experience, thanks to its wide range of packages available across the price spectrum. Telkomsel PraBayar unveils a horizon of possibilities in the realms of productivity, entertainment, and self-actualisation on the back of Telkomsel's superior and highly reliable broadband network.

by.U

A prepaid cellular service supported by Telkomsel network that provide a fully customizable digital experience for all telecommunications needs, especially for youth and the digital natives with their relentless need for continuous connectivity. by.U aims to be a brand that stand alongside with youth to unleash their real uniqueness, empower themselves, and be the best version of them, #SemuanyaSemaunya.

**Telkomsel
Orbit**

Orbit offers home broadband internet via Wi-Fi modem connected to Telkomsel's robust 4G and 5G cellular infrastructure across Indonesia. Available in postpaid and prepaid options, Orbit offers user friendly on-boarding experience with simple activation steps to instantly go online by purchasing data packages. Orbit equips users with a full-fledged service of peerless flexibility.

IndiHome
by Telkomsel

IndiHome stands as a comprehensive digital home solution that offers internet, phone line, and interactive TV. With a wide array of channel choices and a plethora of highly customisable additional features, IndiHome caters to diverse preferences and needs. IndiHome's integration into Telkomsel has paved the way for a powerful convergence backed by high-quality network infrastructure spanning across Indonesia. An amalgamation of variety, flexibility, and dependability makes IndiHome a prime pick for those seeking a complete home entertainment and communication package.

**Telkomsel
One**

Telkomsel One, established in 2023, is revolutionising connectivity through the convergence of IndiHome's features with Telkomsel's mobile broadband capabilities, to offer a singularly excellent digital experience at one's fingertips through the use of a unified app. Telkomsel One is an epitome of seamless integration, providing a superior, all-in-one digital solution that caters to all your internet and entertainment needs, both at home and on the go. With Telkomsel One, customers enjoy hassle-free management of their services, encapsulating everything from billing to customer support in one intuitive application, elevating their quality of life in the digital world.

Business Review

04





Corporate Strategy

REACH BEYOND, ADVANCING THE NATION

Telkomsel marks its 28th anniversary with a stellar record of leadership and innovation in Indonesia's telecommunications sector. Now entering its third decade, Telkomsel has been surmounting challenges with a steadfast commitment to transformation and growth.

In 2023, against the headwinds in the telco market, Telkomsel showcased its transformative resilience through IndiHome's integration in July 2023. This Fixed Mobile Convergence (FMC) strategic move fortified Telkomsel's business operations, and led to a notable 15.0% rise in revenue.

Mobile business posted a 0.1% growth in revenue, and mobile subscribers increased by 1.6% with IndiHome subscribers also increased by 425,000 since July 2023.

Telkomsel's pivot towards digital services delivered a healthy 7.6% annual growth in its Digital Business. This shift underscores the success in transitioning from traditional to digital offerings, bringing Telkomsel now as a leading and inspiring presence in Indonesia's digital economy. The integration of mobile and

household digital services through FMC has enhanced Telkomsel's service portfolio, promising an even broader range of digital solutions to customers.

Telkomsel maintained a robust EBITDA margin of 50.9%, reflecting an effective cost leadership and the benefit of FMC synergies. This places Telkomsel at a new frontier: towards a new phase of growth in the post-pandemic era.

With the corporate theme "Reach Beyond, Advancing the Nation" for 2023, Telkomsel made breakthrough initiatives to secure its leadership in the rapidly evolving telecommunications market, focusing on digital adoption and service diversification. This drive was articulated in the key corporate strategies detailed below.

FMC COMPLETION

Telkomsel's merger with IndiHome, valued at Rp58 trillion, encapsulates the full convergence of fixed and mobile services, resulting in a far more comprehensive and elevated customer experience and operational efficiency. This initiative, followed subsequently by the launch of Telkomsel One, cemented Telkomsel's leadership in the telecommunications sector while inspiring national progress driven by the seamless service

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Telkomsel made breakthrough initiatives to secure its leadership in the rapidly evolving telecommunications market, focusing on digital adoption and service diversification.

experiences that Telkomsel now offers—chief of which being Unbreakable Internet—aided by analytics for smarter deployment. FMC has led to significant business synergy, evidenced by revenue growth and cost reduction.

INDICO'S MARKET EXPANSION

In 2023, INDICO continued to play its role as a formidable force in Indonesia's digital ecosystem as it expanded its investments, unlocking value from Telkomsel's assets to accelerate vertical business growth.

INDICO's foray into digital commerce and the food ecosystem manifested Telkomsel's diversification in the digital landscape by harnessing its technological and operational assets. By integrating digital solutions across various verticals, including the development of a Digital Goods Warehouse, O2O solutions, and Digital Food Ecosystem, INDICO has contributed meaningfully to Telkomsel's revenue while optimizing customer activation. This initiative also established Telkomsel's role in promoting sustainable practices and digital inclusion, empowering communities through technology.

FULL TRANSITION INTO 4G

Transition from 3G to 4G/LTE technology was a milestone in Telkomsel's quest for superior digital connectivity. It garnered the prestigious Ookla® Speedtest Awards™ 2023 for January – June 2023 period, and enhanced Telkomsel's market position by revolutionising customer experiences with faster, more reliable connectivity. Successful user migration to 4G led to soaring payload, emboldening Telkomsel's aspiration to provide high-quality service and spearhead Indonesia's digital transformation.

Total Revenue

(in trillion Rupiah)

102.4

≈ 15.0%

Digital Business Revenue

(in trillion Rupiah)

78.5

≈ 7.6%

EBITDA Margin

50.9%

Mobile Subscribers

(in thousand)

159,340

≈ 1.6%



BROADENED 5G DEPLOYMENT

Telkomsel has been making waves with its 5G technology deployed across various sectors including smart mining (with Freeport), telesurgery (Indonesian Ministry of Health), maritime industry (ZTE), private networking (PPA), and smart city initiatives (among others, PIDI 4.0)—all in the service of the nation's digital mastery. This forward-looking strategy highlights Telkomsel's pioneering approach to delivering demand-based 5G use cases, while at the same time improving service quality and fostering innovation through collaboration in manufacturing, education, and national infrastructure projects.

TMI REBRAND

The rebranding of Telkomsel's CVC arm to Telkomsel Ventures signaled a deep refocus on investing in and supporting the growth of digital startups. Through focused investment, pioneering innovation, and holistic support, Telkomsel

Ventures aims to act as a catalyst in the startup ecosystem. It offers plenty in its arsenal, from financial resources, mentorship capacity, to collaborative intent to pursue innovation for Indonesian startups' success.

SUSTAINABLE BUSINESS FRAMEWORK ADOPTION

Telkomsel has been increasingly embracing ESG principles in its end-to-end operations. Alongside that, the Company has also been emboldening its initiatives to propel economic prosperity, bolster environmental stewardship, and raise the level of social welfare. Key initiatives in this regard, Jaga Bumi and NextDev, have shown how Telkomsel is becoming a paragon of excellence and forward-action, not only in telecommunications but also in positively shaping Indonesia's environmental and social aspects of life. With this approach, Telkomsel is building a resilient, sustainable legacy that aligns with its overarching purpose of delivering impactful change across the nation.

Programmes and Strategies

In 2023, Telkomsel showcased its unwavering commitment as a leading digital telecommunications company in Indonesia by aligning its programmes and strategies with the spirit of transformation and expansion. Heading towards its third decade of serving the nation, Telkomsel transcended expectations through innovative marketing and sales programmes, while remaining devoted to sustainable development through its products and services.

A landmark event for Telkomsel in 2023 was its integration with IndiHome, the B2C fixed broadband arm of TelkomGroup. This strategic move set the stage for Telkomsel to lead the market as the largest fixed mobile convergence (FMC) operator. The integration propelled Telkomsel's capability for fostering digital inclusion and sustainably strengthening its future businesses. Side by side to this, Telkomsel's deepened utilisation of 5G technology brought cutting-edge breakthroughs into several sectors, complemented by strategic collaborations and agreements to fully leverage on the allotted frequency bands.

On the marketing side, Telkomsel leveraged IndiHome's fixed broadband market by deploying Telkomsel One, a one stop solution to bring about equitable distribution of digital connectivity to Telkomsel subscribers. The synergy ensured Telkomsel positioning while maintaining IndiHome business by harnessing cross-selling activities, service integration, platform cost and content synergy, and customer touch point integration.

Telkomsel's key products continued to be developed with customer-centricity in mind. In 2023, the products that were launched celebrated the uniqueness of its target markets and brought Telkomsel to lasting relevance in the fast-moving digital industry. Halo+ was launched to streamline product offering through FMC cross-selling initiative, integrating major entertainment channels such as Disney+ Hotstar and Prime Video. To its existing customer base, Telkomsel PraBayar was deployed through a new prepaid product, strategic acquisitions, and diversification. In catering to the Gen Z, by.U came with a fully customisable digital experience suitable to their dynamic digital lifestyle, complete with vibrant community events to attract youth segments as part of by.U brand activation. Telkomsel Orbit launched four types of Orbit MiFi to capture inbound tourist segment while the Orbit Star G1 was deployed to cater to middle-low segment.

Telkomsel persisted on its journey of shifting Legacy services to Data services, by developing various segments, product portfolio, and partner ecosystem across its Legacy business and beyond. Telkomsel Enterprise portfolio ranges from Connectivity, Network, Infrastructure, Customer Engagement, and Security, all the way to Cloud, Apps, Digital Workplace, and Vertical Solutions for Manufacturing and Mining.



Two highlights of this strategic shift to become “The Spirit of Indonesia” were Telkomsel’s unveiling of Indonesia’s first commercial private network for smart mining solutions, and its facilitation of Indonesia’s first robotic telesurgery via 5G network, enabling remote surgical operations in real time. In tandem, Telkomsel sealed partnerships with companies across sectors to capture diverse segments, rebranded Telkomsel Mitra Inovasi as Telkomsel Ventures to extend its impact on startup growth in Indonesia, and boosted INDICO’s role in the development of digital ecosystems and creation of a new economy beyond telecommunications.

In terms of information technology, 2023 programmes covered the expansion of Cloud enablement, advancements in Big Data platforms and mobile applications, and technical implementation of FMC. Spearheading Telkomsel’s digital transformation is its network development, which in 2023 implemented state-of-the-art technologies such as Self-Optimising Core and Intelligent Network Automation Platform, resulting in enhanced network speed and reliability. Concurrently, the 3G migration to 4G was fully completed across Indonesia.

Given its merger with IndiHome, Telkomsel paid extra attention to Human Capital Management, ramping up related initiatives centred around Organisation, Culture, and People. Telkomsel’s organisational restructuring encompassed changes in six directorates and adjustment of territorial divisions while upholding the main tenets of convergence. Telkomsel also enhanced its policies and procedures to support employees’ acculturation to FMC. Talent development programmes took place under the Future Growth Capability Development umbrella campaign. Telkomsel also ensured employee well-being and

supported the value proposition for employees to increase the culture health index through enactment of hybrid working.

Telkomsel was highly involved in developing synergy-building projects with Telkom as its parent company, integrating digital ecosystems and enhancing national digital resources. It focused on exploring new initiatives, strengthening core markets, maintaining leadership in broadband connectivity, and expanding digital services to surpass market expectations.

Telkomsel is firmly set on its course to transform the telecommunications industry in Indonesia. Efforts have been focused on strengthening the Company’s fundamentals from the standpoint of corporate culture. Breakthrough initiatives in people, process, and technology have thus been introduced with resounding success. Programmes such as Polaris, NextDev, IndonesiaNEXT, Kampus Merdeka, and Internet BAIK have been deployed to drive Indonesia’s ongoing digitalisation, primarily by cultivating the quality and capability of Indonesia’s digital talents.

Telkomsel’s role towards shaping Indonesia’s digital superiority was also elevated with the success of setting up the 5G Experience Centre at major international events taking place in Indonesia, such as PIDI 4.0, ASEAN Summit, and Grand Prix Mandalika. On the more day-to-day level, Telkomsel’s products in health-tech, edu-tech, gaming, robotic process automation, intelligent automation for efficiency, cloudification for scalability, and AI-driven customer interactions via Veronika chatbot have all been instrumental in empowering the Indonesian society across their digital interactions.

Key Products

TELKOMSEL HALO (POSTPAID)

As Telkomsel's long-standing brand, Telkomsel Halo product was successfully streamlined from over 200 packages to a single product dubbed Halo+. This pivotal move was taken by Telkomsel to ensure and augment the product's quality and relevance, by offering digital lifestyle benefits and roaming quotas.

Telkomsel Halo enhanced its service with sales campaigns and extra perks for Halo+ customers. It revamped digital channels, developed the Halo Digital Form for customer KYC registration, and collaborated with banks for billing payments and referral programs for Halo registration. Telkomsel also leveraged IndiHome as a cross-selling FMC program, with entertainment channels comprising Disney+ Hotstar, WeTV, Prime Video, and more, enriching its catalogue systematically.

By 2023, 96% of Telkomsel Halo customers had adopted Halo+ as their primary package. To appreciate these loyal customers, Telkomsel Halo implemented the quota appreciation program by giving complimentary tickets to concerts and events such as meet & greet and sports to select customers.

TELKOMSEL PRABAYAR (PREPAID)

In 2023, Telkomsel's prepaid strategy focused on strengthening its existing customer base. Telkomsel embarked on prepaid product innovation initiatives to bolster its already significant contribution to Telkomsel's total revenue.

The biggest challenge today for the telecommunications industry is to cater to a healthier market within the industry and consumer behavioural changes. In response, Telkomsel aimed its prepaid product to achieve sustainable growth through strategic acquisitions and diversification, enhancing customer-centricity via dynamic segmentation, refining its technological leadership with the 5G ecosystem and VoLTE, and introducing a new prepaid data package offering Value for Money scheme. Applied nationwide, this new scheme addressed both new and existing subscribers with more appealing proposition called Super Seru.

by.U

In 2023, by.U delivered a fully customisable digital experience designed specifically for youth and the digital natives. Spearheaded with the #SemuanyaSemaunya (#EverythingTheWayYouWantIt) campaign, by.U strives to become the leading product in the largely untapped youth segment in Indonesia. It is doing so by finessing its brand visibility amongst the vibrant youth segments through community events and by.U brand activation.

During the year, by.U conducted Piala by.U—a series of sporting cup events— twice, in Blitar and Bojonegoro, East Java. The events successfully pulled in upwards of 17,000 visitors. To reach out to an even wider youth segment, by.U launched The You Fest: a music, culinary, and community gathering festival for the youth.



TELKOMSEL ORBIT

Telkomsel Orbit delivers excellent wireless home broadband services on the back of Telkomsel's nationwide 4G and 5G networks. The product equips families in Indonesia with convenient and powerful ways to be connected to the internet, therefore stimulating economic growth from the home.

In 2023, Telkomsel Orbit improved its CVM campaign to boost transactions according to the customer profile, enhanced its entertainment package with more attractive channels, conducted a 5G Fixed Wireless Access Trial in South Tangerang, Balikpapan, and Makassar. Orbit also launched 4 types of Orbit MiFi to cater the inbound tourist segment, and the Orbit Star G1, a low-cost internet modem to capture the mid-low segment.

For its trailblazing innovations, Telkomsel Orbit was awarded the Selular Award as the "Best Home Internet Solution" in Indonesia for 2023.

INDIHOME AND TELKOMSEL ONE

2023 saw the landmark event in Telkomsel's history, with the integration of Telkomsel and IndiHome services now under Telkomsel's business umbrella. Having absorbed IndiHome, Telkomsel is committed to aligning and optimising the fixed and mobile technologies now under its purview to amplify the delivery of Telkomsel's top-notch offerings. IndiHome, with 99% coverage in Indonesia and 8.7 million subscribers, is leading the fixed broadband market.

Telkomsel deployed IndiHome to cater to the high-speed internet market, particularly in Java, to rise above the market competition in 2023. Telkomsel further aims to enhance its role as a convergence operator by offering more appealing packages for seamless broadband and digital experiences through Telkomsel One.

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Key Services



LEGACY

Indonesia's telecommunications industry has been advancing fast in recent years, primarily driven by growth in fixed and mobile broadband subscriptions. The main engines of such growth have been increased data usage with greater affordability, service improvement, and smartphone penetration. The shifting trend from Legacy services (such as voice and SMS) to data services is ongoing, bolstered by the increase in Data traffic. OTT applications have become an essential part of Indonesians' lives: due to advances in such applications, OTT apps are now easier to use and offer improved quality of service. As a result, customers have moved away from legacy SMS and voice services towards OTT apps, resulting in a steeper decline of the Legacy business. In line with this, the rise of the digital economy has been embraced by the Indonesian

people across the socioeconomic spectrum, and it continues to cause profound changes in economic activities.

In 2023, Telkomsel continued to shift its Legacy business to tap existing and new customer segments, expand product portfolio, and cultivate partner ecosystem with greater relevance. Two major initiatives in this regard were the collaboration with Google for RCS development to revamp user experience with SMS, and bundling of Legacy package with Data or OTT services. Telkomsel also strives to continue its path to become the digital orchestrator for Indonesian consumers enterprises, empowering MSMEs to "Reach Beyond" through relentless innovation, driving others to thrive, and empowering Indonesians to achieve an ever-higher quality of life.

BROADBAND

Telkomsel continues to deliver topline improvement with Digital Business persisting as the engine of growth as a result of healthy conduct initiatives with productivity improvement. This segment recorded positive performance and raised its contribution to total revenues to 88.0% from 81.9% last year, bolstered by the impactful growth of Data and Digital Services with digital drivers' potency as indicative room for even greater growth in the future. We are committed to delivering a vast variety of value-added services and innovative end-to-end products and services.

In 2023, Telkomsel completed its integration with IndiHome to deliver fixed mobile convergence (FMC) that effectively enables seamless communication regardless of location or device. This marked a milestone in leveraging leadership in both fixed and mobile domains, thus catapulting Telkomsel as the largest convergence operator nationwide that delivers first-class internet service. The integration is pivotal to supporting digital inclusion and economic acceleration while enhancing Telkomsel's standing and customer service. IndiHome services further amplify Telkomsel's role in the telecommunications and digital industry in Indonesia, by ensuring continuity and value creation as well as capturing market opportunities through cross-sell and up-sell initiatives.

DIGITAL SERVICES

Telkomsel has been honing its Digital Services offerings to deliver a thrilling and unmatched Digital Lifestyle experience to its subscribers. Through this journey, Telkomsel has been successful in harnessing a host of challenges to catalyse its growth and strengthen its culture

of innovation. Through strategic partnerships, Telkomsel revolutionised video streaming with Amazon Prime Video and WeTV bundles. Then, collaborating with Google, Telkomsel offered exclusive YouTube Premium and Google Play Pass subscriptions. Additionally, Dunia Games maintained its prestigious status as Indonesia's top media for gaming, while FanMate emerged as a haven for content creators to foster vibrant interactions with their loyal followers.

VIDEO DIGITAL LIFESTYLE

IndiHome's brought its IPTV business into Telkomsel through the FMC initiative, thus strengthening Telkomsel's Video Business goal to be the premier House of Payload and the Window of Entertainment, leading to the Company's four foundational video programmes: Affordability, Accessibility, Variety, and Affinity. Partnerships with major OTT players such as WeTV, Prime, Vidio, Netflix, and Disney+ Hotstar positioned Telkomsel uniquely in Indonesia, delivering revenue from mobile Video that surpassed the target. Notable partnerships included with Netflix and a partnership extension with Disney+ Hotstar, a global behemoth in OTT. Telkomsel also introduced new bundles and enhanced the Fixed Home IPTV service.

CONTENT CREATION

In 2023, Telkomsel's MAXstream platform expanded its offerings with MAXstream Originals, cinema movies, and SVOD services. Dunia Games recorded promising growth on YouTube and TikTok through strategic content partnerships and successful events such as Indonesia Comic Con x DG Con 2023. FanMate, a creative platform for creators and fans, attracted 100 content creators with various backgrounds. Additionally, Telkomsel transformed Usee Sport & Prime into Allplay Entertainment and Indikids into FunPlanetTV to enhance user experience with new content and branding.

GAMES AND APPS

In 2023, Dunia Games expanded its gaming livestreaming platform to facilitate seamless streaming experience. The Return of Condor Heroes proved to be the bestselling game in 2023. Dunia Games facilitated multiple tournaments across popular games such as the Pokemon Unite Asia Championship-League Indonesia Open 2023 event, and nailed the Best Media Awards for participating in MPL S12 events. Collaborating with Google, Telkomsel launched “Paket Google Play Pass” comprising internet quota and Google Play Pass access. Telkomsel also sponsored Kagendra, a highly accomplished Indonesian esports outfit, which dominated various disciplines in international championships. Going into 2024, Telkomsel is transforming the Dunia Games platform into a fully OTT service-oriented through partnerships with fintech and mobile operators.

VAS & OTHER DIGITAL SERVICES

In 2023, Telkomsel enhanced Legacy Voice services with music bundles and introduced Video RBT for VoLTE users, which enriched call experiences and content provision. Then, in collaboration with several content creators, Telkomsel expanded premium offerings by targeting their followers.

DIGITAL ENTERPRISE SOLUTION

Having identified substantial market opportunities arising from the digital transformation trend, Telkomsel commits itself to delivering digital solutions driven by customer centricity. It aims to be the trusted partner to accelerate and digitalize Indonesia enterprise business. To do so, Telkomsel is honing its capabilities across both its horizontal and vertical strategies. It plans to broaden strategic partnerships with technology providers and industry players, collaborating with system integrators and ISVs to drive the B2B2X business model.

Telkomsel as a revolutionising catalyst of digital telco in Indonesia remains wholly committed to conducting business sustainably. Upholding the principles of Environment, Social, and Governance (ESG) therefore becomes ingrained in Telkomsel's endeavour to dampen the climate crisis by reducing carbon footprint. A key cog in this mechanism takes the form of comprehensive digital solutions across industries. Telkomsel Enterprise portfolio now range from Connectivity, Network and Infra, Customer Engagement, and Security, all the way to Business, Application, Digital Workplace, and Vertical Solutions for Manufacturing and Mining.

In 2023, Telkomsel launched the first commercial private network in Indonesia in collaboration with mining contractor PT Putra Perkasa Abadi (PPA) to accelerate Smart Mining solutions. They include IaaS (Infrastructure as a Service) and fuel monitoring to increase efficiency, effectiveness, and security in operations. The collaboration embodies digital transformation in mining driven by Telkomsel, which is bringing the Industrial Revolution 4.0 closer to players in this sector.

Telkomsel provided a prepaid digital-enabled connectivity package called Quality of Service Class Identifier (QCI) for ride-hailing company Gojek, opening opportunities for premium priority data access while overcoming network problems in busy locations. The impact was instant: the over 2.6 million driver partners could load web pages 67.8% faster, and download throughput was up to 609.1% higher. This innovation was lauded with the prestigious Enterprise Solution Excellence award at the Global Telecoms Awards 2023.

This further solidified Telkomsel's peerless reputation as a mobile operator in terms of its network and connectivity, which in 2023 garnered no less than nine Ookla Speedtest Awards, ranging from Best and Fastest Mobile Network to Best Mobile Gaming Experience.

Collaborating with Halo Robotics and DJI, Telkomsel launched Autonomous Drone DJI Dock, an automatic landing and recharge station for fully autonomous drone operation in plantations, mining, security, and large-scale mapping sectors. Primary applications include automated inspection of industrial assets, as well as automated patrol missions for security, fire monitoring, gas detection, and public safety.

Telkomsel provides state-of-the-art security solutions that protect enterprises from cyber-attacks and secure customer business in the ever-evolving digital world. In 2023, Telkomsel helped BRI conduct business operations efficiently with a comprehensive access restriction and device monitoring solution through Mobile Device Management (MDM). MDM incorporates robust security management features, enhancing device security through authentication and encryption.

Together with PNM, Telkomsel's MDM supports underprivileged women and ultra-micro businesses with tailored security solutions. These segments now enjoy robust data protection and Seamless Mobile Authentication for enhanced app security and integration flexibility.

In order to improve MSME and cooperative business Telkomsel launched Koperasi Digital to augment the digitalisation of Indonesian cooperatives. Koperasi Digital's features include inventory, finance, HR, marketing, and shipping management. Strategic partnerships and ecosystems are fostered with leading technology providers, hyperscalers, and startups, utilising Telkomsel's digital ecosystem, Telkomsel Mitra Inovasi (TMI), and TINC.

Campaigning for green mobility, Telkomsel introduced IoT solution for Electric Vehicles, collaborating with Wuling. The collaboration is focused on developing Connected Car services and utilize Telkomsel's network infrastructure by embedding Telkomsel's B2B SIM card profile on Wuling electric vehicles. Car owners can enjoy advanced telematics services, including vehicle condition monitoring, smart navigation, and in-car entertainment.

5G ROBOTIC TELESURGERY IN INDONESIA

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DATA SOLUTION

Data Solution in 2023 demonstrated a significant progress, bolstered by Telco Loan Service, Consultative Service, and tSurvey. Telco Loan service achieved double-digit growth and surpassed target payment rates. The introduction of innovative Saldo Darurat prepaid voucher loan successfully boosted consumer loans for digital lifestyle services. The Enterprise Solution's Consultative service achieved notable results by enhancing contract values with existing top clients, penetrating new government agencies, and extending tourism insights to local government offices. Meanwhile, tSurvey was dubbed the runner-up at the Gartner® Eye on Innovation Awards 2023 in the Asia Pacific region.

Telkomsel booked double-digit growth in this segment, as it strategically expanded into untapped markets, forging pivotal partnerships in the academic and political sectors. With API Insight, Telkomsel is offering invaluable consumer insights that prove vital to insurance industries and local banks. The growth underpinned by these newfangled offerings demonstrated Telkomsel Data Solution's ongoing commitment to innovative market expansion.

DIGITAL FINANCIAL SERVICE

In 2023, Telkomsel integrated digital financial service into its digital ecosystem by enhancing payment methods, introducing Telkomsel Paylater, and integrating direct debit payment methods. Telkomsel Paylater, a collaboration with Kredivo, achieved total GMV of approximately Rp143 billion from an average of 80,000 monthly

active users. To promote cashless payments and enhance seamless payment methods across Telkomsel's digital channels, we collaborated with national banks to introduce direct debit payment via the Universal Payment Platform.

DIGITAL ADVERTISING

In recent years, Telkomsel leveraged on its digital and legacy telco media assets to further its reach into the advertising business. We enhanced our advertising platform with advanced targeting based on demographics, location, and user behaviour, facilitating efficient and cost-effective audience engagement.

In 2023, Telkomsel sustained the commitment to be the pioneer of programmatic ads in Indonesia through the advancement of Display and Video Ads solutions. This was achieved by expanding media inventory through various channels, including Telkomsel.com, MyTelkomsel App, and others. We introduced IPTV Ads through IndiHome and established partnerships with over 80 local premium publishers via TADDEX Platform, including Kompas.com, IDNtimes.com, and others. We also launched two major initiatives: Growing A2P Business through Rich Communication Services in collaboration with leading technology giants and hype scalars, and Enhancement of Audience Segmentation and Data to improve ads targeting precision and capabilities.

In line with industry trends and demands, we enhanced our advertising platform to meet global standards, collaborating with top ad tech providers to introduce our ad server, streamlining media buying in the programmatic ecosystem. Furthermore, our self-service digital marketing platform, namely MyAds, is ready to support SMEs, enabling targeted local campaigns for efficient spending and ROI optimisation.

Telkomsel engaged over 630 brands in 1,000 campaigns, serving 390 corporate clients and 74,300 SME clients. Furthermore, Telkomsel received the Gold Winner award in the Diversity & Inclusion Category at MMA Smarties Indonesia 2023. Our collaboration with Samsung on Digital Access for All contributed to Indonesia's technological advancement. These achievements in 2023 attested to the immense potential of Digital Advertising to become a primary driver of new business revenue for Telkomsel. This success sets the stage for sustained growth in the future.

TELKOMSEL MITRA INOVASI (TMI)

As Telkomsel's corporate venture arm that invests in promising startup companies, TMI is accelerating their growth by providing access to Telkomsel's ecosystem, assets, and expertise. TMI focuses on identifying and supporting innovative ventures that drive connectivity across various sectors, spanning devices, content, commerce, data, and cloud services.

TMI's notable strides in 2023 include: leading the Pre-Series B funding round for Indonesia's largest agritech platform, EdenFarm; investing in AC Ventures, AppWorks, and others to support EdenFarm's sustainable food distribution; and more.

In late 2023, TMI was rebranded as Telkomsel Ventures, illustrating its rejuvenation for creating greater impact on startup growth in Indonesia. Telkomsel Ventures now focuses on investing in startups that share Telkomsel's strategic priorities of digital lifestyle, digital enablement, and emerging technologies.

INDICO

INDICO is Telkomsel's subsidiary focusing on developing Indonesia's digital ecosystem and utilising Telkomsel's technological and commercial assets to create a new economy in myriad industries beyond telecommunications. INDICO is pioneering initiatives such as the Digital Food Ecosystem (DFE) and Digital



Goods Commerce (DGC) platforms in agritech, operating as both a platform and holding company. Armed with a vision to lead Indonesia's digital economy by creating significant value and promoting digital wealth distribution, INDICO runs vertical digital businesses in edtech (Kuncie), health tech (Fita), and gaming (Majamojo).

In 2023, INDICO's part in the maturing of Indonesia's digital ecosystem was evident in several milestones. Kuncie collaborated with Executive Education SBM ITB, Gadjah Mada University's Master of Management, University of Indonesia's Faculty of Social and Political Science, New York University, and Catalyst Global Consulting to develop various development programmes. Fita launched Fita Halo Plus Exercise Plan, while Majamojo launched Luna Fantasia Mobile and topped it up with a massive online battle arena tournament, and followed it up with DynaStones to promote local contents and culture globally.

Through INDICO, Telkomsel earned the World Communications Award 2023 for The Best Digital Transformation Programme category held in Amsterdam, The Netherlands.

POLARIS

Telkomsel's commitment to transforming Indonesia's digitalisation demands a unique strategy. Therefore, the Company actively engage innovative ideas to maximise value creation by launching Polaris programme to expand our digital products and services, embracing innovators, and engaging with digital entities.

Initiated in 2022, Polaris programme aims to foster individuals with entrepreneurial traits and skills and support the Company's objective to excel as a top digital telco. The programme focuses on generating new business ideas and building

commercially ready Minimum Viable Products (MVPs) for incubation, scaling up, and potentially becoming candidates for INDICO verticals.

In 2023, Telkomsel Polaris helped the Company gain insights, ideas, and fresh perspectives from internal employees through diverse methods. Polaris focuses on three main categories: Polaris Founders, Polaris Ideation, and Polaris Incubation.

POLARIS FOUNDERS

Polaris Founders is a talent scouting programme designed to nurture and cultivate the 'founder mentality' among Telkomsel employees. The top 20 founders are enrolled to the 'Exclusive Founders Class,' to refine their mindset, attitudes, and skills with wisdom from professionals and access to lead strategic digital initiatives. They will also be eligible to become real founders in strategic and bottom-up digital initiatives.

POLARIS IDEATION

Polaris Ideation is an internal innovation competition aimed at discovering the best new business ideas and refining internal processes. In 2022, 186 teams joined the programme, while 92 teams registered in 2023, engaging over 550 employees overall.

POLARIS INCUBATION

Polaris Incubation is dedicated to nurturing internal business ideas in groups and their implementation. Telkomsel's goal is to foster internal ideation and develop scalable digital companies.

In 2023, Telkomsel Innovation successfully incubated two ideas: POTLOC, aiding businesses and franchises in selecting optimal locations, and SPINS, a smart problem identification system for BTS Hotels.

Fixed Mobile Convergence

In July 2023, Telkomsel absorbed its holding company Telkom's B2C segment, IndiHome, through a seamless transition that maintained customer experience and satisfaction throughout. This agreement is a milestone for Telkomsel as it leverages leadership both in fixed and mobile and become the largest convergence operator nationwide with an unbreakable internet service. This initiative also serves as a foundation for creating a sustainable impact on the community, supporting the acceleration of digital inclusion and digital economy, lifting up the playing field of the Indonesian telecommunications industry, and strengthening the Company's business in the future.

IndiHome services will further strengthen Telkomsel's position in the telecommunications and digital industry in Indonesia by ensuring continuity and value creation as well as grab opportunities by capturing whole journey and serve customer thru cross-sell and up-sell initiatives to maintain and converged customers.

In less than one month since the integration, we launched a new product—Telkomsel One—demonstrating our commitment to continuing the implementation of Fixed Mobile Convergence (FMC) initiative that will further encourage equal distribution of digital connectivity for the community with a wide selection of customer-centric packages and multi-screen approach initiative through content optimisation.

This strategic FMC integration has enabled Telkomsel to offer integrated services that cater to a wider range of customer needs at a level that can deliver a thoroughly satisfying experience to its users. This strategy not only promises to enhance customer satisfaction through improved service offerings but also places Telkomsel to

capitalise on new revenue streams and achieve cost efficiencies by leveraging synergies between fixed and mobile technologies. FMC is a key component that allows for a seamless user experience across different types of networks and products—the likes of Orbit and Telkomsel One—facilitating a more connected and digital lifestyle for customers.

In the initial stage of the integration, we continuously focused on maintaining IndiHome's business continuity to maximise its synergy value while delivering on the revenue opportunities. The integration has been progressing on schedule, and includes cross-selling activities, service integration, platform cost & content synergy, and customer touch point integration, all without investment duplication. IndiHome was and remains the market leader in Indonesia's fixed broadband service, covering virtually all cities in Indonesia, with total subscribers numbering around 8.7 million. Upon integration, Telkomsel successfully accelerated the growth of new customers of IndiHome B2C by ~205,000 within three months with stable ARPU at Rp257K. Looking ahead, we are dedicated to continually improving our services and serving an even broader customer base while maintaining the high standards of quality and value that our customers expect.

The FMC approach in the coming years shall be the main driver of Telkomsel's growth and support its ambition to lead in the digital economy by providing comprehensive telecommunications services. Leveraging on this comprehensive strategy and superior positioning, Telkomsel aims to add into its subscriber base up to 10 million households and propel its growth more audaciously in the future.

Information Technology

The Information Technology Directorate at Telkomsel continued its transformative, DNA-altering journey in 2023, aiming to bolster IT as a pivotal asset. This initiative spans many years and focused on embedding agility, scalability, resilience, security, and innovation into our core operations. These enhancements are structured around four predefined pillars: Innovate to Elevate; Cloud First and Zero Touch; Fuel to Vertical Digital Aspirations; and 5G and FMC-ready Business Support Foundation.

Innovate to Elevate relates to Telkomsel's aim to become a pioneer in technology innovation by leveraging data assets and technical competencies. Cloud First and Zero Touch are about building a delivery engine focused on cloud and automation to drive flexibility, scalability, and speed. Fuel to Vertical Digital Aspirations concerns reinforcing core technology assets to deliver platforms and capabilities to succeed in the broader digital economy. Finally, 5G and FMC-ready Business Support Foundation encompasses business support systems and cybersecurity fortification to anticipate evolving business models, offerings, and partnerships in the 5G era and FMC synergy enablement.

Key IT developments in 2023 covered the expansion of Cloud Enablement, advancements in Big Data platforms and mobile applications, and the game-changing implementation of Fixed-Mobile Convergence (FMC) with the landmark launch of Telkomsel One—a home for all the services within our extensive portfolio across the fixed and mobile communications domains.

The IT Directorate also succeeded in maintaining ISO 25010:2011 certification—the standard quality model for computer systems and software

products—for our HR management system MOANA and the Dunia Games application. Our services have also adhered to ISO 27001:2013 (the international standard for information security management) since 2010, and in 2023 the coverage was extended to Dunia Games, by.U, and Orbit, highlighting our commitment to software quality and information security.

CUSTOMER JOURNEY DIGITALIZATION

To continue accelerating the digital ecosystem, Telkomsel's IT keeps moving forward to deliver the best data connectivity and digital offerings. This action has been done by continuing to ignite the spirit of Indonesia in serving and accompanying the entire nation to collaborate in advancing the digital ecosystem.

Our IT team equipped Marketing and Sales with advanced platforms and tools. Notable enhancements took place in the MyTelkomsel app for direct customer engagement and DigiPOS for personalized services. 2023 saw the integration of single sign-on that made access to MaxStream (our video-on-demand service) and Dunia Games accessible via MyTelkomsel. This led to MyTelkomsel being recognized as a Marketeers Brand of the Year 2023 in the Cross Channel Customer Experience Category. Our DigiPOS rebrand to DigiPOS Aja and the enhanced Mobile Loan service, including Paket Darurat, significantly contributed to sales and customer accessibility. MOANA, Telkomsel's one-stop employee service application, released new features that were developed to improve our workforce's digital experience across their range of functions.

CYBERSECURITY AND DATA PROTECTION

In 2023, we heightened our focus on Data Security Management and Privacy Management, aligning with government standards and regulations, especially in light of the passing of the Personal Data Protection Law in 2022. This was complemented by expanding our Virtual Workspace and Secure Access (VISA) and expanding the coverage of Identity and Access Management (IDAM) after integrating IndiHome into Telkomsel. Data Protection remains tightly woven into our Corporate Strategy, where we strongly emphasize Customer Centricity and ESG aspects within our Cybersecurity framework. Telkomsel's Data Governance Framework has been the guiding document for our Data Governance and Tech Compliance initiatives.

IT INFRASTRUCTURE AND OPERATIONAL EXCELLENCE

A significant achievement in 2023 was the expansion of the Cloud Enablement project, which included onboarding 11 key applications/platforms to the cloud. This move enhanced app flexibility, performance, and service availability to 99.99%, and expedited deployment times by 75%. Our transition to a quadplay service provider was marked by introducing new services, expanding coverage, and implementing FMC Ultimate Design and Commercialization to accommodate FMC business across our 225 stakeholders and 62 systems.

Innovations in IT, which also encompassed enhancements to platforms and core technologies such as machine learning, event-driven architecture, API gateway, and DevSecOps, have allowed the entire Telkomsel workforce to obtain new ways of working that are more powerful, secure, and optimised. They are now equipped to adapt better to the market dynamics and rapid technological developments while exceeding customer expectations.

With the launch of Telkomsel One, we also introduced groundbreaking features into the one-stop platform, namely One Bill for hassle-free billing, One Touchpoint for GraPARI services, and One Solution for internet and entertainment.

ACCOLADES

2023 was a year where our achievements in innovation, security, customer experience, and infrastructure enhancements were well-rewarded by external parties. The prestigious awards we received include the Global TD-LTE Initiative (GTI) Awards at the 2023 Mobile World Congress (MWC) in Barcelona for our Intelligent Urban Mobility solution; the IDC Future Enterprise Awards 2023 for DigiPOS Aja! as the Best in the Future of Customer Experience; and the Marketeers Omni Brands of the Year 2023 for MyTelkomsel app's enhancements.



Network

In 2023, Telkomsel's Network Directorate underwent a digital transformative phase guided by a strategy to streamline resource allocation and prioritise key areas, in effect enhancing our network's performance and customer experience. The Network Directorate spearheaded digital transformation through the implementation of advanced technologies such as the Self-Optimising Core and Intelligent Network Automation Platform. These initiatives resulted in enhanced network speed and reliability, thereby improving overall customer experience.

By prioritising superiority in smart investment and operation, in customer satisfaction and competition, and in future capability, Telkomsel aligned its foundation for sustained growth with established leadership in Indonesia's telecommunications sector.

SUPERIORITY IN SMART INVESTMENT AND OPERATION

Telkomsel emphasised cost-effectiveness by adopting data-saving technologies, optimising network routing, securing better deals, and minimising operational expenses through automation and virtualisation. Efficient resource utilisation and energy-saving measures yielded significant cost savings for network enhancements and future technologies.

Telkomsel extended its commitment beyond efficiency to encompass sustainability by actively reducing carbon emissions and implementing energy-efficient network equipment. The Company ensured responsible resource management while supporting network growth.

SUPERIORITY IN CUSTOMER SATISFACTION

In 2023, Telkomsel prioritised the optimisation of resource allocation to bolster future-proof network capabilities, aiming to deliver superior customer experiences nationwide. This strategy focused on expanding coverage, optimising costs, and ensuring sustainability. In leveraging digitised network analytics, Telkomsel refined its existing infrastructure to ensure uninterrupted connectivity and minimise disruptions.

Telkomsel acknowledges customer satisfaction in the telecommunications industry, particularly in today's digital landscape. In 2023, the Company integrated Customer Experience Excellence into its strategy, focusing on three pillars.

Telkomsel ensured superior connectivity through continuous monitoring, proactive capacity management, and preventive maintenance while investing into future-proofing infrastructure. Network resources are optimised to cater to diverse user needs by ensuring faster download speeds even during peak hours or in crowded areas. Telkomsel prioritised network health through proactive security monitoring, regular software updates, and robust security measures. This ensured a high "Network Hygiene Index," minimising disruptions for a secure and reliable environment.

Telkomsel's strategy delivered significant outcomes with convincing accomplishments such as high customer satisfaction, minimal churn, and an expanding loyal user base. Hence, the Company solidifies its position as Indonesia's preferred top-tier telecommunication provider.

SUPERIORITY IN FUTURE CAPABILITY

In 2023, Telkomsel's commitment to future-proofing its capabilities in the ever-changing digital landscape was delivered by deploying Massive MIMO 2300 MHz for Fixed Wireless Access (FWA) to ensure high-speed broadband connectivity.

Telkomsel revolutionised its network management by embracing Autonomous Network technology that led to the enhancement of efficiency and customer experience. Telkomsel's attention to business sustainability and innovation was evident in its obtaining ISO 22301 certification in Business Continuity Management System (BCMS) and investing in its workforce development through comprehensive training programs, to embrace emerging technologies and address upcoming challenges.

NETWORK CAPABILITIES, RESILIENCE, QUALITIES, AND COVERAGE

In 2023, Telkomsel embarked on a new chapter in its journey towards network excellence. Telkomsel had expanded its 4G coverage to reach 97% of Indonesia's population and launched 5G services in more than 49 cities, paving the way for more innovative and immersive digital experiences.

Telkomsel strengthened its network resilience and quality by enhancing the network with upgraded access, machine learning for investment, and efficient resource use. Significant investments were also poured into core and transport network infrastructure to elevate broadband user experience and prevent network disruptions.



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In 2023, Telkomsel carried out significant investments across various network infrastructure domains, focusing on enhancing efficiency, security, capacity, and coverage.

3G TO 4G MIGRATION

Telkomsel has completed the 3G migration to 4G throughout Indonesia. The successful migration improves network quality and customer experience with higher broadband speeds and lower latency.

INFRASTRUCTURE INVESTMENTS

Telkomsel demonstrated its steadfast commitment to infrastructure investments by providing unmatched network services to our customers. Complimented with a resilient and adaptable network framework, Telkomsel is determined to address the challenges and opportunities of the constantly evolving digital landscape.

In 2023, Telkomsel carried out significant investments across various network infrastructure domains, focusing on enhancing efficiency, security, capacity, and coverage. The deployment of Autonomous Network technology improved operational efficiency and network responsiveness while the Security Operations

Centre fortified its network security monitoring augmentation and expedited responses to security threats, safeguarding network infrastructure against potential cyber threats.

Telkomsel also invested in new network equipment to enhance its capacity and performance, as well as acquiring the 2.1 GHz and 2.3 GHz frequency bands for scalable solutions. Furthermore, new infrastructures played a pivotal role in network coverage expansion, improving connectivity in previously underserved areas.

The Company augmented its network capacity and performance to meet growing service demands, reinforced network security through SOC expansion and cybersecurity investments, expanded service coverage and enhanced quality for IndiHome customers, offered cost-effective solutions through network tool consolidation, and optimised network infrastructure to facilitate future growth and innovation.

Human Capital Management

To reinforce Telkomsel's sustainability principles in action, as well as uphold its culture and values in line with our 2023 Corporate Theme—"Reach Beyond, Empowering the Nation"—and the 2023 Annual Report Theme—"Unity in Convergence, the Spirit of Indonesia"—the Human Capital Management (HCM) of the Company involves initiatives centred around Organisation, Culture, and People.

ORGANIZATION

FIXED MOBILE CONVERGENCE (FMC)

In 2023, Telkom's B2C portfolio, namely IndiHome, was integrated into Telkomsel to transform itself and implement new business patterns through the Fixed Mobile Convergence (FMC) strategic concept. To support FMC business operations, HCM carried out an organizational restructuring, focusing on business continuity.

Initially, the integration process started with the mapping of Telkom's existing fixed business functions to their counterparts in Telkomsel. Subsequently, Telkomsel's organization was restructured accordingly, with changes taking

place in these six directorates: Sales; Marketing; Finance and Risk Management; Planning and Transformation; Network; and Information Technology Directorates. With the merging of fixed and mobile portfolios, Telkomsel's territorial divisions was adjusted to further optimise the business potential of both fixed and mobile.

The next step pertained to customers' user experience. The organizational restructuring was designed and done through the principles of integration/convergence of fixed and mobile products. Through this approach, Telkomsel is making its product and services, both fixed and mobile, to be accessible via one single app.

ESG

To align business operations with sustainability principles, Telkomsel formed a special unit focusing on Environment, Social, and Governance (ESG) aspects. This unit is tasked to design and apply ESG principles on all operational activities. This reflects Telkomsel's commitment to sustainability and supports its evolution towards more sustainable and responsible business practices. This work unit is expected to be the main driver in embedding ESG principles into the Company's culture and daily operational activities.

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DATA PROTECTION

To enhance trust levels and uphold customer privacy in compliance with relevant regulations, Telkomsel has devised a data governance framework. This framework encompasses data management practices aimed at preserving and safeguarding customer data privacy. Manifesting this dedication, Telkomsel instituted the Data Protection dedicated unit to serve as the Data Protection Officer. This unit is responsible for overseeing the efficient management and protection of customer data privacy following applicable standards and policies.

CULTURE

In 2023, Telkomsel embedded and activated Culture Transformation into the contexts of organization, work, and people.

ORGANIZATION

Telkomsel made strides in enhancing its policies and procedures through various initiatives aimed at bolstering employee growth and organizational effectiveness. Key developments included the mandatory coaching platform Prime Time, the Employee Movement Review collaborative platform for assessing employee transitions, Internal Job Posting system for employee rotation and progression, and establishment of the Career Development Committee.

WORK

Telkomsel transformed the policy related to the work environment and activities to increase transparency and collaboration. BOD townhall meetings were conducted routinely every quarter to inform issues or updates related to the Company to all Tflyers (employees).

PEOPLE

Telkomsel conducted several initiatives to support employees' Acculturation to FMC. Initiatives in 2023 include UnificationONE, Buddy Program, and FMC Employee Reskill & Upskill.

PEOPLE DEVELOPMENT

Telkomsel carried out talent development programs under the Future Growth Capability Development campaign. It involved employees and leaders and was carried out throughout 2023. This campaign aligns with Telkomsel's business needs and objectives, and is driving forward Telkomsel's future growth capability.

During 2023, the Human Capital Management Directorate conducted 201 learning programmes involving a total of 5,659 participants, with 74% of the programme conducted online. The average learning duration per employee was 43.7 hours in 2023.

WORK MANAGEMENT

WELL-BEING

Telkomsel acknowledges the well-being of its employees and strives to strengthen the "total reward" concept by supporting its value proposition for employees, leading to the rise of Telkomsel's culture health index while adapting to global technological disruptions.

The well-being program has been implemented with the following objectives:

1. Create a comfortable work environment;
2. Ensure career and job satisfaction as integral aspects of Telkomsel's appeal for employment;
3. Maintain employee health, both physically and mentally;
4. Increase employee engagement;
5. Attract talent, uphold motivation, and retain valuable employees within Telkomsel; and
6. Enhance work productivity to facilitate the attainment of targets.



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Employee well-being manifests in 5 aspects, namely:

1. Physical, refers to employees maintaining a healthy lifestyle, enabling them to carry out daily tasks without excessive fatigue or physical strain.
2. Psychological, refers to employees' mental well-being and positive emotions, enabling effective functioning and resilience in coping, emotional regulation, and problem-solving skills.
3. Financial, refers to the state wherein employees can adequately meet present financial responsibilities, feel financially assured for the future, and possess the freedom to make lifestyle choices.
4. Social and spiritual, refers to conditions where employees experience a sense of belonging and inclusivity, align themselves with Telkomsel's values, engage in positive social interactions, foster strong relationships with colleagues, and manage conflicts effectively.

With that in mind, employees can find significance in life events and goals, and live following their values and beliefs.

5. Career, refers to the circumstances in which employees can effectively navigate their present and future career paths, ensuring that their current work offers provisions, motivation, and opportunities to attain their objectives.

HYBRID WORKING

Telkomsel is committed to supporting the value proposition for employees to increase the culture health index and improve employee well-being by implementing the Hybrid Working Arrangement policy.

Adjustments to the Hybrid Working Arrangement at Telkomsel have been guided by the work schemes available for employees to be combined, namely Work From Home (WFH), Work From Office (WFO), or Work From Field (WFF).

Transformation Program

Telkomsel upholds its commitment to leading the transformation of the telecommunications industry in Indonesia in an era of digital disruptions, technological advancements, and an ever-louder call for sustainability. We are driving people-led change to deliver useful innovations and provide the highest level of user experience to its customers and create optimum value for its stakeholders.

In 2023, transformation efforts were directed towards strengthening Telkomsel's fundamentals from the standpoint of corporate culture, and successfully introduced breakthrough initiatives in people, process, and technology.

PEOPLE

People are at the crux of the confluence of digital forces at work in Telkomsel. We embrace a people-led approach to drive Indonesia's ongoing digitalisation. In 2023, we continued our journey of transformation by focusing on developing talent through internal and external recruitment and enhancing the quality of our homegrown individuals.

1. POLARIS

Polaris programme aims to become a vehicle for the culture of innovation across Telkomsel, by focusing on the cultivation of entrepreneurial as well as intrapreneurial skills that are crucial for driving an impact-based culture of innovation. The program sought to generate new business ideas and develop commercially-ready Minimum Viable Products (MVPs). Polaris contributed insights and fresh ideas from internal employees in 2023. Polaris comprises three categories: Founders, to scout talents and cultivate a founder mentality among employees; Ideation, to embolden the spirit of innovation in business ideas;

and Incubation, to realise the ideas already precipitated through the Ideation stage to fruition through group work. In 2023, two ideas were realised: POTLOC for finding the best locations for businesses and franchises; and SPINS, a smart problem-identification system for a hotels network.

2. THENEXTDEV

In 2023, Telkomsel's role as digital ecosystem enabler continued to be manifested in TheNextDev, a CSR initiative that incubates early-stage start-up companies in Indonesia and upgrades their digital capabilities. The program nurtures digital talents that are skilled, agile, and broad-minded in developing digital entrepreneurship traits.

3. INDONESIANEXT

IndonesiaNEXT nurtures tech talents and startup founders by offering digital training for Indonesian youth. In 2023, The #OpenWorldofMore event, as part of this program, engaged university students on the national scale, fostering their digital and leadership skills. Since launching in 2016, IndonesiaNEXT had reached 79,000 participants from universities across 38 provinces, granting over 5,500 international certifications. In its seventh season, the program sharpened participants' digital skills in aspects such as UI/UX, SEO, and software suite competence.

4. KAMPUS MERDEKA

This initiative embodies the campus-corporation collaboration coordinated by the Indonesian Ministry of Education and Culture. It equips participants with hands-on experience in developing project portfolios, expanding network outside the campus, and obtaining

certifications. All this helped Telkomsel earn the prestigious recognition of 'Best Companies to Work For in Asia' award by HR Asia.

5. INTERNET BAIK

Another CSR initiative, Internet Baik, cultivates creative and inspiring young generations to create effective positive content. Internet Baik Series 7 in 2023, themed 'Inspire, Be Creative, Be Positive', focused around critical topics such as digital parenting, digital literacy, and responsible content creation across more than 240 cities.

PROCESS

Telkomsel's transformation to elevate customer service in the digital era took shape in 2023 with the collaboration with WeTV for VIP Mobile Access, and MyTelkomsel's rejuvenation as a unified platform upon the FMC. Customer interactions have been streamlined through the convergence, and customer experience (CX) augmented with 5G-backed solutions at prominent exhibitions. These initiatives culminated in the 5G Experience Centre set up at PIDI 4.0, the ASEAN Summit, and GP Mandalika events.

TECHNOLOGY

In 2023, Telkomsel advanced digital services by launching products in health-tech, edu-tech, gaming, and more. Convergence with Fixed Digital Services solidified Telkomsel's standing as the ultimate entertainment hub in Indonesia. Technological strides in 2023 include robotic process automation and intelligent automation for efficiency, cloudification for scalability, and AI-driven customer interactions via Veronika chatbot

FOCUS IN 2024

Telkomsel is relentlessly pursuing its people-centric approach, focusing on top-tier, hyper-personalised services for its high value customers. Post-FMC, Telkomsel as the first nationwide operator with over 65% payload share is now offering seamless convergence services. With this, Telkomsel is forging ahead as the House of Payload in Indonesia, even as it continues to build an engaging digital ecosystem for Indonesia's sustainable future. In 2024, this position will be augmented further in the areas of customer experience, technological leadership, digitalisation acceleration, 5G development, and digital talent cultivation. The integration of people, process, and technology, will remain influential in deepening Telkomsel's role as Indonesia's top digital telco and key enabler of national progress.


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In 2023, transformation efforts were directed towards strengthening Telkomsel's fundamentals from the standpoint of corporate culture, and successfully introduced breakthrough initiatives in people, process, and technology.

Synergy Management

Being the telecommunications market leader, Telkomsel has for many years driven business growth and led the industry's progress in mobile communications and Fixed Wireless Access. Our pioneering approach and leadership stems from leveraging core strengths, aligning with our parent company TelkomGroup's strategies while committing the Company's endeavours to national digital advancement.

Key strategies that significantly impacted synergy across our businesses in 2023 were developing synergy-building projects with our parent company, integrating digital ecosystems, and enhancing national digital resources. Our efforts in 2023 were focused on exploring new initiatives, strengthening core markets, maintaining leadership in broadband connectivity, and expanding our digital services to surpass market expectations. What we have done so far have made Telkomsel poised for sustainable growth and contributing meaningfully to the Indonesian nation in the unfolding digital era.

CUSTOMER EXPERIENCE

To enhance customer experience, Telkomsel focused on existing programs geared towards Fixed-Mobile Convergence (FMC), namely SMOOA (add-on quota-sharing feature) and IndiHome-Halo integration. We also launched three minimum viable products (MVPs): FMC Acquisition Package, FMC Retention Product, and FMC Cross-Sell Product. With them, Telkomsel reinforced its FMC offerings, completing the synergy for the Apartment & Premium Cluster sector, and expanded our Digital Television services.

Sales of IndiHome IPTVs and support for SEA Today (a news channel operating under TelkomGroup) in 2023 carried us towards meeting our EBITDA target from the FMC Synergy, through which our broadband business was further expanded. In the B2B segment, our Corporate Business Solutions facilitated new customer acquisition across various sectors, while the



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Key strategies that significantly impacted synergy across our businesses in 2023 were developing synergy-building projects with our parent company, integrating digital ecosystems, and enhancing national digital resources.

Go-to-market program was enhanced through service integration with several service providers in our ecosystem.

NETWORK INFRASTRUCTURE

In 2023, Telkomsel maintained focus on network quality leadership for digital business development. We achieved cost efficiency and service delivery through shared network infrastructure and new technologies. Key initiatives include the Enhanced Network Operation Model (ENOM) program and TelkomInfra's STAR Project, which optimises network performance particularly during crucial holiday periods. Meanwhile, the IndiHome Smart Capex Usecase Program improved capex planning accuracy and efficiency by integrating Telkomsel's data into the system.

DIGITAL BUSINESSES

Telkomsel capitalized on synergies within TelkomGroup and with stakeholders to broaden the digital services ecosystem. Our strategy involved redefining certain products, business models, and Go-to-market strategies. We also

set up MOANA and e-Correspondence as office automation tools, facilitating our employees in their day-to-day duties. We engaged the edu-tech sector, piloting bundled products with Pijar Sekolah (under by.U's coordination), and supported the "Bangga Berwisata di Indonesia" program, offering digital products for tourism in West Sumatra.

BUSINESS SUPPORT

Our synergy also extends outwards. Telkomsel is supporting government flagship programs with superior telecommunications experiences in five super-priority tourist destinations and at international events. We provided broadband 5G network to participants of the 2023 ASEAN Summit and ensured reliable networks in high-profile sporting events, including Lake Toba FIH20 & Aquabike, MotoGP Mandalika, and the World Surf League in Krui and Nias. These initiatives underscored Telkomsel's commitment to bringing telecommunications services to excellence across Indonesia. In 2024, Telkomsel's presence will be extensively felt in the new Indonesian capital, Ibu Kota Nusantara.

Enterprise Risk Management

For Telkomsel, a comprehensive Enterprise Risk Management (ERM) is of paramount importance. ERM serves as an anchor for the embodiment of good corporate governance across Telkomsel's business activities.

Aligning with the ISO 31000:2018 risk management standards, and tailored to Telkomsel's unique business environment that encompasses numerous arenas in fixed and mobile telecommunications, the ERM framework at Telkomsel ensures a standardised, comprehensive approach across all organisational levels and business initiatives. This framework facilitates the assessment and mitigation of potential risks and enhances Telkomsel's agility in responding to the dynamism inherent in the industry.

By integrating the globally-accepted principles of the Three Lines Model, effective governance and risk oversight helps Telkomsel navigate the complexities of the digital era while promoting growth and operational excellence.

The following are Telkomsel's five main risks in 2023.

RISK #1 – FAILURE TO ACCELERATE DIGITAL TELCO TRANSFORMATION

For Telkomsel, transitioning effectively into a digital telecom leader is critical, especially given the inevitable decline of its traditional legacy business models. Telkomsel has strategically focused on harnessing new growth drivers, particularly the burgeoning market of digital customers in Indonesia. Successfully carrying out this transition will unlock enormous opportunities for Telkomsel's future, as the recent FMC integration of IndiHome into Telkomsel's business portfolio has demonstrated. This success will hinge on timely and strategic investments in telecommunications, IT, and digital platform technologies.

To mitigate risks associated with digital telco transformation, Telkomsel evaluates new opportunities, emphasizing business diversification, model development, and

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The ERM framework at Telkomsel ensures a standardised, comprehensive approach across all organisational levels and business initiatives.

relevant investments. Telkomsel is committed to cultivating internal talent and enriching their skillset to support these initiatives. Performance metrics are meticulously crafted to monitor and ensure the efficacy of these investments. Telkomsel also capitalises on synergistic values with partners, like GoTo, LinkAja, INDICO, and TMI, as well as with Telkom Group. In tandem, 5G development aligns with market demands and growth potential, reinforcing Telkomsel's competitive edge in the digital telecom landscape. This comprehensive approach underpins Telkomsel's proactive risk management strategy, ensuring that Telkomsel not only adapts to, but also thrives in, the digital transformation journey.

RISK #2 – IMPROPER EXECUTION OF FMC

Integration of IndiHome into Telkomsel in July 2023, as a part of the strategic transformation towards FMC, presented both significant opportunities and inherent risks. This transition marked a critical move for Telkomsel, as it has the potential to expand Telkomsel's service capabilities and market reach massively.

To effectively manage and mitigate the risks associated with this integration, Telkomsel established a specialised FMC project team. This team worked collaboratively with various partners, including management consultants, financial advisors, tax and accounting advisors, and legal and regulatory advisors, ensuring a comprehensive and compliant transition. This collaborative approach ensured that IndiHome's integration adhered to all relevant laws and regulations and positioned Telkomsel to capitalise on new business opportunities effectively.

RISK #3 – TIGHTER COMPETITION AND ECONOMIC FACTORS LEADING TO REVENUE UNDERACHIEVEMENT

In 2023, Telkomsel navigated an increasingly competitive telecommunications and digital marketplace, compounded by a high degree of unpredictability in the global economy, which affect Indonesia's economic landscape. This environment posed a risk to revenue growth and market leadership.

To address these challenges, Telkomsel implemented a multifaceted strategy focused on adaptive pricing, optimising FMC services through Telkomsel One for households, and enhancing sales through MyTelkomsel. Telkomsel concentrated on maximising revenue and synergies from digital businesses. These strategic responses maintained competitive edge while aiding Telkomsel's adaptation to the evolving market and shifts in economic trends.

RISK #4 – REGULATORY EFFECTS ON BUSINESS

Certain regulations, their changes, or new ones may impact Telkomsel's business operations, either adversely or favourably. Regulatory shifts can introduce new costs or alternatively, create a healthier, more sustainable business environment. Telkomsel should not merely navigate the complexities of new and changing regulations, but also leverage these changes as opportunities to reinforce business resilience and sustainability.



To do so, Telkomsel engages in good governance and compliance practices, while actively submitting informed recommendations to governmental regulatory discussions. For each regulation that has been put into force, Telkomsel performs a meticulous impact assessment. In 2023, a substantial effort was directed to align Telkomsel's business practices with the Personal Data Protection (PDP) Law's requirements. This initiative is led by a dedicated PDP team. Telkomsel also coordinated with relevant authorities and conducted discussions on Radio Spectrum License (ISR) regulation.

RISK #5 – VULNERABILITY OF ICT SECURITY

As Telkomsel expands its digital and telecom business and embraces network convergence and digital application growth, heightened

challenges arose in securing ICT systems against escalating cyber threats. The interconnected nature of the ICT environment may render Telkomsel vulnerable to cyber-attacks and data security breaches.

To fortify the defences against these risks, Telkomsel implemented a comprehensive cybersecurity strategy, involving cybersecurity awareness raising among employees, ensuring the protection of both staff and company resources. Regular cyber patrols and vulnerability assessments have been conducted to maintain the integrity of applications and ICT infrastructure. Cutting-edge threat monitoring systems enable Telkomsel to block cyberattacks effectively. With these mechanisms in place, in 2023 Telkomsel successfully averted critical ICT system incidents.

BUSINESS CONTINUITY MANAGEMENT

Telkomsel is committed to providing uninterrupted, high-quality service, even during adverse events. Critical to this commitment is the Business Continuity Management (BCM), for which the ISO 22301 certification was obtained in December 2023. This certification covers areas including voice services, data handling, and strategic infrastructure—ensuring preparedness and robust response capabilities in the face of disruptions.

The BCM strategy's approach is comprehensive, ranging from identifying potential risks to business continuity, assessing various disruptive scenarios and their impacts, to formulating recovery plans. The BCM framework is cohesively integrated with the broader risk management processes, enabling Telkomsel to continuously monitor, review, and update business continuity plans, with high adaptability to the evolving business needs and external challenges.

INTERNAL CONTROL IMPROVEMENT

Aligned with the COSO *International Control Framework 2019* and TM Forum Framework, Telkomsel continuously improves business processes and Risk Control Matrix (RCM) related to financial reporting (Internal Control over Financial Report) and operational processes.

As the aim is to ensure achievement of Telkomsel's targets, financial reporting must be supported by the latest business processes and adequate internal controls, which are in line with Telkomsel's current conditions. Continuous improvement and development can occur due to organisational changes, policies, regulations, business changes, automation, and process simplification.

The integration of IndiHome's business into Telkomsel—a transaction of material value—necessitated updates to business process designs and internal controls, particularly in revenue and asset areas, to ensure adequate and effective internal control. The comprehensive approach of internal control successfully steward Telkomsel through this complex process.

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The BCM strategy's approach is comprehensive, ranging from identifying potential risks to business continuity, assessing various disruptive scenarios and their impacts, to formulating recovery plans.

Sustainability In Action

05





Governance

Telkomsel's commitment to upholding the principles of Good Corporate Governance (GCG) in every aspect of business is testament to its compliance with the Indonesian Limited Liability Company Law No. 40/2007 and certain aspects of the United States' Sarbanes-Oxley Act (SOA), which all subsidiaries of PT Telekomunikasi Indonesia Tbk (Telkom) are bound, following Telkom's share listing in the New York Stock Exchange (NYSE).

GCG is key to the Company's competitive edge, enabling us to stay ahead of the industry and maintain our market leadership, while guiding us in creating long-term value for shareholders and stakeholders.

In building a robust GCG organisation structure, we abide by the five GCG principles, namely:

TRANSPARENCY

Telkomsel provides 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 maintain a fruitful relationship with shareholders and stakeholders, all with due regard to regulatory compliance.

RESPONSIBILITY

All elements in the organisation are committed to integrity and responsibility in decision making processes, as well as in defending the Company's and stakeholders' interests and assets and risk management to ensure business continuity.

INDEPENDENCE

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

FAIRNESS

We 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 ethical values and conducts. The code applies to all employees representing the Company. 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 interests of the Company. The code shapes how employees think about actions and stipulates what they should and should not do in safeguarding the Company's assets, revenues and monetary adjustment beyond the Company's policies, by adhering to applicable standards.

GENERAL MEETING OF SHAREHOLDERS

As stated in the Article 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.

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 of June 2022, the composition of Telkomsel's Board of Commissioners was as follows:

TELKOM REPRESENTATIVES

- President Commissioner: Wishnutama Kusubandio
- Commissioner: Heri Supriadi
- Commissioner: Yose Rizal
- Commissioner: Nanang Pamuji Mugasejati

SINGTEL REPRESENTATIVES

- Commissioner: Anna Yip
- Commissioner: Yuen Kuan Moon

Based on the Shareholders' Resolution of November 2023, the composition of Telkomsel's of Board of Commissioners was as follows:

TELKOM REPRESENTATIVES

- President Commissioner: Wishnutama Kusubandio
- Commissioner: Heri Supriadi
- Commissioner: Yose Rizal
- Commissioner: Sarwoto Atmosutarno

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Telkomsel's commitment to upholding the principles of Good Corporate Governance (GCG) in every aspect of business is testament to its compliance with the Indonesian Limited Liability Company Law No. 40/2007 and certain aspects of the United States' Sarbanes-Oxley Act (SOA).

SINGTEL REPRESENTATIVES

- Commissioner: Anna Yip
- Commissioner: Yuen Kuan Moon

BOARD OF COMMISSIONERS' RESPONSIBILITIES

- a. Supervising the Company's management policies of the Board of Directors; providing advice to the Board of Directors, including in terms of the Company development plans, the Company's annual work plan and budget, business plans, and the implementation of the Company's Articles of Association and GMS resolutions, as well as rules and regulations.
- b. Implementing duties, authorities, and responsibilities in accordance with the Company's Articles of Association and GMS resolutions.
- c. Enacting the Company's interests by considering the interests of the shareholders and answering to the GMS.
- d. Examining and studying the annual report as prepared by the Board of Directors and signing the annual report.

MEETINGS OF THE BOARD OF COMMISSIONERS

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 its supervisory function.



Joint Meeting Attendance Record

Board of Commissioners

NAME	POSITION	MEETING ATTENDANCE
Wishnutama Kusubandio	President Commissioner	4 of 5
Heri Supriadi	Commissioner	5 of 5
Nanang Pamuji Mugasejati	Commissioner	3 of 5
Yose Rizal	Commissioner	5 of 5
Yuen Kuan Moon	Commissioner	5 of 5
Anna Yip	Commissioner	5 of 5
Sarwoto Atmosutarno	Commissioner	0 of 0

Board of Directors

NAME	POSITION	MEETING ATTENDANCE
Hendri Mulya Syam	President Director	5 of 5
Nugroho	President Director	0 of 0
	Director of Network	5 of 5
Mohamad Ramzy	Director of Finance and Risk Management	5 of 5
Adiwinahyu Basuki Sigit	Director of Sales	5 of 5
R Muharam Perbawamukti	Director of Human Capital Management	5 of 5
Wong Soon Nam	Director of Planning and Transformation	5 of 5
Bharat Alva	Director of Information Technology	5 of 5
Heng Tze Meng Derrick	Director of Marketing	5 of 5
Indra Mardiatna	Director of Network	0 of 0

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 Article 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, internal control, internal and external audit, and risk management processes. In performing its duties, the Audit Committee ensures an effective working relationship with the Board of Directors, Managements, Internal Auditors and External Auditors.

The Audit Committee shall meet at least four times a year, and meeting 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 shall comprise at least three members. The members are appointed by the Board of Commissioners, and at least one of the members shall be competent in accounting and/or auditing.

Based on Circular Resolutions of the Board of Commissioners of PT Telekomunikasi Selular (Company) on Appointment of Committee Members of the Board of Commissioners, the members of the Audit Committee up to 8 March 2023 were as follows:

- a. Heri Supriadi as Chairman
- b. Yose Rizal as Member
- c. Anna Yip as Member
- d. Nanang Pamuji Mugasejati as Member
- e. Agus Suryono as Member
- f. Sean Slattery as Member

Based on the Circular Resolution of the Shareholders dated 9 March 2023, the members of the Audit Committee were as follows:

- a. Heri Supriadi as Chairman
- b. Yose Rizal as Member
- c. Anna Yip as Member
- d. Nanang Pamuji Mugasejati as Member
- e. Agus Suryono as Member
- f. Craig Young as Member

Based on the Circular Resolution of the Shareholders dated 21 December 2023, members of the Audit Committee was as follows:

- a. Heri Supriadi as Chairman
- b. Yose Rizal as Member
- c. Anna Yip as Member
- d. Sarwoto Atmosutarno as Member
- e. Agus Suryono as Member
- f. Craig Young as Member

The Audit Committee holds meetings on regular basis with the Internal Audit Group to discuss findings from the audit process. In 2023, a total of 5 Audit Committee meetings were held with 12 agendas, including discussing the follow-up to whistleblowing reports. Meetings were also held with external auditors and other Telkomsel management as needed, to discuss matters related to audit and risk management.

REMUNERATION COMMITTEE

The Remuneration Committee was established to assist the Board of Commissioners in ensuring that the remuneration policy and scheme currently implemented or will be implemented in the Company fairly reward the Board of Directors and employees, attract talent, and retain competitive value, in order to ensure that the Company's pool of competent human resources.

The Remuneration Committee shall comprise of at least three members and the members are appointed by the Board of Commissioners.

Pursuant to its Charter, the Remuneration Committee shall meet at least once a year and the meeting shall be attended by at least two members.

Based on Circular Resolutions of the Board of Commissioners of PT Telekomunikasi Selular (Company) on Appointment of Committee Members of the Board of Commissioners, the members of the Remuneration Committee up to 8 March 2023 were:

- a. Wishnutama Kusubandio as Chairman
- b. Yuen Kuan Moon as Member
- c. Nanang Pamuji Mugasejati as Member
- d. R Muharam Perbawamukti as Member

Based on the Circular Resolution of the Shareholders dated 9 March 2023, the members of the Remuneration Committee were as follows:

- a. Wishnutama Kusubandio as Chairman
- b. Yuen Kuan Moon as Member
- c. Nanang Pamuji Mugasejati as Member
- d. R Muharam Perbawamukti as Member

Based on the Circular Resolution of the Shareholders dated 21 December 2023, the members of the Remuneration Committee were as follows:

- a. Wishnutama Kusubandio as Chairman
- b. Yuen Kuan Moon as Member
- c. Sarwoto Atmosutarno as Member
- d. R Muharam Perbawamukti as Member

In 2023, a total of 1 Remuneration Committee meeting was held.

CAPEX, FINANCING AND MANAGEMENT PROCESS (CFMP) COMMITTEE

The Capex, Financing and Management Process (CFMP) Committee assists the Board of Commissioners in fulfilling its oversight responsibilities regarding capital expenditure, financing, and management processes of the Company. The CFMP Committee provides 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 the following, including but not limited to:

- The Capex planning and management process.
- The financing policies and plan of the Company.
- The capacity management, supply chain and operational targets.

The CFMP Committee reports periodically to the Board of Commissioners. Its reports contain a summary of the CFMP Committee's activities, findings and recommendations.

The CFMP Committee shall comprise at least 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 PT Telekomunikasi Selular (Company) on Appointment of Committee Members of the Board of Commissioners, the members of the Capex, Financing & Management Process (CFMP) Committee up to 8 March 2023 were as follows:

- a. Yuen Kuan Moon as Chairman
- b. Heri Supriadi as Vice Chairman
- c. Yose Rizal as Member
- d. Mohamad Ramzy as Member
- e. Lukman Hakim as Member
- f. Goh Seow Eng as Member

Based on the Circular Resolution of the Shareholders dated 9 March 2023, the members of the CFMP Committee were as follows:

- a. Yuen Kuan Moon as Chairman
- b. Heri Supriadi as Vice Chairman
- c. Yose Rizal as Member
- d. Mohamad Ramzy as Member
- e. Toto Sugiharto as Member

Based on the Circular Resolution of the Shareholders dated 21 December 2023, the members of the CFMP Committee were as follows:

- a. Yuen Kuan Moon as Chairman
- b. Heri Supriadi as Vice Chairman
- c. Yose Rizal as Member
- d. Mohamad Ramzy as Member
- e. Herlan Wijanarko as Member
- f. Gan Siok Hoon as Member

In 2023, a total of 6 CFMP Committee meetings were held.

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 Shareholders' Resolution of June 2022, the composition of Telkomsel's Board of Directors was as follows:

TELKOM REPRESENTATIVES

- President Director: Hendri Mulya Syam
- Director of Sales: Adiwinahyu Basuki Sigit
- Director of Finance and Risk Management: Mohamad Ramzy
- Director of Human Capital Management: R Muharam Perbawamukti
- Director of Network: Nugroho

SINGTEL REPRESENTATIVES

- Director of Planning and Transformation: Wong Soon Nam
- Director of Information Technology: Alva Bharat
- Director of Marketing: Heng Tze Meng Derrick

Based on the Notarial Deed in December 2023 (effective as of 8 December 2023), the composition of Telkomsel's Board of Directors was as follows:

TELKOM REPRESENTATIVES

- President Director: Nugroho
- Director of Sales: Adiwinahyu Basuki Sigit
- Director of Finance and Risk Management: Mohamad Ramzy
- Director of Human Capital Management: R Muharam Perbawamukti
- Director of Network: Indra Mardiatna

SINGTEL REPRESENTATIVES

- Director of Planning dan Transformation: Wong Soon Nam
- Director of Information Technology: Alva Bharat
- Director of Marketing: Heng Tze Meng Derrick

Responsibilities of the Board of Directors

- Maintaining Telkomsel's daily business.
- Formulating Telkomsel'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 inside and outside of the court or in any legal cases.

MEETINGS OF THE BOARD OF DIRECTORS

The Board of Directors holds meeting at least once 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 meeting 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 meeting 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.



Meeting Attendance Record

NAME	POSITION	MEETING ATTENDANCE
Hendri Mulya Syam	President Director	37
Nugroho	President Director	2
	Director of Network	36
Mohamad Ramzy	Director of Finance and Risk Management	36
Adiwinahyu Basuki Sigit	Director of Sales	37
R Muharam Perbawamukti	Director of Human Capital Management	37
Wong Soon Nam	Director of Planning and Transformation	35
Bharat Alva	Director of Information Technology	35
Heng Tze Meng Derrick	Director of Marketing	34
Indra Mardiatna	Director of Network	2

INDEPENDENCE OF THE BOARDS

The Company has a firm policy regarding the independence and potential conflict of interest of its Boards, which requires all members of the 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 Article of Association, shall be represented by another Board member.

The Article 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 relationship with any other Board member.

BOARD MEMBERS' REMUNERATION

The GMS is authorised 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 fix compensation, variable compensation, benefits, and facilities. The details are as follows:

1. Fixed Compensation: comprises the base salary with reference to the AGMS.
2. Variable Compensation: a yearly bonus whose amount is determined in the AGMS.
3. Benefits & Facilities: including medical, allowance, housing, membership, communication, and insurance.

INTERNAL AUDIT UNIT

FUNCTION AND ROLE

Internal Audit Unit (Internal Audit) provides independent and objective assurance on the effectiveness of Telkomsel's risk management, internal control and good governance practices; and reports functionally to the Audit Committee and administratively to the CEO.

The Internal Audit applies a risk-based approach to formulate the annual audit plan that aligns with the Company's risk and strategies. The annual audit plan is reviewed and approved by the Audit Committee in accordance with the Internal Audit Charter, following the Internal Professional Practices Framework of the Institute of Internal Auditors (IIA). The Internal Audit Charter was most recently updated in May 2020.

INTERNAL AUDIT PROGRAMS AND IMPROVEMENTS

In 2023, Internal Audit focused on the corporate theme "To Reach Beyond and Advancing the Nation", as made manifest in the increased productivity and quality of governance and audit processes. Internal Audit's productivity boost resulted in 64 projects done in 2023, 25% higher than in 2022. This achievement resulted in greater positive feedbacks, collected from surveys involving auditees and internal auditors. On average, the overall satisfaction rate was 85.34%.

Internal Audit conducted review on the internal control system, reviewed quarterly financial reports, reviewed business processes and related risks, and also acted as a strategic partner in the implementation of governance, risk management, and control. Furthermore, Internal Audit continued the Data Analytics and Continuous Audit activities with a dedicated team established in 2019. The team's function is to leverage data analytics across auditing projects to increase auditing projects speed and accuracy. In order to implement new ways of working, Internal Audit has implemented agile audit process and developed agile audit playbook.

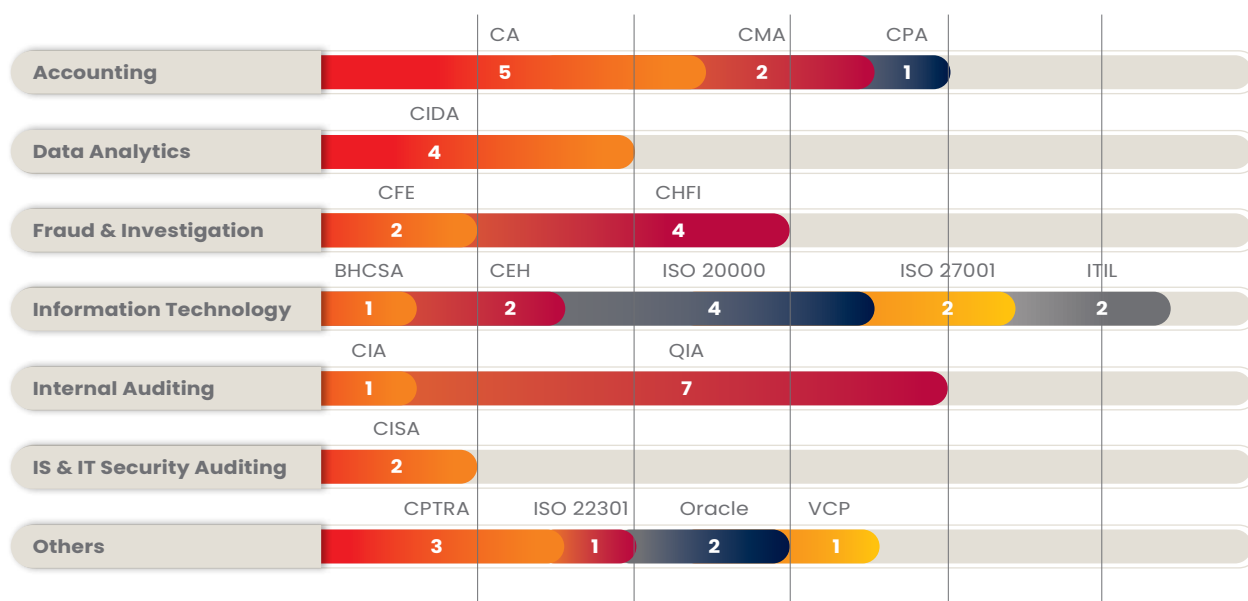
As subsidiary of Telkom Group, Telkomsel is required to implement Integrated Audit. In 2023, the Integrated Audit was performed by a dedicated task force and kicked off on 9 September 2023. In addition, Internal Audit successfully assisted and supported several of Telkomsel's business projects.

Internal Audit Activities 2023

AUDIT TYPE	ASSURANCE	CONSULTING	TOTAL
Integrated Financial and Business Support Audits	25	5	30
Information Communication and Technology	6	4	10
Commerce and Support	4	6	10
Continuous Audit	3	11	14
Total	38	26	64

Internal Audit Qualifications and Certifications

At the end of 2023, Internal Audit had 32 members, with the following qualifications and certifications:



On a continuous basis, to augment its role and functions, Internal Audit enrolls its staff to various competence enhancement programs. In 2023, on average each internal auditor received 62.2 hours of training, with topics covering financial analysis, cloud computing, artificial intelligence, automation, and data analytics.

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 a Director's Decree in 2023 regarding Organisational Structure on CEO's Office Directorate, the scope of duties of Corporate Secretary Group is as follows:

- Leading the Company's secretarial functions and foster good relations with key stakeholders.
- Ensuring the management of facilities and workplace infrastructure for employees, ensuring the smooth operation of the company.
- Ensuring the coordination and implementation of CSR programs that support the company's image in the community.
- Ensuring positive relations with the mass media to support the creation of a favorable company image.
- Ensuring handling of legal aspects of the Company in compliance with legislation.
- Fostering good relations with regulatory authorities and influencing the creation of regulations that support Telkomsel's business.

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 corporate events, such as road shows and conferences, investor meetings and site visits with the holding companies.

In 2023, the team held more than 270 meetings with investors/analysts via regular meetings, conferences, and non-deal roadshow.

For any inquiries regarding Telkomsel's financial and operational information, visit Telkomsel's website, www.telkomsel.com or Telkom's website, www.telkom.co.id.

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 Internal Audit team.

As long as 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 whistleblowers' complaints are investigated by a special audit team and the results of the investigation are reported to the Internal Audit team for follow up action.

Regulatory Management

The Regulatory Management Sub-Directorate ensures that Telkomsel operates with full compliance within the constantly-evolving regulatory environment that stays abreast with the prodigious burgeoning of both mobile and fixed telecommunication in Indonesia. Key actions of the Regulatory Management Sub-Directorate in 2023 are detailed below.

REFARMING OF 2.1 GHZ AND 2.3 GHZ RADIO FREQUENCY BANDS

Telkomsel was awarded the 2.1 GHz band for mobile network development in 2022. However, owing to non-contiguous frequency allocations, the Ministry of Communications and Informatics (MCI) decided to reform the 2.1 GHz spectrum with the issuance of the Ministerial Decree. After the refarming, which took place from October 2022 to February 2023 through three consecutive periods, the MCI issued the Ministerial Decree on 2.1 GHz refarming result and a series of decisions assigning specific pairs of frequency bands to that already contiguous with Telkomsel's, to be utilised using the Frequency Division Duplexing (FDD) mode.

In November 2022 the MCI through a Ministerial Decree approved the 2.3 GHz transfer license from Berca to Telkomsel, therefore requiring refarming due to non-contiguous allocations of the bands. Refarming was done in March 2023 across various regions in Indonesia, and as a result, in April 2023 the MCI issued a Ministerial Decree regarding the 2.3 GHz refarming result.

TRANSFER OF RIGHT TO USE THE 2.3 GHZ RADIO FREQUENCY BAND

Following the refarming of the 2.3 GHz radio frequency band, in order to optimise the use of such band and prevent harmful interference with mobile networks, in January 2023 Telkomsel and Smart Telecom jointly requested permission to transfer some of their rights to use the 2.3 GHz band to the MCI. The ensuing transfer observed the regulations and was approved in April 2023, allowing Smart Telecom to use parts of the 2.3 GHz spectrum previously held by Telkomsel.

APPROVAL FOR JOINT USE OF THE 900 MHZ SPECTRUM

To support the National Strategic Project (PSN), Telkomsel and KCIC jointly requested permission to cooperate in using the 900 MHz radio spectrum, subsequently approved by the MCI in 2023.

The cooperation agreement specified that it aimed to serve national interest, utilise GSM-R technology, valid until December 2030, and cover the frequency range of 891–895 MHz for uplink and 936–940 MHz for downlink. This cooperation applies within a 50-kilometre radius along the Jakarta-Bandung High-Speed Train (KCJB) route in Jabotabek (starting from Halim Station), covering DKI Jakarta, Bogor City, Bogor Regency, Tangerang City, Tangerang Regency, Bekasi City, and Bekasi Regency, as well as a 30-kilometer radius along the KCJB route in West Java (up to Tegalluar Depot).



66

The Regulatory Management Group ensures that Telkomsel operates with full compliance within the constantly-evolving regulatory environment that stays abreast with the prodigious burgeoning of both mobile and fixed telecommunication in Indonesia.

ACQUISITION OF TELECOMMUNICATION OPERATING LICENCES

In 2023, Telkomsel obtained licences for various telecommunications operations performed to support its Fixed Mobile Convergence (FMC) major initiative, following the completion of all prerequisites, including passing Operational Eligibility Test (ULO). The licences obtained ranged from Internet Protocol Television (IPTV), Circuit Switched Local Fixed Network (Jartaplok CS), Basic Telephony Services through Telecommunication Networks (Jaspondas), and Packet Switched Local Fixed Network through Fiber Optic (Jartaplok PS)—all issued by the MCI in May 2023. These licences provide the legal grounds for Telkomsel in offering said services commercially.

ELECTRONIC SYSTEM PROVIDER (PSE) REGISTRATION CERTIFICATE

In compliance with government regulations—specifically Government Regulation No. 71/2019 on Electronic Systems and Transactions, MCI Regulation No. 5/2020 on Private Electronic System Providers, as amended by MCI Regulation No. 10/2021, and Circular No. 3/2022 on Effective Registration Date of Private Electronic System Providers, Telkomsel as one such provider was required to register all its electronic systems that were operated for commercial purposes. These electronic systems include websites and digital platforms. In 2023, Telkomsel registered one system, FanMate, and received a Electronic System Provider Registration Certificate (TD PSE) in October 2023, to be valid indefinitely. Telkomsel also updated the data for their existing TD PSE for the T-Survei electronic system in August 2023.

4G/LTE NETWORK ROLLOUT TO ACCELERATE EQUAL DISTRIBUTION OF BROADBAND ACCESS IN NON-3T AREAS

Telkomsel made significant advancements by upgrading all of its BTS across 1,501 non-3T areas to the cutting-edge 4G/LTE network, enhancing digital connectivity in customer service centres, government hubs, healthcare facilities, and educational institutions. This initiative represented Telkomsel's commitment as a leading digital telecommunications company to the acceleration of equitable and widespread access to premier broadband connectivity throughout the nation. The effort aims to support community life, elevate customer digital connectivity experiences, accelerate the adoption and adaptation of digital lifestyles through inclusive telecommunications technology, and foster the digital economic transformation of MSMEs across the country. These services are provided in compliance with the regulatory requirements set by the Director-General of Postal and Informatics Operations at the MCI, which include location selection, service area measurement, measurement methods, service reporting, and telecommunications service protection.

CULTIVATING CONTINUOUS COLLABORATION WITH STRATEGIC PARTNERS TO BENEFIT THE INDUSTRY

Telkomsel engaged in strategic partnerships with stakeholders, including ministries/agencies and associations, aimed at maintaining sustainable industry health by optimising network and

telecommunications service investments. This collaboration focused on reducing regulatory charges, including business concession levies for the use of passive infrastructure in telecommunications network and service operations within Airport Areas, Retribution for Telecommunication Tower Control (RPMT), and other fees. Such efforts ensure improved broadband service quality. This initiative is critical for accelerating the adoption and adaptation of digital lifestyles among customers, without adversely impacting telecommunications customers' purchasing power.

RELEVANT REGULATIONS ISSUED IN 2023

The Regulatory Management Sub-Directorate listed the following new regulations in 2023 that held significant relevance to Telkomsel's business:

1. Government Regulation No. 10/2023, pertaining to non-tax state revenues (PNBP) applicable to the Ministry of Home Affairs, which among others impose payment rates for customer validation;
2. Government Regulation No. 35/2023, pertaining to local taxes and retributions, which positively impact corporate business sustainability in the regions by boosting the ease of doing business and investment climate. This



includes mechanisms for incentive support, tariff adjustments, evaluations of regulatory drafts as well as their implementation. Such measures aim to reduce regulatory charges on retribution and rental fees, including the elimination of the Telecommunication Tower Control Retribution (RPMT) and other fees, along with the restructuring of other local taxes, leading to inclusive economic growth;

3. Government Regulation No. 43/2023, pertaining to non-tax state revenues applicable to the MCI, which among others provide guidance on the formula for administrative fines in the communications sector;
4. Minister of Communications and Informatics Regulation No. 2/2023, pertaining the use of radio frequency spectrum based on class permits, which among others include frequency use provisions based on class permits for cellular RLAN backhaul with certain conditions;
5. Minister of Communications and Informatics Regulation No. 9/2023, pertaining to Implementation Guidelines for Determining Tariffs for Types of Non-Tax State Revenue Applicable to the Postal and Information Technology Resources and Equipment Sector, in relation to the above Government Regulation No. 43/2023 (point 3);
6. Minister of Communications and Informatics Regulation No. 10/2023, on the Use of Radio Frequency Spectrum in the 700 MHz Radio Frequency Band and the 26 GHz Radio Frequency Band; and
7. Regulation of the Directorate General of Post and Informatics Resources of the MCI No. 1/2023, pertaining to the Amendments to the Regulation of the Director General of Postal and Information Technology No. 1/2021 on Technical Provisions for the Implementation of Telecommunications Services, addressing the technical aspects of telecommunications service provision in Indonesia.



REGULATION DRAFTS

In 2023, the MCI conducted public consultation and discussion on the following regulation drafts:

1. Government Regulations on the Implementation of the Personal Data Protection Law;
2. Director General Regulation on the Technical Implementation of Telecommunication Service Customer Registration Using Biometric Population Data;
3. Director General Regulation on the Technical Specifications of Obligatory Development;
4. Director General Regulation on the Telecommunication Network Operational Quality Standards;
5. Director General Regulation on the Technical Guidelines on IMEI-based Jarbersel Access Restriction to Devices and/or HKT Telecommunication Devices;
6. Amendments to Ministry Decree No. 36/2015 on Internet Protocol Management;
7. Amendment to the 2018 National Fundamental Technical Plan;
8. Academic Paper on the Utilisation of e-SIM Technology for the Preparation of Draft Regulation of the Minister of Communication and Information on e-SIM;
9. Resolution of the Minister of Communication and Information No. 59/2022 on Telkomsel's Plan to Use Free Space Optic (FSO) Class 3B; and
10. Directorate General of Postal and Informatics Resources and Equipment of Post and Informatics Resolution Draft on the Guidelines for Monitoring the Management of Electronic Waste by Cellular Telecommunication Network Operators.

The abovementioned drafts to be issued by the MCI in 2024 regulate business aspects of the telecommunication industry sector, which Telkomsel must anticipate and properly mitigate. Telkomsel played its key role by providing inputs and responses so that these regulations are able to accommodate management positioning and therefore can bolster Telkomsel's business sustainability.

FULFILMENT OF OBLIGATIONS TO THE GOVERNMENT

Telkomsel successfully met its commitments and obligations as mandated by the MCI. These include fulfilling requirements related to operating mobile cellular networks and services licences; exceeding the targeted minimum Local Component Level (TKDN) for the 2.1 GHz frequency band; reporting the quality of its telecommunications services; and making payments for radio frequency spectrum usage fees (BHP IPFR) across various frequency bands (800 MHz, 900 MHz, 1.8 GHz, 2.1 GHz, and 2.3 GHz). Additionally, Telkomsel provided a commitment guarantee for future spectrum fees; and settled Telecommunications Operations Rights and Universal Service Obligation Contribution to the Government. Telkomsel continued to fulfil its reporting obligations to various regulatory authorities, including Bank Indonesia, PPATK, Ministry of Trade, and the OJK, in accordance with its business and operating licences.

Litigation

TAX CASE

In September 2020, Telkomsel filed an appeal to the Tax Court for compensation amounting to Rp331.5 billion in relation to 2014 and 2015 underpayment of CIT. The case is currently in the process for the results of appeal.

In August 2022, the tax authority filed a judicial review to the Supreme Court ("SC") amounting to Rp31.9 billion in relation to 2014 and 2015 underpayment of VAT. Telkomsel had since submitted its contra memorandums for the judicial review in September 2022.

From February to May 2023, the Company received decision letters from SC, which fully rejected the Judicial Review claimed by the Tax Authorities for the tax periods of 2014 and 2015 VAT.

CIVIL CASE – TORT ALLEGATION

In April 2023, Telkomsel along with Meta Platforms Inc. and Telegram Messenger Inc. received a civil lawsuit from a customer at the South Jakarta District Court. The plaintiff alleged an occurrence

of tort due to the hacking of his Whatsapp and Telegram accounts. In his lawsuit, the plaintiff contended that Telkomsel had failed to send a one-time password (OTP) to his mobile subscriber integrated services digital network (MSISDN) number, and had failed to protect the plaintiff's MSISDN that had been purportedly taken over by a third party. For this incident, the plaintiff has submitted a tort lawsuit against Telkomsel with a claim of Rp5.2 billion for the plaintiff's losses.

Telkomsel's legal position in this case as a telecommunication service provider is not the party that sent the OTP. Telkomsel's obligations are confined to ensuring the availability and provision of telecommunication network services to its subscribers. Moreover, there was no indication that the SIM card had been taken over by a third party.

In January 2024, the Court issued a verdict that conclusively rejected all claims brought forward by the plaintiff.



Corporate Social Responsibility

06





The Spirit to Serve Indonesia

FOUNDATIONAL PRINCIPLES AND AIMS

Telkomsel's socio-environmental responsibilities is realised through its support for national development along various aspects and its positive contributions to sustainable development, primarily via technological development and environmental conservation.

To achieve our vision to being a world class, trusted provider of mobile digital lifestyle services and solutions, and implement our mission of delivering services in ways that exceed customers' expectations, create value for stakeholders, and support the economic development of the nation, Telkomsel executes socio-environmental programmes that are aligned with the United Nations' Sustainable Development Goals in the following ways:

Telkomsel CSR PROGRAM

by Telkomsel Indonesia

#MAKING SOCIAL & ENVIRONMENTAL IMPACT THROUGH TECHNOLOGY



01

EDUCATION

Improving and supporting access to quality education within the formal, informal and vocational subjects for youths

Targets: Students, Teachers, Parents

IndonesiaNEXT

Internet BAIK



02

DIGITAL CITIZENSHIP

Supporting the learning system for beneficiaries to understand human, cultural and social issues related to the ethical practice and safe behavior in the digital world

Targets: Young People, Startup Enthusiasts

NextDev
The Impact Incubator



03

COMMUNITY EMPOWERMENT & WELLBEING

Providing means to support sustainability of community initiatives, by providing key infrastructure, strengthening skills and resources, improving access to markets and capital, and improving local value chains

Targets: Entrepreneurs, Communities, Farmers, Students and Others

DCE
Digital Creative Enterprises

Baktiku Negeriku



04

PHILANTHROPY

Donation for local communities mainly in the context of building good relationship with stakeholders or related to Celebration Day, Eid al-Fitr, Christmas and other.

CLIMATE CHANGE ACTION

Encompass a broad range of initiatives aimed at mitigating the adverse effects of global warming and fostering environmental sustainability. The Telkomsel Jaga Bumi program is an initiative and concrete step to realise responsibility in minimising the impact that arises from business processes that follow the principles of Environment, Social, and Governance (ESG).

Targets: Entrepreneurs, Communities, Farmers, Students and Others

Telkomsel
Sumbangkan
Sampulisan

Telkomsel
Jaga Bumi

TERRA

TELKOMSEL'S CSR OBJECTIVES

- 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.

TELKOMSEL'S ENVIRONMENTAL OBJECTIVES

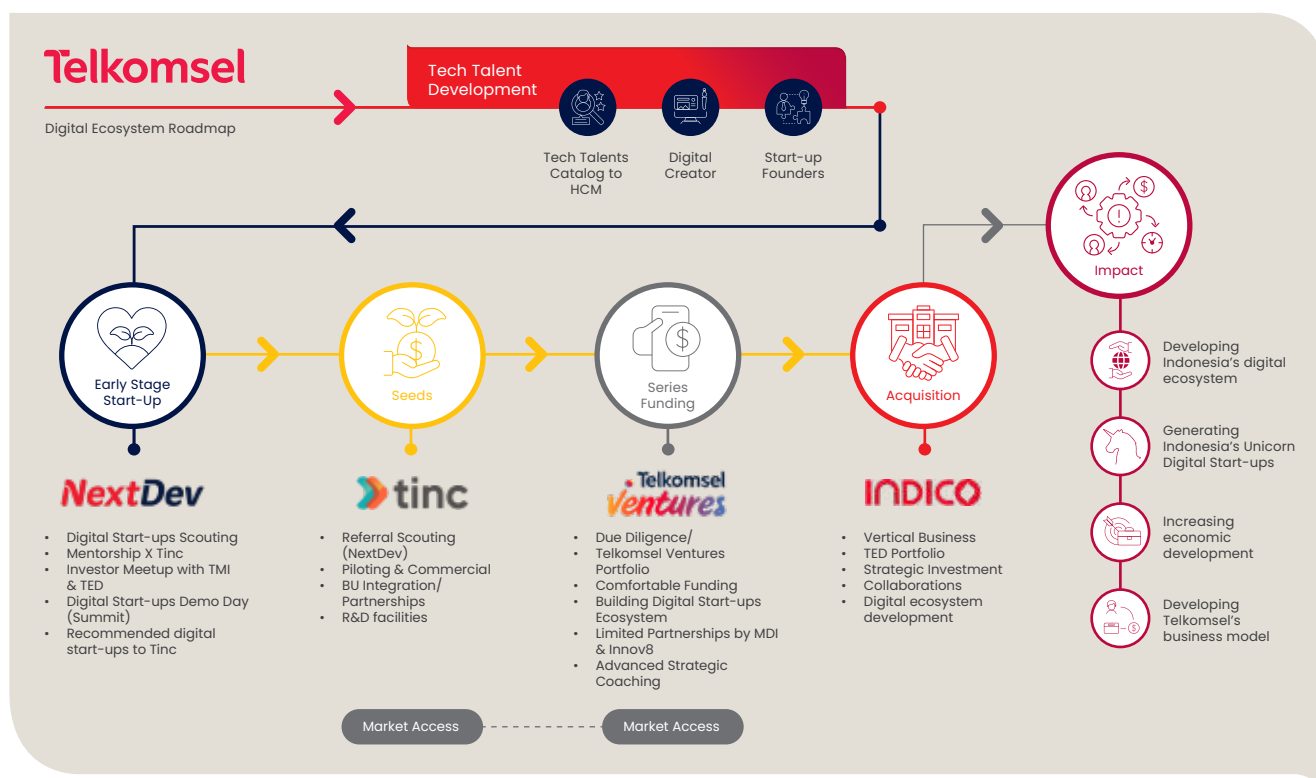
Telkomsel strives to maximise its efforts to participate in environmental conservation, while minimising the impact of its business processes.

TELKOMSEL'S SUSTAINABILITY STRATEGY

Telkomsel has been conducting numerous economic and social development activities since 2017. Through these programmes, corporate assets have been leveraged to create lasting impact, particularly in terms of digital competencies and capacities, development of Indonesia's digital ecosystem, and improvement of digital business standards.

We implement these efforts along four pillars—Education, Digital Citizenship, Community Empowerment and Wellbeing, and Philanthropy. Additionally, Telkomsel also maintains several environmental programmes.

Strategically, Telkomsel employs the following roadmap to develop Indonesia's digital ecosystem.





EDUCATION

Targeting students, teachers, and parents across Indonesia, Telkomsel's Education programmes help elevate Telkomsel's corporate image as a leading digital telco company in Indonesia that fosters and accelerates the development of Indonesia's digital talents.

IndonesiaNEXT

The IndonesiaNEXT programme manifests Telkomsel's commitment as a digital ecosystem enabler to the advancement of competence, capabilities, and competitiveness of Indonesia's digital talents. Through IndonesiaNEXT, Telkomsel strives to open up opportunities for young people to reach education, develop potential skills, and boost their self-confidence.

IndonesiaNEXT continues to carve up new opportunities for university students in Indonesia and enrich their skills through

internationally-certified training, especially for Diploma 3 to postgraduate students. Under the #WeAreTheNext thematic banner, IndonesiaNEXT Season 7 focused on developing the digital skills of young talents. Students are expected to be able to bring about positive, impactful change to Indonesia, so that the nation can compete strongly in the digital sector.

Since 2016, the IndonesiaNEXT programme has been able to provide benefits to 79,412 applicants from 3,227 higher education institutions and has produced 6,546 internationally-certified students. In 2023, Telkomsel concluded the seventh year of the IndonesiaNEXT programme by unveiling top 32 digital talents from a pool of 6,648 participants during the Crowning Season 7 event.

In 2023, the IndonesiaNEXT Season 7 Programme presented new online learning via the Merdeka Belajar collective (synchronous) and independent

(asynchronous) methods, to adapt to academic calendar conditions. It also implemented the study from home (SFH), as well as mapping student distribution throughout Indonesia. The best participants successfully underwent a series of special development activities in the IndonesiaNEXT Season 7, ranging from inspiring webinar, hard skills training, international certification, soft skills training, to area and national bootcamp.

The Soft Skill Training featured topics such as Communication Skills and Public Speaking, Creative Thinking, UI and UX Design, as well as Entrepreneurs Canvas. Top three talents from the IndonesiaNEXT CSR programme undertook the “Reward Trip to Silicon Valley” to explore and learn from the global centre of technological innovation.

Internet BAIK

Telkomsel’s Internet BAIK programme aims to cultivate an inclusive and sustainable national digital ecosystem. Internet BAIK is specifically designed to support digital literacy, especially in education, starting from the microsystem of students, peers, teachers, and parents.

BAIK stands for *Bertanggung Jawab* (Responsible), *Aman* (Safe), *Inspiratif* (Inspirational), and *Kreatif* (Creative). In 2023, Internet BAIK Series 7, themed “Inspire, Be Creative, Be Positive”, fostered positive interactions on social media and the internet.



Internet BAIK Series 7 was held nationwide both online and offline, involving 11,421 participants spread across 249 cities/regencies in 36 provinces in Indonesia. Internet BAIK was carried out through several stages, consisting of seminars, online training, online competition and Awarding Internet BAIK Heroes Series 7.

Internet BAIK Series 7 Internet Seminar was held offline in 4 major cities in Indonesia—Karawang, Lampung, Makassar and Yogyakarta—and attended by more than 2,200 participants. The Online Digital Creative Training was held in 4 batches via an independent learning method, attracting more than 1,800 participants. The training took place in 120 classes where participants gained access to online training classes, each 2–3 hours long.

Furthermore, Telkomsel organised an online competition where participants competed to share positive, creative, and inspiring video content on social media. It attracted 223 content creators nationwide, who contributed 1,009 videos across diverse categories, such as education, entertainment, travel, motivation, and information. The programme concluded with an Awarding event for Internet BAIK Heroes Series 7 in each category.

For its execution of Internet BAIK programme, Telkomsel garnered the 2023 Indonesia Entrepreneur ICT (IdenTIK) Award in the Digital Inclusivity Category from the Ministry of Communication and Informatics of the Republic of Indonesia.

DIGITAL CITIZENSHIP

Telkomsel’s Digital Citizenship programmes provide support to the learning systems for young people, from students to entrepreneurs, to deeply understand human, cultural, and social issues related to ethical practices and safe behaviour in the digital world.

NextDev

NextDev serves as an incubation platform for innovation and startups, empowering them to drive change by expanding public access and involvement in the digital revolution. The NextDev Academy and NextDev Summit unlock the potential of early-stage startups. Since 2021, NextDev has focused its attention on SDGs-related issues and challenges.

NextDev Academy 2023, a development program for 12 best startups resulting from NextDev Talent Scouting, provided these startups with mentoring assistance, capability enhancements, and digital technology utilisation to build a strong foundation and create a sustainable positive impact.

To create a collaborative platform, Telkomsel held the NextDev Summit 2023 with the theme “Tech with Impact for Sustainable Living”. NextDev Summit 2023 involved experts and stakeholders in the startup industry, technology, digital ecosystems, and impact investors at the Asia-Pacific and national levels. Topics discussed

included the involvement of innovation, startups, technology, positive impacts, as well as the latest digital business and technology trends. This annual conference was designed to provide opportunities for progress and collaboration across sectors.

In the eighth year of the prestigious Best Startup NextDev event, Telkomsel crowned Nuxcle as the winner for its success in converting conventional motorised vehicles into electric vehicles by utilising used spare parts—a notable example of circular economy. Being named the winner, Nuxcle gained access to global benchmarking and the opportunity to explore the most advanced technological innovation centres in the world. Sponsored by Telkomsel, the people behind Nuxcle paid an exclusive visit to leading tech companies, such as Google, Meta, and Apple in Silicon Valley, the United States.

Telkomsel also provides opportunities for NextDev alumni to develop further and achieve greater achievements. In 2023, Nuxcle and MyEco, as the two leading representatives of this programme,



were selected to represent Indonesia at the esteemed Singtel Group Future Makers (SGFM) event. This Asia Pacific startup competition spotlighted innovation and creativity in the tech industry. At this event, MyEco—a startup that creates a household electricity-saving application (smart home)—was crowned the bronze medalist.

In the end of 2023, the 9th NextDev kicked off with Talent Scouting, taking place in Yogyakarta, Makassar, Palembang and Bali. It involved local startups, alumni, program mentors, and inspiring speakers.

DIGITAL CREATIVE ENTREPRENEURS (DCE)

A Telkomsel's masterpiece CSR programme, DCE is aimed to sustainably enhance the capabilities, competencies, and creativity of Indonesian MSME subjects through digitalisation.



In 2023, Digital Creative Entrepreneurs (DCE) 2.0 featured 19 seasoned speakers from the digital industry and supported by 5 expert mentors in digital entrepreneurship. The top 60 DCE 2.0 participants received the opportunity to make their pitch online in front of expert mentors. Only the best 5 in each category (a total of 20 participants) were entitled to take part in the DCE Academy programme.

COMMUNITY EMPOWERMENT AND WELL-BEING

Telkomsel's Community Empowerment and Well-being programmes are a way for Telkomsel to reinforce the sustainability of initiatives made by the communities, including students, by establishing key infrastructure, strengthening skills and resources, augmenting access to markets and capital, and improving local value chains.

BAKTIKU NEGERIKU

In 2023, Telkomsel through the "Baktiku Negeriku" program contributed to supporting the government in the agricultural sector by empowering village communities following ESG principles, especially in increasing the productivity of agricultural products and digital literacy of farmers.

Baktiku Negeriku was rolled out in three villages: Jati Village, Karanganyar, Central Java; Kersamenak Village, Garut, West Java; and Pleret Village, Bantul, Yogyakarta.

Carrying the theme "Digitalisation and Precision Agricultural Technology for Village Progress", Telkomsel conducted the Baktiku Negeriku seminar offline about digital and technology optimisation in management. It was attended by more than 400 participants. They included village administrators as well as business owners and stakeholders.

Telkomsel delivered Baktiku Negeriku via the Creative Digital Centre, using two desktop computers connected to the internet. These devices were equipped with a precision agricultural management platform to disseminate information and deliver training courses for digital competency and literacy, enabling users to effectively and efficiently manage their plots of land with technology.



By implementing ESG principles, Baktiku Negeriku empowered the community, together with farmers, by forming a structured, measurable, and impactful digital agricultural ecosystem through demonstration plots. These plots were carried out on a hectare of land in each village during one planting cycle. The significant impact of these demonstration plots was seen on both harvested tonnage and grain sale value.

PHILANTHROPY

Telkomsel's Philanthropy activities extend aid and donation to local communities, mainly in the context of fostering strong and productive relationships with stakeholders. These donations are often addressed to alleviate hardships during events of disaster, as well as in celebratory times such as Eid al-Fitr, Eid al-Adha, and Christmas.

TERRA

In 2023, Indonesia experienced 4,940 natural disasters. Telkomsel, through the TERRA programme, attempted to raise disaster management awareness among employees and university students through the MAPALA Siaga Bencana training, which took place in Bandung and Yogyakarta. The training was attended by 80 participants from 15 universities, involving experts from volunteer organisations, Basarnas, and BNPB/BPBD (Disaster Management Agencies).

TERRA's philanthropic activities took place in several areas affected by natural disasters. TERRA's digital applications, based on Android, feature a massive database of 15 philanthropic activities, 250 photos, 242 videos, and 2 tracking of 150 positions during the Mapala Siaga Bencana training, as well as 348 volunteer data and 17,229 locations of PLN, TNI, POLRI, Hospitals, Puskesmas, and BPBD, all useful in the mitigation of disasters.



TERRA also provides aids in the form of telecommunication network recovery, media centres, Posko Siaga (standby command posts), research and rescue activities, temporary school tents, evacuation, psychosocial help for survivors, logistic support for public kitchens near the natural disaster locations, and capacity development on disasters for students and the general public.

RELIGIOUS PROGRAMS

In 2023, Telkomsel carried out its role as a society enabler during the festive moments of Ramadan and Eid Al-Fitr 1444 H (RAFI 2023) and Christmas 2023 and New Year 2024 (NARU) by conducting a series of Corporate Social Responsibility (CSR) programmes.

Through the #NyalakanKebersamaan theme, Telkomsel Siaga RAFI 2023 distributed aid to beneficiaries throughout Indonesia. The packages distributed included staple goods and predawn meals (suhor) and breaking the fast (iftar), donations for ill members of the Dhuafa, as well as aids for foundations, nursing homes, and great mosques.

Telkomsel also distributed 720 sacrificial animals to more than 46,000 beneficiaries, spread over Indonesia during Eid al-Adha 1444 H. The sacrificial animals were obtained from local breeder MSMEs, distributed in 600 locations, and involved the crowdfunding platform KitaBisa, as well as the digital startup Ternaknesia. Furthermore, Telkomsel's employees have also directly distributed sacrificial animals to those in need in the society. The distribution scheme was initiated by the Islamic spiritual community Telkomsel Taqwa Council (MTT).



Through the #SemarakSemangat theme, Telkomsel provided communication convenience for customers during Christmas 2023 and New Year 2024 (NARU). Telkomsel carried out the Sumbangkan Senyuman philanthropy programme in Manado, Bandung, Batam, and Kupang. Apart from these four locations, Telkomsel also provided free medical aid for underprivileged communities, distributed staple goods and food packages, starting capital grants, educational grants, and presents for orphans, handicapped groups, underprivileged members of society, as well as foundations, orphanages, and churches.



TELKOMSEL JAGA BUMI

Telkomsel Jaga Bumi is an umbrella campaign for the green initiatives of Waste Management, Carbon Offset, and Tahura Digitalisation Support. Tahura is the abbreviation of Taman Hutan Raya (Grand Forest Parks), which are designated conservation zones. Telkomsel Jaga Bumi creates opportunities for all members of the Indonesian society to be directly involved in environmental conservation for the future of the planet through collective action and sustainable development. Through this campaign, Telkomsel is contributing towards the worldwide effort to address the climate crisis.

WASTE MANAGEMENT COLLABORATION WITH PlusTik

Telkomsel pays a great attention to the management of plastic waste, and has adopted a circular economy concept to manage plastic waste. As Telkomsel produces plastic SIM cards, the collaboration with PlusTik helps transform these plastic cards into mobile phone holders and pavement blocks. A single-use product now gains a new life.

In 2023, this Waste Management Programme was implemented in two branches, namely Bali and Bogor, with total waste amounting to 125 kg in Bali, and 135 kg in Bogor.

Telkomsel also succeeded in processing starter card waste and packaging containing plastic into new non-single-use products such as 20,000

pieces of phone holders, and 75,000 pieces of pavement blocks. The phone holders are distributed back to outlets that have participated in this programme, while the pavement blocks were reused at Telkomsel offices.

CARBON OFFSET WITH jejak.in

The Carbon Offset programme is one of Telkomsel's efforts to reduce carbon emissions through tree planting. In 2023, in collaboration with jejak.in, Telkomsel invited customers to participate in this carbon footprint mission by exchanging their Telkomsel Points for the planting of a tree that follows the World Agroforestry Centre's standards.

TAHURA DIGITALISATION

In this initiative, Telkomsel supported TAHURA Ngurah Rai in Bali as it shifted to digital, with IoT-enabled monitoring of mangrove plants,

dashboard monitoring, as well as augmented reality and virtual reality enriched education.

In 2023, Telkomsel participated in the Mangrove Festival in Bali by providing environmental education focused on mitigating climate change effects and offsetting carbon emissions through programmes such as Carbon Offset and Telkomsel Jaga Bumi with jejak.in.

Furthermore, Telkomsel in collaboration with Volta launched Semolis (Electric Motorcycle Rental), an environmentally friendly transportation solution that is economical, efficient, and complemented with added value.

For its wide-ranging achievements in 2023, Telkomsel Jaga Bumi won the prestigious 2023 Bisnis Indonesia CSR Awards (BISRA).



Management Discussion and Analysis

07





Management Discussion and Analysis

MACROECONOMIC REVIEW

In 2023, Indonesia's economic landscape was rich with themes of resilience and recovery amidst the wider economic slowdown that caused the world's GDP to grow at a slower pace compared to 2022. Throughout the year, Indonesia staged a robust rebound from the pandemic-induced contractions. The nation's economic fortitude was especially remarkable given the broader context of geopolitical tensions, supply chain disruptions, and persistent inflationary pressures that marked the global economy in recent years.

According to data from the Statistics Indonesia (BPS), the national economy expanded by 5.05% for the full year of 2023, indicating a strong recovery and a progression towards surpassing pre-pandemic levels. Such performance highlighted Indonesia's effective macroeconomic management and the adaptability of its economy, which remains underpinned by micro, small, and medium enterprises (MSMEs).

One key indicator of the nation's economic progress was the reduction of poverty rates to levels observed before the pandemic. This decline in poverty reflected improving livelihoods, enhanced access to opportunities, and the efficacy of social safety nets implemented by the government. The convergence of these factors underlines the inclusive nature of Indonesia's economic growth, ensuring that the benefits of economic expansion are widely distributed across different segments of the population.

2023's growth spurt was propelled by several key factors, including increased household consumption tied to heightened mobility. A significant driver was the significant boost in mobility and associated spending during national religious holidays, such as Christmas and New Year. This period saw a noticeable uptick in consumer spending, attributed to stable purchasing power and elevated consumer confidence. These trends underscored the critical role of domestic consumption as a cornerstone of Indonesia's economic stability. Rising consumer confidence reflected broader optimism about the country's economic prospects and the effectiveness of policies aimed at maintaining price stability and supporting consumer spending.

INDUSTRY AND BUSINESS REVIEW

The Indonesian cellular industry had shown its worth as a sector adept at navigating the turbulence of global economic fluctuations and geopolitical uncertainties for much of 2023. Its continued resilience and optimistic outlook were largely shaped by a combination of healthier competition, stable macroeconomic conditions, and inflation rates that were well-managed by the government. These factors helped create a conducive environment for the industry to pursue a path of profitability and sustainable growth, underpinned by a strategic emphasis on quality service delivery and pricing rationalisation.

The cellular industry's resilience has been grounded in the adaptive strategies embodied by key players in the sector, which have been focusing on healthy competition and maintenance of growth-oriented market

conduct. The government's adept management of the economy, characterised by relative macroeconomic stability and measured inflation rates, provided the conducive milieu in which the industry flourished. Companies were incentivised to focus on delivering high-quality data services to meet the rising demand from consumers. The emphasis on pricing rationalisation and renewal of services has fostered an environment ripe for securing profitability and ensuring sustainable growth.

Significant advancements in Indonesia's telecommunications sector in recent years have been augmented by the accelerated growth of mobile and broadband subscribers. The surge in subscriptions was attributed to improved affordability, enhanced and enriched services, and deeper smartphone penetration across the country. Transition from traditional communication methods, such as voice and SMS, to data-driven services reflects the sector's evolution in the face of changing consumer preferences and technological advancements. The affordability of smartphones and a demographic profile defined by a substantial youth population further accelerated the adoption of Data services.

Additionally, over-the-top (OTT) applications have proven to be a game-changer for Indonesia's cellular industry. They caused a definitive shift in consumer behaviour and service consumption patterns. OTT applications have gained significant prominence of late, leading to the decline in the use of traditional telecommunications services. The imperative for the industry is to adapt to the changing

landscape, where data services become the primary revenue stream. It calls for a sharper focus on quality and reliability to meet consumer expectations.

Closing the year, the competitive dynamics of the Indonesian cellular industry seemed to be evolving in a direction where the commitment to maintaining healthy market conduct and meeting the growing demand for high-quality data services remains paramount. This approach fosters optimism within the industry, and at the same time positions the sector to secure lasting profitability in the future, in contrast to the hypercompetitive landscape of the recent past.

STEERING TOWARDS SUPERIORITY WITH FIXED MOBILE CONVERGENCE

The integration of IndiHome's B2C segment—previously an arm of Telkom Group—into Telkomsel in 2023 was a landmark moment for Indonesia's telecommunications industry. This strategic move—dubbed the "Fixed Mobile Convergence" or FMC—has potentially far-reaching consequences, as it seamlessly merged the strengths of both fixed and mobile sectors. With the FMC, Telkomsel distances itself further apart from its peers, redefining the industry's frontline as the nation's leading and largest convergence operator.

By providing unbreakable internet service, this integration facilitates access to high-quality digital services for customers, enhancing their experience with unparalleled ease and convenience. This initiative cemented Telkomsel's

leadership in the telecommunications and digital industry, and deployed a solid foundation for a thoroughgoing community impact. It is now accelerating the Indonesian society's digital inclusion and digital economy, levelling the playing field in the country's telecommunications sector, while carving out new paths of growth to pursue for Telkomsel in the future.

Incorporation of IndiHome services into Telkomsel's portfolio strengthens Telkomsel's position by ensuring service continuity and value creation. It has leveraged opportunities through cross-selling activities, service integration, and content synergy, capturing the customer's entire journey while continuing to uphold an efficient investment approach. With this approach, Telkomsel has been able to align its business along the notions of customer centricity and productivity improvement. This approach, coupled with healthy business conduct embodied in right pricing and appropriate range of products, has been driving Telkomsel to retain customer stickiness and optimise Customer Value Management (CVM).

In 2023, Telkomsel's mobile customer base expanded to 159.3 million, with the addition of 8.7 million IndiHome B2C customers as a result of intensive cross-selling and up-selling activities. This growth showed a significant improvement in customer productivity and quality, supported by continuous network enhancement and automation. The integration has led to healthy Average Revenue Per User (ARPU) growth, including in Data services. With higher payload served in both mobile and fixed segments, Telkomsel successfully established itself as the House of Payload in Indonesia.

As detailed further below, Telkomsel's financial performance post-FMC integration has been robust, recording positive consolidated revenue growth with mid-teens revenue growth and an EBITDA margin of around 50%. The engine of growth behind this achievement was Digital Business, driven by the expansion of Data and Digital Services. Telkomsel has also intensified its network leadership through improved coverage and quality, as articulated by its complete transition from 3G to 4G. By end of 2023, Telkomsel maintained a total of 247,472 BTS on air, including 197,838 4G BTS and 654 5G BTS.

The seamless integration and adoption of an asset-light approach, where infrastructure is controlled at the Group level while Telkomsel concentrates on the customer-facing side, introduce a new profit margin scheme. This strategic shift, further bolstered by synergy initiatives, ensures Telkomsel remains the most profitable entity in the industry, ever on the lookout to set new benchmarks for success in the telecommunications sector in the country.

OPERATIONAL RESULTS

Telkomsel concluded the year 2023 with significant customer growth and enhanced service offerings. Customer base expanded to 159.3 million mobile customers, supported by a notable expansion of IndiHome B2C segment following the FMC integration. Telkomsel's dedication to refining analytical capabilities, particularly through meticulous segmentation and CVM initiatives, underpinned its successful targeting of the youth and future customer segments.

Telkomsel's delivery of added value through strategic partnerships and synergies in content, products, and services brought immediate results in customer metrics, including increased

payload, higher customer consumption, and significant ARPU uplift. Telkomsel's renowned excellence in service and network quality received international recognition with the Ookla® Speedtest Awards™ 2023 for Best Mobile Network, Best Mobile Coverage, and Fastest Mobile Network, for the period of July–December 2023.

Telkomsel was the only Indonesian company to join 30 leading global companies in declaring the Autonomous Network Manifesto. This initiative aims to set the highest standards and practices for accelerating the adoption of autonomous networks, supporting the growth of the telecommunications and digital industries through the development of an Open Digital Architecture (ODA).

Telkomsel also successfully transformed the MyTelkomsel app, which integrates services and digital lifestyle options in a unified platform, offering package tracking, usage transparency, a new loyalty programme, and a comprehensive “One bill, One app, One touchpoint, One solution” approach. Enhanced by Veronika, a virtual human interaction supported by OpenAI, the service platform improved customer engagement pronouncedly. And finally, MyTelkomsel app, with more than 35 million monthly active users, continues to offer tailored products and services that meet users' specific needs.

FINANCIAL RESULTS

Throughout 2023, Telkomsel maintained its strong positive momentum with Digital Business being the engine of growth, while unlocking potential synergy from the FMC. Telkomsel strives to capture the whole journey to connect homes and families by providing the widest range of products and services to seamlessly deliver an incomparably satisfying experience to its 159+ million subscribers.

KEY INDICATORS (Rp BILLION)	FY2023	FY2022	GROWTH
Total Revenues	102,371	89,039	15.0%
Legacy	10,671	16,109	-33.8%
Digital Business	78,473	72,930	7.6%
IndiHome B2C	13,227	-	N/A
Total Expenses	50,293	38,551	30.5%
EBITDA	52,078	50,488	3.1%
Margin (%)	50.9%	56.7%	-5.8 ppt
Net Income	21,878	18,367	19.1%
Margin (%)	21.4%	20.6%	0.7 ppt
Operating Net Income*	21,996	21,217	3.7%
Margin (%)	21.5%	23.8%	-2.3 ppt
Proportion of Digital Business to Mobile Revenue (%)	88.0%	81.9%	6.1 ppt

* Excludes inorganic initiatives with fair value of investment and one-off from unlocking assets

DIGITAL LEADING THE CHARGE, PROPELLED BY CONVERGENCE INITIATIVE

The shift towards Digital in 2023 was characterised by a strategic reduction in the reliance on Legacy services, which have been naturally declining. From the financial standpoint, there was also a one-time adjustment following the implementation of the International Financial Reporting Standards (IFRS) on Legacy business post-FMC integration processes.

As a result, the Digital Business segment's contribution to total revenues rose to 88.0%, up from 81.9% in 2022. Robust growth was experienced in Data and Digital Services, and is slated to continue well into the future as Telkomsel eyes future expansion in Digital drivers.

Revenue from Digital Business in 2023 increased 7.6% year-over-year (yoy), underpinned by growth in Data Payload and the rapid scaling of Digital Services capabilities. These elements remain crucial in Telkomsel's onward evolution into a digital telco company, focusing on optimising and accelerating adoption of Digital Services through quality products and services. This transformation was further supported by initiatives to enhance CVM and the overall customer experience, thereby ensuring customer retention and productivity through advanced analytics and hyper micro-segmentation.

2023 also marked an inflection point for Telkomsel, with the FMC integration of the B2C segment of IndiHome completed in July. The FMC aims to democratise digital connectivity across the community by offering customer-centric packages and a multi-screen approach through content optimisation. Despite the challenges of integration, Telkomsel launched "Telkomsel

One" in August—an embodiment of agility and dedication to enhancing customer experiences as it guaranteed seamless service delivery.

The integration of IndiHome into Telkomsel also strengthened the synergies to unlock new revenue opportunities and achieve operational efficiencies. Through this merger, Telkomsel capitalised on resounding benefits, including content optimisation, cross-selling activities, and cost savings in Customer Premises Equipment (CPE) acquisition. This streamlined approach contributed to maintaining high customer satisfaction levels and operational efficiency. Following the FMC integration, Telkomsel acquired 425,000 new IndiHome B2C customers, with an ARPU of Rp253,000, even as it discontinued the operations of 290 customer touch points across the country. With such achievements, Telkomsel is redoubling its effort to enrich its service offerings and expand its customer base while upholding the high standards of quality and value expected by its customers.

OPTIMISATION ACROSS COMPONENTS OF OPERATING EXPENSES

In 2023, Telkomsel undertook strategic cost optimisation initiatives to enhance its operating expense (OPEX) effectiveness. Despite recording a 30.5% yoy increase in total expenses, reaching Rp50,293 billion, this upsurge was primarily attributed to deliberate efforts aimed at improving network quality and capacity. Such efforts were in line with the broader infrastructure deployment and a new wholesale agreement following IndiHome integration. With this agreement, Telkomsel obtained privileged access to Telkom's extensive infrastructure, which holds enormous potential to bolster its own digital ecosystem nationwide.

Expense growth was also driven by intensified marketing and sales efforts to boost fixed broadband penetration, alongside seasonal variances. Additionally, there was an uptick in other service costs, reflecting Telkomsel's commitment to augmenting digital capabilities in alignment with rising Digital Services revenue. These cost increments were offset by efficiencies achieved via the wholesale agreement, which enhanced productivity and economies of scale, including benefits from traffic share and user expansion.

Beyond these operational expenses, Telkomsel's strategic focus extended to network optimisation, spectrum acquisition, and digital investments. All these were aimed at elevating the Digital Business performance. Excluding spectrum fees, total expenses growth was 28.2% yoy, with mobile expense growth showing a marginal decrease of 0.3%.

HEALTHY EBITDA ALIGNED WITH GUIDANCE

Telkomsel's financial health was evidenced by EBITDA and Net Income performance, aligning with their respective guidance figures. As explained in earlier sections, Telkomsel adopted an asset-light strategy, leveraging Telkom's resources to avoid duplicative network investments. This strategy had led to a favourable EBITDA trajectory and industry-leading profitability, thanks to synergistic efforts and higher penetration rates.

Depreciation expenses saw a moderate increase of 3.3% yoy due to enhancements in IT capabilities for data security, the full-year impact of mobile network asset depreciation from network technology advancements, and investments in fixed broadband equipment. Despite these factors, Telkomsel achieved a 19.1% yoy growth

in Net Income, reaching Rp21,878 billion in 2023, up from Rp18,367 billion in 2022. This figure incorporated gains from inorganic initiatives, including one-off gains from the sale and leaseback of towers and valuation adjustments in its investment in GoTo.

For a more nuanced understanding, adjusting for one-off gains and valuations, Operating Net Income in 2023 was Rp21,996 billion compared to Rp21,217 billion in 2022, signifying a 3.7% yoy increase. Notwithstanding the substantial expenditures associated with expansion and optimisation, Telkomsel's profitability levels remained healthy, its cost management proven effective and its strategic investment approach fruitful.

EXPANDING ASSETS RESULTING IN STRONG FINANCIAL FUNDAMENTALS

The changes in Telkomsel's asset and liability structure in 2023 were indicative of the strategic maneuvers and the broader impacts of operational adjustments that have been taken.

The substantial increase in current assets was primarily driven by unbilled revenues from IndiHome. This uptick directly reflects the integration successes and the subsequent growth in service uptake, as Telkomsel reinforces its position as the leading convergence operator. The increase in non-current assets was derived from fixed assets and right-of-use assets, signaling Telkomsel's continued investment in infrastructure and digital capabilities. These investments are crucial for maintaining competitive edge and supporting the sustained growth of the Digital Business segment.

There was an increase in both current and non-current liabilities. Current liabilities rose due to greater amounts of accounts payable and accrued liabilities, a logical outcome of Telkomsel's expanded operations and more intensive investment activities. The higher non-current liabilities, particularly in lease liabilities and unearned revenues, reflect strategic commitments to long-term leases and the recognition of revenues over time.

By end of 2023, total equity had grown by 2.0% yoy, primarily due to an increase in retained earnings. Telkomsel has been able to post robust profitability and reinvest earnings to foster sustainable growth and ensure future stability, with the FMC as the primary growth catalyst going forward.

DESCRIPTION (Rp BILLION)	DEC-23	DEC-22	GROWTH
Current Assets	20,505	15,937	28.7%
Non-current Assets	92,461	85,055	8.7%
Total Assets	112,966	100,991	11.9%
Current Liabilities	40,009	31,272	27.9%
Non-current Liabilities	42,308	39,677	6.6%
Total Equity	30,649	30,042	2.0%
Total Liabilities and Equity	112,966	100,991	11.9%

SUSTAINABLE CASH GENERATION FOR FUTURE EXPANSIONARY INITIATIVES

In 2023, Telkomsel's cash flows generated from operating activities decreased by 3.1%, primarily due to higher operational cash generation and post-FMC integration processes, offset by substantial payments for upfront and annual fees associated with the acquisition of the new 2.1 GHz bandwidth frequency. There was also an increase in corporate income tax payments in the previous year.

Cash flows for investing activities saw a steep rise of 65.3%, attributed mainly to proceeds from the sale of towers in the preceding period.

Cash flows for financing activities diminished by 7.1% due to the timing of payments for short and medium-term loans. Telkomsel has deliberately pursued a financial strategy that keeps its debt profile efficient and reduces financial leverage in alignment with its broader financial stewardship goals.

With the movements as described above, cash and cash equivalents at the end of 2023 stood at Rp5,135 billion, a 19.2% drop from the figure one year prior.

DESCRIPTION (Rp BILLION)	FY2023	FY2022	GROWTH
Cash Flows from Operating Activities*)	41,685	43,021	-3.1%
Cash Flows for Investing Activities	(14,302)	(8,652)	65.3%
Cash Flows for Financing Activities	(28,601)	(30,783)	-7.1%
Net (Decrease)/Increase in Cash and Cash Equivalents	(1,217)	3,586	-133.9%
Cash and Cash Equivalents at Beginning of Year	6,352	2,766	129.6%
Cash and Cash Equivalents at End of Year	5,135	6,352	-19.2%

* Includes effect of foreign exchange rate changes

DEBT PROFILE

At 31 December 2023, Telkomsel's total outstanding loans stood at Rp2,400 billion, derived from utilisation of revolving credit facilities. In relation to its debt, Telkomsel has to maintain the following financial covenants:

COVENANTS TO MAINTAIN	REQUIRED	ACTUAL
EBITDA to Debt Service	≥ 1.25	2.79
Total Debt to Tangible Net Worth	≤ 2.00	0.10

Notes: Debt covenants exclude lease liabilities.

In terms of credit ratings, Telkomsel remains in the top tier among companies in Indonesia, holding the AAA (National Long Term) rating with Stable Outlook from Fitch Ratings Indonesia, held since October 2023.

RESPONSIBLE OPERATIONS SUPPORTING VISION OF SUSTAINABLE GROWTH

Telkomsel's commitment to sustainability and its positive impact on the environment, society, industry, and governments is integral to the vision of becoming a world-class provider of trusted digital lifestyle services and solutions that contribute to the nation's economic development. Detailed initiatives are described in a preceding chapter, and have been elaborated further in Telkomsel's 2023 Sustainability Report.

To alleviate the impacts of business operations on the environment, Telkomsel launched the "Telkomsel Jaga Bumi" campaign to serve as a comprehensive platform for various environmental undertakings, closely integrated with Telkomsel's business and CSR activities. It includes innovative waste management strategies, such as transforming SIM card plastic waste into smartphone holders for distribution at retail outlets and into pavement blocks for building facility renovations and development; the carbon offset donation programme that encourages exchange of Telkomsel Poin to offset carbon; and tree planting, with a particular focus on mangrove forest restoration. Telkomsel has also been leveraging technology for environmental preservation, as embodied in the project to digitise Tahura with IoT/dashboard monitoring systems and promote forest conservation education using augmented and virtual reality technologies.

Beyond environmental initiatives, Telkomsel strengthens its societal impact through technology leadership, enhancing digital experiences for all customers. The company's CSR programme, "Sambungkan Senyuman" (Continue a Smile), spreads kindness and maintains optimism during significant cultural and religious festivities, such as Ramadan, Eid al-Fitr, Eid al-Adha, and Christmas & New Year. Telkomsel also focuses on inclusivity, providing special services at 19 GraPARI locations to assist customers with disabilities, particularly those who are deaf. This effort is part of Telkomsel's implementation of ESG principles particularly to ensuring accessibility and equality across its operations.



Responsibility for the 2023 Annual Report

This Annual Report including the accompanying consolidated financial statements and related financial information for the year ended December 31, 2023 was authoritatively signed by members of the Board of Commissioners and the Board of Directors of PT Telekomunikasi Selular.

Jakarta, April 2024

BOARD OF COMMISSIONERS



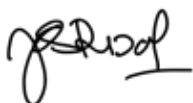
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Derrick Heng

Director of Marketing

Abbreviations

3G	Third Generation (wireless mobile telecommunications technology)
4G	Fourth Generation (broadband cellular network technology)
5G	Fifth Generation (broadband cellular network technology)
API	Application Programming Interface
ARPU	Average Revenue Per User
ATM	Automated Teller Machine
B2B	Business to Business
B2C	Business to Consumer
BOC	Board of Commissioners
BOD	Board of Directors
BTS	Base Transceiver Station
Capex	Capital Expenditure
CBTA	Conditional Business Transfer Agreement
CFMP	Capital Expenditure, Financing, and Management Process
COMBAT	Compact Mobile Base Station
CRM	Customer Relationship Management
CSA	Control Self-Assessment

CSR	Corporate Social Responsibility
CVM	Customer Value Management
DX	Digital Transformation
EBITDA	Earning Before Interest, Tax, Depreciation, and Amortisation
ESG	Environmental, Social, and Governance
Fintech	Financial Technology
FMC	Fixed Mobile Convergence
GB	Gigabytes
GCG	Good Corporate Governance
GHz	Gigahertz
GMS	General Meeting of Shareholders
GPRS	General Packet Radio Service
GSM	Global System for Mobile Communication
HCM	Human Capital Management
HSDPA	High-Speed Downlink Packet Access
HSUPA	High-Speed Uplink Packet Access
ICT	Information and Communication Technology
IFRS	International Financial Reporting Standards
INDICO	PT Telkomsel Ekosistem Digital (subsidiary of Telkomsel)



IoT	Internet of Things
IT	Information Technology
LinkAja	PT Fintek Karya Nusantara (subsidiary of Telkomsel)
LTE	Long-Term Evolution
M2M	Machine to Machine
MHz	Megahertz
MMS	Multimedia Messaging Service
MoU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprises
NYSE	New York Stock Exchange
OJK	Indonesia's Financial Services Authority
OTT	Over-The-Top
PB	Petabytes
PSAK	Pernyataan Standar Akuntansi Keuangan
RAN	Radio Access Network
SIM	Subscriber Identity Module
SME	Small Medium Enterprise

SMS	Short Messaging Service
SOA	Sarbanes–Oxley Act
SOE	State Owned Enterprise
TADEX	Tanah Air Digital Exchange
TB	Terabytes
TERRA	Telkomsel Emergency Response and Recovery Activity
Tinc	Telkomsel Innovation Centre
TMI	PT Telkomsel Mitra Inovasi (subsidiary of Telkomsel)
TTC	Telkomsel Telecommunication Centre
USO	Universal Service Obligation
VoLTE	Voice over LTE
VPN	Virtual Private Network
WAP	Wireless Application Protocol



List of GraPARI

REGIONAL	SITE NAME	ADDRESS
Sumbagsel	GraPARI Bandar Sribawono	JL.JEND.SUDIRMAN NO.16A KEL.SRIMENANTI KEC.BANDAR SRIBAWONO LAMPUNG TIMUR 34399
Sumbagsel	GraPARI Bandar Jaya	JL. PROKLAMATOR RAYA NO. 71C KEL. BANDAR JAYA BARAT KEC. TERBANGGI BESAR KAB. LAMPUNG TENGAH
Sumbagsel	GraPARI Bangka	JL JEND SUDIRMAN KOMP RUKO PERMATA BLOK C NO. 1
Sumbagsel	GraPARI Baturaja	GEDUNG TAP: JL. A. YANI NO.71 B DEPAN SPBU AIR KARANG KEC. BATU RAJA TIMUR
Sumbagsel	GraPARI Belitang	JL. JENDRAL SUDIRMAN RUKO BELITANG MAS BK 10 KEC. BELITANG KAB. OKU TIMUR
Sumbagsel	GraPARI Belitung	JL. JEND. SUDIRMAN NO 28 RUKO D-E PANGKALALANG, TANJUNGPANDAN
Sumbagsel	GraPARI Bengkulu	JL. LETJEND SUPRAPTO, ANGGUT DALAM, KEC. RATU SAMBAN, KOTA BENGKULU, BENGKULU 38222
Sumbagsel	GraPARI Betung	GEDUNG PT. POS : JL PALEMBANG -BETUNG NO 76 RT 003/001 LK.I KEL. BETUNG KEC BETUNG BANYUASIN 30578
Sumbagsel	GraPARI Curup	RUKO 1 : JL. MH. THAMRIN, KEL. AIR RAMBAI KEC. CURUP KOTA KAB. REJANG LEBONG
Sumbagsel	GraPARI Indralaya	JL. LINTAS TIMUR PALEMBANG - KAYUAGUNG KM 35, RUKO GRAND CENTRAL JOULIS, INDRALAYA
Sumbagsel	GraPARI Jambi	JL.HM YUSUF SINGADEKANE NO.09 TELANAIPURA, JAMBI 36122
Sumbagsel	GraPARI Kalianda	JL KESUMA BANGSA NO 88B KALIANDA LAMPUNG SELATAN
Sumbagsel	GraPARI Kayu Agung	JL. M. JEND YUSUF SINGADEKANE NO.13 KEL. JUA JUA KEC. KAYU AGUNG
Sumbagsel	GraPARI Kotabumi	JL.ALAMSYAH RPN NO.43F KEL. KELAPA TUJUH KEC. KOTABUMI SELATAN KAB. LAMPUNG UTARA
Sumbagsel	GraPARI Lahat	JL. KOLONEL BARLIAN NO.182 TALANG KAPUK, PASAR LAMA
Sumbagsel	GraPARI Lampung	"KOMP. VILLA CITRA BLOK RE I-III, JL. PANGERAN ANTASARI, JAGABAYA III, WAY HALIM BANDAR LAMPUNG, BANDAR LAMPUNG CITY, LAMPUNG 35132"
Sumbagsel	GraPARI Lubuk Linggau	JL. YOS SUDARSO NO 13A KEL TABA JEMEKEH
Sumbagsel	GraPARI Majapahit	JL MAJAPAHIT NO.14 - TANJUNG KARANG
Sumbagsel	GraPARI Manna	JL. LETNAN TUKIRAN NO.46 RT.02, KEL. PASAR BARU, KEC. KOTA MANNA, KAB. BENGKULU SELATAN 38513
Sumbagsel	GraPARI MDP Palembang	JL. JENDRAL SUDIRMAN KM.4, GEDUNG MDP IT STORE LT. 1 (SIMPANG POLDA) PALEMBANG 30128
Sumbagsel	GraPARI Merangin	JLN JEND SUDIRMAN KM 3KEL SEI ULAK KEC NALO TANTAN KAB MERANGIN PROV JAMBI 37300
Sumbagsel	GraPARI Metro Lampung	JL.JEND.SUDIRMAN NO.282 KEC.METRO PUSAT KOTA METRO

REGIONAL	SITE NAME	ADDRESS
Sumbagsel	GraPARI Muara Bungo	JL. JENDRAL SUDIRMAN NO 76, MUARA BUNGO 37214
Sumbagsel	GraPARI Muara Enim	"JL JENDRAL SUDIRMAN TALANG JAWA ATAS (SAMPING BANK BRI) KEL/ DESA PASAR III KEC. MUARA ENIM KAB. MUARA ENIM SUMATER SELATAN KODE POS 31314"
Sumbagsel	GraPARI Muko Muko	JL. JENDERAL UJUNG PADANG, PS. MUKOMUKO, KOTA MUKOMUKO, KABUPATEN MUKOMUKO, BENGKULU 38711, INDONESIA
Sumbagsel	GraPARI Natar	JL RAYA NATAR NO 78E KELURAHAN MERAK BATIN KECAMATAN NATAR LAMPUNG SELATAN
Sumbagsel	GraPARI Palembang I	"JL JEND. SUDIRMAN NO 459, 20 ILIR (SAMPING KODAM II SRIWIJAYA) KOTA PALEMBANG KODE POS 30129, SUMATERA SELATAN"
Sumbagsel	GraPARI Pangkal Pinang I	JL. RUSTAM EFFENDI NO. 3 . DEPAN ALUN-ALUN KOTA PANGKAL PINANG, BATIN TIKAL , PANGKAL PINANG-33121
Sumbagsel	GraPARI Prabumulih	JL.JENDRAL SUDIRMAN NO.02 KEL. MUARA DUA KEC. PRABUMULIH TIMUR, KOTA PRABUMULIH 31113
Sumbagsel	GraPARI Pringsewu	JL. JEND. SUDIRMAN NO. 1145 PRINGSEWU BARAT KEC. PRINGSEWU 35373
Sumbagsel	GraPARI Rimbo Bujang	JL. PAHLAWAN (DEPAN POLSEK) KEL. WIROTHO AGUNG KEC. RIMBO BUJANG KAB. TEBO 37553
Sumbagsel	GraPARI Sarolangun	JL. LINTAS SUMATERA KM 1 RT.08 NO.02 KEL. AUR GADING KEC. SAROLANGUN JAMBI 37481
Sumbagsel	GraPARI Sebrang Ulu	JL. A. YANI NO. G26 RT. 031 RW. 01 TANGGA TAKAT KEL. 13 ULU KEC. SEBRANG ULU II PALEMBANG
Sumbagsel	GraPARI Sekayu	"JLN. KOL. WAHID UDIN RUKO SEJAHTERA NO 559D KEC. SEKAYU KEL. SERASAN JAYA MUSI BANYUASIN - SUMSEL 30711"
Sumbagsel	GraPARI Sungai Penuh	IMAM BONJOL PASIR PUTIH RIMBO TENGAH JAMBI 37215
Sumbagsel	GraPARI Tulang Bawang	JL. LINTAS TIMUR UNIT 2 KP. DWT JAYA KEC. BANJAR AGUNG KAB. TULANG BAWANG, LAMPUNG 34595
Sumbagsel	GraPARI Tungkal Ilir	JL.KH DEWANTARA NO 30B KEL.TUNGKAL EMPAT KOTA
Sumbagsel	GraPARI Wolter Monginsidi	JL. WOLTER MONGONSIDI NO. 100 ,PENGAJARAN, TELUK BETUNG UTARA, BANDAR LAMPUNG 35215
Sumbagteng	GraPARI Bagan Batu	JL. JENDRAL SUDIRMAN NO.745, BAGAN BATU, KEC.BAGAN SINEMBAH, KAB. ROKAN HILIR 28992
Sumbagteng	GraPARI Bagan Siapiapi	JL.MERDEKA NO.23 KEL.BAGAN KOTA KEC.BANGKO.
Sumbagteng	GraPARI Bangkinang	JL. DI. PANJAITAN DEPAN BENGKEL ADEBE JUNIOR KEL. LANGGINI KEC. BANGKINANG KOTA, 28412
Sumbagteng	GraPARI Batam Center	JL. ENGKU PUTRI BATAM CENTRE BATAM 29432
Sumbagteng	GraPARI Batu Sangkar	JLN. IMAM BONJOL,JORONG KUBU RAJO, KEC LIMA KAUM KAB TANAH DATAR, SUMBAR
Sumbagteng	GraPARI Bengkalis	JL. A YANI DEPAN KANTOR BUPATI, BENGKALIS 28712

REGIONAL	SITE NAME	ADDRESS
Sumbagteng	GraPARI Bintan	JL.PERMAISURI RUKO TAMAN RHAODAH NO.11 TANJUNG UBAN
Sumbagteng	GraPARI Bukit Tinggi	JL. M. SYAFEI NO.16 BUKIT TINGGI
Sumbagteng	GraPARI Dabo Singkep	JL.KARTINI NO.17A, KEC.SINGKEP KAB.LINGGA, DABO SINGKEP 29871
Sumbagteng	GraPARI Dumai	JL. JENDRAL SUDIRMAN NO.153 DUMAI – RIAU 28812
Sumbagteng	GraPARI Dumai I	JL. SULTAN SYARIF KASIM NO. 212-214 , KEL. DUMAI KOTA, DUMAI KOTA
Sumbagteng	GraPARI Duri	JL. HANGTUAH NO. A023 RT 02 RW 18 KEL. AIR JAMBAK KEC. MANDAU KAB. BENGKALIS PROVINSI RIAU 28784
Sumbagteng	GraPARI Grand Batam Mall	"GRAND BATAM MALL LANTAI L2-08 ,JALAN PEMBANGUNAN KELURAHAN BATU SELICIN KECAMATAN LUBUK BAJA KOTA BATAM"
Sumbagteng	GraPARI Kijang	JL. RAJA ALI HAJI, KEL. KAMPUNG KOLAM RENANG, KAB. BINTAN
Sumbagteng	GraPARI Lite Bukittinggi	GEDUNG BARU PASAR ATEH BUKITTINGGI, SEPUTARAN JAM GADANG, KEL. BENTENG PASAR ATAS, KEC. GUGUK PANJANG, KOTA BUKITTINGGI, SUMATERA BARAT 26136
Sumbagteng	GraPARI Lite Flamboyan	JL.FLAMBOYAN V RT 05 RW 03 TAPUNG 28464
Sumbagteng	GraPARI Lite Lubuk Basung	JL. VETERAN ,PADANG BARU, KEC. LUBUK BASUNG KAB. AGAM 26452
Sumbagteng	GraPARI Lite Lubuk Sikaping	JL. SUDIRMAN NO.109 KEL. PAUH KEC. LUBUK SIKAPING
Sumbagteng	GraPARI Lite Natuna	JL. DATOK KAYA WAN MOHD. BENTENG NO.116
Sumbagteng	GraPARI Lite Pakning	JL. JEND SUDIRMAN KEL. SEI PAKNING KEC. BUKIT BATU KAB. BENGKALIS (DEPAN PUKESMAS)
Sumbagteng	GraPARI Lite Pangkalan	JL. LINTAS SUMBAR- RIAU, PASAR PANGKALAN, NAG. PAGKALAN KOTO BARU KAB. LIMA PULUH KOTA 26272
Sumbagteng	GraPARI Lite Solok Selatan	SIMPANG PASAR BARU MUARA LABUH. JALAN RAYA RAWANG. JORONG RAWANG KELURAHAN PASIR TALANG. KECAMATAN SUNGAI PAGU. KABUPATEN SOLOK SELATAN 27776
Sumbagteng	GraPARI Lite Ujung Batu	JL.JENDRAL SUDIRMAN NO 131 UJUNG BATU 28553
Sumbagteng	GraPARI Living World Pekanbaru	JL. SOEKARNO HATTA, TANGKERANG BARAT, KEC, MARPOYAN DAMAI. PEKANBARU. LT.1
Sumbagteng	GraPARI Lubuk Alung	JL.RAYA PADANG BUKITTINGGI PASAR MUDIK LUBUK ALUNG PADANG PARIAMAN SUMATERA BARAT 25581.
Sumbagteng	GraPARI Mall Nagoya Hill Batam	RUKO NAGOYA HILL MALL BLOK O NO. 12B-15, KEC. LUBUK BAJA, NAGOYA BATAM, KEP. RIAU 29432
Sumbagteng	GraPARI Mall Panbill Batam	LT. DASAR KD 2.PANBIL MALL MUKA KUNING, BATAM 29433

REGIONAL	SITE NAME	ADDRESS
Sumbagteng	GraPARI Padang	GEDUNG TELKOM, JL. KH. AHMAD DAHLAN NO.17, ALAI PARAK KOPI, KEC. PADANG UTARA, KOTA PADANG, SUMATERA BARAT 25173
Sumbagteng	GraPARI Padang Panjang	JL. M. YAMIN NO. 16, KEL. PASAR USANG, PADANG PANJANG KOTA
Sumbagteng	GraPARI Painan	JL. RAYA PAINAN / SAMUDERA, PAINAN, KAB. PESISIR SELATAN
Sumbagteng	GraPARI Pangkalan Kerinci	JL. LINTAS TIMUR PASAR BARU PANGKALAN KERINCI KAB. PELALAWAN PROV RIAU 28300
Sumbagteng	GraPARI Pasaman	JL. JEND. SOEDIRMAN SIMPANG EMPAT SELATAN KEC. PASAMAN KAB. PASAMAN BARAT SUMATERA BARAT-26566
Sumbagteng	GraPARI Pekanbaru	GEDUNG GRAHA MERAH PUTIH, JL. JEND. SUDIRMAN NO. 199 PEKANBARU
Sumbagteng	GraPARI Pekanbaru Panam	JLN HR SOEBRANTAS NO.13 (DEPAN BURGER KING) KEL. SIDOMULYO BARAT KEC. TAMPAN
Sumbagteng	GraPARI Perawang Siak	JL. RAYA PERAWANG NO. 79 KM. 6 KEL. PERAWANG KEC. TUALANG KAB. SIAK-RIAU 28772
Sumbagteng	GraPARI Rengat	JL. NARASINGA NO. 04 KAMBESKO (DEPAN KANTOR POS), RENGAT , INHU-RIAU-29300 TLP. 0769-323380
Sumbagteng	GraPARI Selat Panjang	JLN. KARTINI NO. 7 A, SELATPANJANG - 28753 - RIAU
Sumbagteng	GraPARI Simpang Aru	JLN. DR .SUTOMO NO 110, KUBU MARAPALAM,KEC PADANG TIMUR
Sumbagteng	GraPARI Solok	"JL. M. YAMIN NO. 60, RT02RW01, KELURAHAN PASAR PANDAN AIR MATI, KECAMATAN TANJUNG HARAPAN. KODE POS 27361"
Sumbagteng	GraPARI Solok I	JL. SYECH KUKUT, PS. PANDAN AIR MATI, T.J. HARAPAN, KOTA SOLOK, SUMATERA BARAT 27317
Sumbagteng	GraPARI Sungai Rumbai	"JL. LINTAS SUMATERA, KANTOR GRAPARI SUNGAI RUMBAI , KEL. SUNGAI RUMBAI TIMUE, KEC. SUNGAI RUMBAI, KAB. DHARMASRAYA, PROV. SUMATRA BARAT -POS : 27684"
Sumbagteng	GraPARI Tanjung Balai Karimun	JL. AHMAD YANI RT.04/03 NO. 8 SEI LAKAM KOLONG SAMPING ORIENTAL, TANJUNG BALAI KARIMUN 29661
Sumbagteng	GraPARI Tanjung Batu Karimun	JL. JEND. SUDIRMAN NO. 216 RT 02/03 , TANJUNG BATU KOTA, TANJUNG BATU KUNDUR 29662, KEPRI-INDONESIA
Sumbagteng	GraPARI Tanjung Pinang	JL. BASUKI RACHMAT NO. 9 TANJUNG PINANG 29124
Sumbagteng	GraPARI Teluk Kuantan	JL. AHMAD YANI NO. 33 KOTO TALUK,KEC. KUANTAN TENGAH,KAB.KUANTAN SINGINGI.
Sumbagteng	GraPARI Tembilahan	JLN BAHARUDDIN YUSUF RT. 001 RW. 014 TEMBILAHAN KOTA - SEBRANG MASJID DARUL HIKMAH
Sumbagteng	GraPARI Payakumbuh I	JL. SUDIRMAN NO. 2, KEL. KOTO BARU, PAYAKUMBUH KOTA
Sumbagut	GraPARI Balige	JL. SM. RAJA NO. 204, BALIGE
Sumbagut	GraPARI Banda Aceh	JL. TGK. H. M. DAUD BEUREUEH NO. 23 BANDA ACEH

REGIONAL	SITE NAME	ADDRESS
Sumbagut	GraPARI Binjai Supermall	JL. SOEKARNO HATTA NO. 14 BINJAI, BINJAI SUPER MALL UPPER GROUND GROUND, 01-03. BINJAI
Sumbagut	GraPARI Bireun	JLN. SULTAN ISKANDAR MUDA NO 17 DESA BIREUEN MEUNASAH BLANG,KEC KOTA JUANG KAB BIREUEN 24211
Sumbagut	GraPARI Gunung Sitoli	JL. MUHAMAD HATTA NO.3 KEL PASAR GUNUNGSITOLI, KEC. GUNUNG SITOLI, KAB NIAS-22813
Sumbagut	GraPARI Iskandar Muda	JL. ISKANDAR MUDA NO. 35, MEDAN KOTA
Sumbagut	GraPARI Kabanjahe	JL. VETERAN NO. 25 BC KEL. KAMPUNG DALAM KEC. KABANJAHE KAB. KARO 22113
Sumbagut	GraPARI Kisaran	JL. HOS. COKROAMINOTO NO 30,32 KEL.KISARAN KOTA LK. IV KEC. KISARAN BARAT
Sumbagut	GraPARI Kota Pinang	JL. BUKIT KOTAPINANG KEL. KOTAPINANG KEC. KOTAPINANG KAB. LABUHANBATU SELATAN
Sumbagut	GraPARI Lambaro	RUKO 1 : JL. SOEKARNO HATTA (DEPAN BNI 46), DESA LAMBARO KEC. INGIN JAYA KAB. ACEH BESAR PROV. ACEH
Sumbagut	GraPARI Langsa	JL. AHMAD YANI NO.108 DESA GAMPONG JAWA KEC. LANGSA KOTA. KOTA LANGSA 24416
Sumbagut	GraPARI Lhokseumawe	JL. TGK. CHIK DITIRO DESA LANCANG GARAM KEC. BANDA SAKTI NO. 1
Sumbagut	GraPARI Lubuk Pakam	JL. DR. SUTOMO NO. 7 LUBUK PAKAM, DELI SERDANG
Sumbagut	GraPARI Medan Fair Plaza	JL. GATOT SUBROTO PLAZA MEDAN FAIR LT 1 NO 52-53 MEDAN
Sumbagut	GraPARI Medan Karyajasa	JL.TRITURA , RUKO TITI KUNING MAS B-3, MEDAN
Sumbagut	GraPARI Medan Marelan	JL. KAPTEN SUMARSONO KOMPLEK BTC NO. A3, TANJUNG GUSTA, KEC. MEDAN HELVETIA
Sumbagut	GraPARI Meulaboh	JL. NASIONAL UJUNG BAROH, KEC.JOHAN PAHLAWAN, MEULABOH, ACEH BARAT
Sumbagut	GraPARI Padang Sidempuan	JL. SM RAJA NO. 212 ABC, KEL. SITAMIANG BARU, KEC. PADANG SIDEMPUAN SELATAN
Sumbagut	GraPARI Panyabungan	JL. TRANS SUMATERA BUKITTINGGI-PADANG SIDEMPUAN, KEL PIDOLI DOLOK, KEC PANYABUNGAN, KAB MANDAILING NATAL, SUMATERA UTARA, 22919
Sumbagut	GraPARI Pematang Siantar	JL. W. R. SUPRATMAN NO.11, PROKLAMASI, SIANTAR BAR., KOTA PEMATANG SIANTAR, SUMATERA UTARA 21146
Sumbagut	GraPARI Plaza Millenium Medan	JL. KAPTEN MUSLIM NO 111 PLAZA MILLENIUM LT DASAR NO 4-5 MEDAN
Sumbagut	GraPARI Rantau Prapat	JL. WR. SUPRATMAN NO. 40
Sumbagut	GraPARI Sabang	JL. PERDAGANGAN - KOTA BAWAH, SABANG KOTA
Sumbagut	GraPARI Sibolga	JL. ZAINUL ARIFIN NO.33, SIBOLGA

REGIONAL	SITE NAME	ADDRESS
Sumbagut	GraPARI Sigli	JL PROF A MAJID IBRAHIM NO .13 GAMPONG ASAN KEC KOTA SIGLI KAB PIDIE 24112
Sumbagut	GraPARI Stabat	JL. JEND. SUDIRMAN NO. 14 A, KELURAHAN PERDAMAIAN, STABAT
Sumbagut	GraPARI Takengon	JL. LEUBE KADER NO. 2, DESA BALE ATU, KAB. ACEH TENGAH
Sumbagut	GraPARI Tanjung Balai Asahan	JL. JEND. SUDIRMAN KM. 4 KEL. SIJAMBI, KEC. DATUK BANDAR, KOTA TANJUNG BALAI, 21361
Sumbagut	GraPARI Tanjung Morawa	JL. MEDAN KM.17.5, KOMP. SUZUYA PLAZA BLOK A6, TANJUNG MORAWA, DELI SERDANG.
Sumbagut	GraPARI Tarutung	JL. MAYJEND DI PANJAITAN NO. 143, KEC. TARUTUNG KAB. TAPANULI UTARA-22413
Sumbagut	GraPARI Tebing Tinggi	JL. JEND. SUDIRMAN NO. 405F KEL SRI PADANG KEC RAMBUTAN TEBING TINGGI
Sumbagut	GraPARI Medan	GRAHA MERAH PUTIH LT. 1 JL. PUTRI HIJAU NO.1 MEDAN, 20111
Sumbagut	GraPARI Wahidin Medan	JL. DR. WAHIDIN NO. 46 / 4-AA PANDAU HULU II, MEDAN KOTA 20211
Central Jabotabek	GraPARI Bassura City Mall Jakarta	LANTAI 1, JL BASUKI RAHMAT NO.1A RT.008 RW.010 JATINEGARA, CIPINANG BESAR JAKARTA TIMUR, DKI JAKARTA
Central Jabotabek	GraPARI Cengkareng	RUKO MUTIARA PALEM BLOK A 2 NO.11 CENGKARENG
Central Jabotabek"	GraPARI Central Park Jakarta"	MALL CENTRAL PARK LT. 3 LOT 116-118, JL. LETJEN S. PARMAN, JAKARTA BARAT, JAKARTA 11480"
Central Jabotabek	GraPARI Emporium Pluit Jakarta	MALL EMPORIUM LT.1 JL. PLUIT SELATAN RAYA, KEC . PENJARINGAN JAKARTA UTARA 14440
Central Jabotabek	GraPARI Fatmawati	JL. RAYA FATMAWATI RAYA NO. 65, JAKARTA SELATAN KOTA
Central Jabotabek	GraPARI Graha Merah Putih	JL. JENDRAL GATOT SUBROTO KAV. 52 JAKARTA SELATAN 12710
Central Jabotabek	GraPARI Gunung Sahari	JL. GUNUNG SAHARI NO. 53, JAKARTA PUSAT KOTA
Central Jabotabek	GraPARI Jatinegara	JL. DI. PANJAITAN KAV. 42, JAKARTA TIMUR KOTA
Central Jabotabek	GraPARI Kalibata	JL. RAYA PASAR MINGGU, PEJATEN TIM, KEC. PS. MINGGU, JAKARTA, DAERAH KHUSUS IBUKOTA JAKARTA 11450
Central Jabotabek	GraPARI Mall Ambassador Jakarta	MALL AMBASSADOR LT. 3 NO.1 , JL. PROF.DR. SATRIO, JAKARTA SELATAN
Central Jabotabek	GraPARI Mall Cijantung Jakarta	MALL CIJANTUNG LANTAI 1 NO.1-4, CIJANTUNG, JAKARTA TIMUR
Central Jabotabek	GraPARI Mall Kelapa Gading Jakarta	MALL KELAPA GADING 3, LT. 2 JL. BOULEVARD KELAPA GADING BLOK M RT 13/ RW 18, KELAPA GADING TIMUR, JKT 14240

REGIONAL	SITE NAME	ADDRESS
Central Jabotabek	GraPARI Mall Kota Kasablanka Jakarta	JL. CASABLANCA RAYA KAV.88, LT. 2, JAKARTA SELATAN
Central Jabotabek	GraPARI Mall Sarinah	JL. MH. THAMRIN LT. 01-02, NO. 11 RT. 08/RW.04
Central Jabotabek	GraPARI Palmerah	JALAN KEBAYORAN LAMA NOMOR 7
Central Jabotabek	GraPARI PGC Jakarta	PGC LT. 3A JL. MAYJEN SUTOYO NO. 76 CILILITAN KRAMAT JATI JAKTIM
Central Jabotabek	GraPARI Pondok Indah	"PLAZA PONDOK INDAH 2 - JL. METRO PONDOK INDAH KAV 4 NO.25-26, RT.3/RW.14, PD. PINANG, KEC. KBY. LAMA, KOTA JAKARTA SELATAN, DAERAH KHUSUS IBUKOTA JAKARTA 12310"
Central Jabotabek	GraPARI Rawamangun	JL. PEMUDA NO. 68, KEL. RAWA MANGUN, KEC. PULO GADUNG
Central Jabotabek	GraPARI S Parman	JL. S. PARMAN KV. 8, JAKARTA BARAT KOTA
Central Jabotabek	GraPARI Wisma Alia Jakarta	GEDUNG WISMA ALIA, JL. M. RIDWAN RAIS 10-18, JAKARTA PUSAT
Central Jabotabek	GraPARI Yos Sudarso	JL. YOS SUDARSO NO. 23-24 JAKUT
Eastern Jabotabek	GraPARI Bekasi Cyber Park	GEDUNG BEKASI CYBER PARK, JL KH NOER ALI NO. 177, BEKASI SELATAN 17144
Eastern Jabotabek	GraPARI Bogor	PLASA TELKOM, JL. RAYA PAJAJARAN NO. 37 BOGOR 16143
Eastern Jabotabek	GraPARI Cibadak	JL. SURYAKENCANA NO. 123, CIBADAK, SUKABUMI 43355
Eastern Jabotabek	GraPARI Cibinong I	JL.RAYA TEGAR BERIMAN KAV. 37 KOMPLEK PEMDA CIBINONG
Eastern Jabotabek	GraPARI Cicurug	JL. SILIWANGI NO.151 CICURUG KODE POS 43359
Eastern Jabotabek	GraPARI Cikampek	JL. IR H. JUANDA NO. 404 JOMIN BARAT, KOTABARU, KABUPATEN KARAWANG, JAWA BARAT 14373
Eastern Jabotabek	GraPARI Cikarang	KOMPLEK RUKO 21, JALAN RAYA CIBARUSAH NO.21H KEL SUKARESMI, KEC CIKARANG SELATAN, KAB BEKASI (17530)
Eastern Jabotabek	GraPARI Cisarua	JL. RAYA PUNCAK KM 79.9, CISARUA BOGOR
Eastern Jabotabek	GraPARI Dramaga	JL. BUBULAK NO. 11 RT 02 RW 11 KEC. BUBULAK , BOGOR BARU , KOTA BOGOR , JAWA BARAT 16115
Eastern Jabotabek	GraPARI 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

REGIONAL	SITE NAME	ADDRESS
Eastern Jabotabek	GraPARI Lite Mega City Bekasi	JL. A.YANI NO.1, RT.004/RW.001, MARGA JAYA, KEC. BEKASI SEL., KOTA BKS, JAWA BARAT 17141
Eastern Jabotabek	GraPARI Mall Cinere	MALL CINERE LANTAI 1, JL. CINERE RAYA NO. 1 . CINERE DEPOK
Eastern Jabotabek	GraPARI Mall Grand Cibubur	JL. RAYA ALTERNATIF CIBUBUR – CILEUNGSI KM. 4 , MALL GRAND CIBUBUR LT.2
Eastern Jabotabek	GraPARI Mall Technomart Karawang	MALL TECHNOMART BLOK A53 DAN A51 JALAN ARTERI GALUH MAS, PUSEURJAYA, TELUKJAMBE TIMUR, KABUPATEN KARAWANG, JAWA BARAT 41361
Eastern Jabotabek	GraPARI Parung	JL. RAYA PARUNG, KEL. PARUNG, KEC. PARUNG, KAB. BOGOR
Eastern Jabotabek	GraPARI Pelabuhan Ratu	GRAPARI PLASA TELKOM JL. SILIWANGI NO. 11 PALABUHAN RATU KODE POS : 43364
Eastern Jabotabek	GraPARI Purwakarta	JL. SINGAWINATA NO 126
Eastern Jabotabek	GraPARI Sukabumi	JL. RE MARTADINATA NO. 71 CIKOLE SUKABUMI
Eastern Jabotabek	GraPARI Tambun	RUKO METLAN TAMBUN BLOK A3 NO. 12. KEL TAMBUN, KEC. TAMBUN SELATAN. BEKASI. JAWA BARAT 17510
Eastern Jabotabek	GraPARI The Park Sawangan	"LANTAI 2-0140, THE PARK SAWANGAN, JL. RAYA PARUNG – CIPUTAT NO.1, RW.004, SERUA, KEC. BOJONGSARI, KOTA DEPOK, JAWA BARAT 16555"
Jawa Barat	GraPARI Bandung Elektronik Center	"ISTANA BEC. LT. LU BLOK AA05. JL. PUNAWARMAN NO. 13-15. BANDUNG"
Jawa Barat	GraPARI Banjar	JL. PERINTIS KEMERDEKAAN NO. 9, KEC. BANJAR, KOTA BANJAR, JAWA BARAT 46211
Jawa Barat	GraPARI Bantarkalong	JL. CITRA RAYA BLOK G1 NO 23R CIKUPA TANGERANG, BANTEN 15710
Jawa Barat	GraPARI Ciamis	JL. KH AHMAD DAHLAN NO. 13B CIAMIS 46211
Jawa Barat	GraPARI Cianjur	JL. ABDULLAH BIN NUH NO.64-66 CIANJUR
Jawa Barat	GraPARI Cianjur Ir H Juanda	JL. IR. JUANDA NO. 9, KEL. PAMOYANAN, KEC. CIANJUR, KAB. CIANJUR
Jawa Barat	GraPARI Ciledug Cirebon	JL. MERDEKA UTARA NO.192 DESA CILEDUG TENGAH KECAMATAN CILEDUG
Jawa Barat	GraPARI Cimahi	JL. GATOT SUBROTO NO. 3, KEC. BAROS, CIMAHI TENGAH 40521
Jawa Barat	GraPARI Cirebon	JL. SILIWANGI NO 13,CIREBON
Jawa Barat	GraPARI Cirebon Super Blok	"CIREBON SUPER BLOK, LANTAI LG 0015 SEBELAH SELATAN LOBBY UTAMA MALL CSB. JL. DOKTOR CIPTO MANGUNKUSUMO , JAWA BARAT"
Jawa Barat	GraPARI Dago	JL. IR. H. JUANDA NO. 252 BANDUNG 40134

REGIONAL	SITE NAME	ADDRESS
Jawa Barat	GraPARI Garut	GEDUNG TELKOM JALAN PRAMUKA NO. 32 KABUPATEN GARUT
Jawa Barat	GraPARI Gegerkalong	JL. GEGERKALONG HILIR NO 47 KEC. SUKASARI KEL. GEGERKALONG BANDUNG
Jawa Barat	GraPARI Indramayu	"JL. D.I PANJAITAN NO.54 KARANGANYAR, KEC.INDRAMAYU - INDRAMAYU 45213"
Jawa Barat	GraPARI Jatibarang	JL. MAYOR DASUKI NO. 58/82 JATIBARANG, INDRAMAYU 45273
Jawa Barat	GraPARI Kuningan	JL. SILIWANGI NO. 196 KUNINGAN
Jawa Barat	GraPARI Lembang	JL. RAYA LEMBANG NO 241
Jawa Barat	GraPARI Lembong	JL. LEMBONG NO. 11, JAWA BARAT
Jawa Barat	GraPARI Majalaya	RUKO MARIS SQUARE NO.2 JL.BABAKAN KEL MAJALAYA 40382 KAB. BANDUNG
Jawa Barat	GraPARI Majalengka	JL. KH. ABDUL HALIM NO 154, MAJALENGKA 45418
Jawa Barat	GraPARI Metro Trade Center Bandung	JL.SOEKARNO HATTA NO.590, RUKO MTC BLOK C-27, BANDUNG 40286
Jawa Barat	GraPARI Miko Mall Bandung	JALAN KOPO NO.599. MIKO MALL LANTAI 1 BLOK 10-20 KEL CIRANGRANG KEC BABAKAN CIPARAY
Jawa Barat	GraPARI Padalarang	JL. RAYA CIBURUY NO.217/KDTL LEM
Jawa Barat	GraPARI Pamanukan	JL. ION MARTASASMITA NO. 36, PAMANUKAN-SUBANG 41254
Jawa Barat	GraPARI Pangandaran	JL. MERDEKA KM 0,5 RT. 03 RW. 03 DESA. PANANJUNG. KEC. PANGANDARAN KAB. PANGANDARAN
Jawa Barat	GraPARI Rajawali	JL. RAJAWALI NO.101 BDG
Jawa Barat	GraPARI Rancaekek	JALAN RAYA BANDUNG - GARUT BYPASS CICALENGKA NO.KM 20.9
Jawa Barat	GraPARI Sindanglaya	JL RAYA CIPANAS NO 107 SINDANGLAYA
Jawa Barat	GraPARI Singaparna	JL. RAYA TIMUR NO. 49 RT 002/003, CIKIRAY, DESA SUKAMULYA, KEC .SINGAPARNA, KAB TASIKMALAYA
Jawa Barat	GraPARI Soreang	JL. AL-FATHU RUKO BALE SAKANCA BLOK A NO. 3 DESA PAMEKARAN KEC SOREANG , KAB BANDUNG - 40912
Jawa Barat	GraPARI Subang	JL. ADE IRMA SURYANI, SUBANG, KAB. SUBANG
Jawa Barat	GraPARI Sumber	RUKO GRAND DUTA NO.14A JL. P. CAKRABUANA KEMANTREN-SUMBER 45611
Jawa Barat	GraPARI Sumedang	JL. PANGERAN GEUSAN ULUN NO. 29 KEC. SUMEDANG SELATAN KAB. SUMEDANG
Jawa Barat	GraPARI Supratman	JL. WR SUPRATMAN NO.62 BDG
Jawa Barat	GraPARI Tasikmalaya	JL. PANGLAYUNGAN II NO. 3 - 5 TASIKMALAYA 46134
Jawa Barat	GraPARI Trans Studio Mall Bandung	JALAN JENDRAL GATOT SUBROTO NO. 289, KOTA BANDUNG, JAWA BARAT 40273

REGIONAL	SITE NAME	ADDRESS
Jawa Barat	GraPARI Ujung Berung	"JL. RAYA UJUNG BERUNG KM.12 BDG / JL. TERUSAN A.H NASUTION KM 252 KEL.CIPADUNG KULON KEC. PANYILEUKAN 40195"
Western Jabotabek	GraPARI Balaraja	KOMP RUKO SAGA INDAH JL. RAYA KRESEK KP SAGA RT 06/04 DUSUN TOBAT KEC BALARAJA KAB TGR 15610
Western Jabotabek	GraPARI Bintaro Jaya Xchange	MALL BINTARO JAYA XCHANGE,CBD BINTARO JAYA SEKTOR VII LANTAI G NO.121 TANGERANG SELATAN 15227
Western Jabotabek	GraPARI BSD	GRAHA TELEKOMUNIKASI LT.DASAR JL RAYA SERPONG SEKTOR IV BSD TANGERANG 15322
Western Jabotabek	GraPARI Cikupa	RUKO TAMAN PALMA JL. CITRA RAYA BLOK G1 NO 23R CIKUPA TANGERANG, BANTEN 15710
Western Jabotabek	GraPARI Cilegon	GRAHA SUCOFINDO LT.1, JL. JENDRAL A. YANI NO.106 CILEGON 42416
Western Jabotabek	GraPARI Cilegon Warnasari	JL.RAYA ANYER SAMANGRAYA, WARNASARI, KEC. CITANGKIL, KOTA CILEGON, BANTEN 42423
Western Jabotabek	GraPARI Ciputat R E Martadinata	JL. R. E. MARTADINATA, KEL. CIPAYUNG, KEC. CIPUTAT, TANGERANG SELATAN KOTA
Western Jabotabek	GraPARI Labuan Pandeglang	JL. NASIOANL III RT 17 RW 03 DESA SUKAMAJU KEC.LABUAN (DEPAN SPBU JAHA) KAB.PANDEGLANG 42264
Western Jabotabek	GraPARI Pandeglang	JL. MULKITA NO.17, KABAYAN, KEC. PANDEGLANG, KABUPATEN PANDEGLANG, BANTEN 42212
Western Jabotabek	GraPARI Rangkasbitung	RUKO RABINZA JL.RT. HARDIWINANGUN BLOK A.NO.15 KEL. MC TIMUR KEC.RANGKASBITUNG
Western Jabotabek	GraPARI Serang	GEDUNG PLAZA TELKOM SERANG. JL. LETNAN JIDUN NO. 7 LONTAR BARU SERANG
Western Jabotabek	GraPARI Sumarrecon Mall	MALL SUMMARECON SERPONG JL. GADING SERPONG
Jabotabek	Serpong	BOULEVARD, LT. 2 F-237 TANGERANG BANTEN
Western Jabotabek	GraPARI Supermall Karawaci	SUPERMALL KARAWACI E-CENTER, LT. LG BLOK A5/4-A5/7 JL. BOULEVARD DIPONEGORO, TANGERANG
Western Jabotabek	GraPARI Tangerang City	RUKO TANGERANG CITY MALL BLOK A NO.35 JL. JEND SUDIRMAN TANGERANG
Western Jabotabek	GraPARI Terminal 3 Bandara Soetta	BANDARA SOEKARNO-HATTA TERMINAL 3, GATE "KEDATANGAN 2 LT. GF 19120 JL. PAJANG, KECAMATAN TANGERANG KOTA - TANGERANG"
Bali Nusra	GraPARI Amlapura	JL. NGURAH RAI NO.4 AMLAPURA
Bali Nusra	GraPARI Atambua	JL. BASUKI RACHMAD - ATAMBUA, KAB. BELU
Bali Nusra	GraPARI Baa Rote	JL. PALAPA NO. 10, BAA, KAB. ROTENDAO
Bali Nusra	GraPARI Bajawa	JL. SOEKARNO HATTA, BAJAWA, KAB. NGADA

REGIONAL	SITE NAME	ADDRESS
Bali Nusra	GraPARI Bima	JL. GAJAH MADA NO.5 BLOK A KEL PANE KEC RASANA BARAT, KOTA BIMA
Bali Nusra	GraPARI Dompus	JL. KAKATUA NO. 10, RT. 04/02, KEL. KANDAI DUA, KEC. WOJA, KAB. DOMPU
Bali Nusra	GraPARI Ende	JL. KELIMUTU, KEL POTULANDO, KEC ENDE TENGAH, KAB ENDE, NTT
Bali Nusra	GraPARI Gatsu Tengah Denpasar	JL. GATOT SUBROTO TENGAH NO.328, TONJA, KEC. DENPASAR UTARA, KOTA DENPASAR, BALI 80233
Bali Nusra	GraPARI Jimbaran	JL. RAYA ULUWATU NO.82, KEDONGANAN, KEC. KUTA, KABUPATEN BADUNG, BALI 80361
Bali Nusra	GraPARI Kefamenanu	JL. SOEDIRMAN, KELURAHAN BENPASI, KECAMATAN KOTA KEFAMENANU, KABUPATEN TIMOR TENGAH UTARA (85612)
Bali Nusra	GraPARI Kupang	JL. WJ. LALAMENTIK NO 93, OEBUFU, KUPANG
Bali Nusra	GraPARI Kuta	JL. BY PASS I GUSTI NGURAH RAI, SIMPANG DEWA RUCI KUTA BALI (SIMPANG SIUR), BALI
Bali Nusra	GraPARI Labuan Bajo	"JL. SOEKARNO HATTA, KELURAHAN LABUAN BAJO, KECAMATAN KOMODO, KABUPATEN MANGGARAI BARAT, LABUAN BAJO, NUSA TENGGARA TIMUR (LANTAI GF-A8)"
Bali Nusra	GraPARI Larantuka	JL. BASUKI RAHMAD NO. 200, LARANTUKA, KAB. FLORES TIMUR
Bali Nusra	GraPARI Kalabahi	JL. MUTIARA NO. 5, KALABAH - ALOR, KAB. ALOR
Bali Nusra	GraPARI Lombok Timur	JL. PEJANGGIK NO.53 PANCOR (KOMPLEK PERTOKOAN YANMAR BARU) KELURAHAN MAJIDI, KECAMATAN SELONG, LOMBOK TIMUR 83611"
Bali Nusra	GraPARI Lombok Utara	PERTOKOAN METRO RUKO NO 9 JL RAYA TANJUNG - PRAWIRA , DESA SOKONG KEC TANJUNG KABUPATEN LOMBOK UTARA, 83352
Bali Nusra	GraPARI Maluku	JL. RAYA MALUK NO. 141 MALUK-SUMBAWA BARAT 84357
Bali Nusra	GraPARI Mataram	JL. PEJANGGIK NO 47F, MATARAM, LOMBOK
Bali Nusra	GraPARI Maumere	JL. SUKARNO HATTA NO 4 -MAUMERE, KAB. SIKKA
Bali Nusra	GraPARI Negara	JL. NGURAH RAI 86-NEGARA - JEMBRANA 82217
Bali Nusra	GraPARI Praya	JL. BASUKI RACHMAT PRAYA, KAB. LOMBOK TENGAH
Bali Nusra	GraPARI Renon Denpasar	JL. RAYA PUPUTAN RENON NO. 33, RENON, DENPASAR
Bali Nusra	GraPARI Ruteng	JL. KARTINI NO. 2, DESA LAWIR, KEC. LANGKE REMBONG, KAB. MANGGARAI 86516
Bali Nusra	GraPARI Singaraja	JL. A. YANI NO. 72 SINGARAJA 81116
Bali Nusra	GraPARI Soe	"PLASA TELKOM SOE, JL. SOEKARNO, NO.1, KELURAHAN KARANG SIRI, KECAMATAN KOTA SOE, KABUPATEN TIMOR TENGAH SELATAN, NUSA TENGGARA TIMUR"
Bali Nusra	GraPARI Sumbawa	JL. MANGGA NO.09 KEL.UMASIMA SUMBAWA BESAR, NTB

REGIONAL	SITE NAME	ADDRESS
Bali Nusra	GraPARI Tabanan	JL. IR. SOEKARNO NO. 99D (BYPASS KEDIRI), KEC. KEDIRI, TABANAN 52151
Bali Nusra	GraPARI Taliwang	PLASA TELKOM TALIWANG JL. UNDRU KELURAHAN KUANG KEC. TALIWANG SUMBAWA BARAT, NUSA TENGGARA BARAT 84455
Bali Nusra	GraPARI Teuku Umar Denpasar	JL TEUKU UMAR NO 6 DENPASAR- BALI, KOTA DENPASAR
Bali Nusra	GraPARI Ubud	JL. COK GEDE RAI NO.2, PELIATAN, KECAMATAN UBUD, KABUPATEN GIANYAR, BALI 80571
Bali Nusra	GraPARI Waikabubak	JL. PATTIMURA NO. 7, SUMBA BARAT - WAIKABUBAK, KAB. SUMBA BARAT
Bali Nusra	GraPARI Waingapu	KOMPLEKS PERTOKOAN PERMATA SARI JL. AHMAD YANI NO.4, BLOK A2, MENTAWAI, WAINGAPU 87111
Jawa Tengah and DIY	GraPARI Banjarnegara	RUKO ATRIUM BLOK B-5, JL HOS COKROAMINOTO BANJARNEGARA NO.39 53411 JAWA TENGAH
Jawa Tengah and DIY	GraPARI Bantul	JL. WAHIDIN SUDIRO HUSUDO NO.70, KARANGBAYAM, BANTUL, KEC. BANTUL, BANTUL, DAERAH ISTIMEWA YOGYAKARTA 55711
Jawa Tengah and DIY	GraPARI Batang	JL. LIMPUNG - TERSONO KMI LIMPUNG, BATANG, JAWA TENGAH 51271 (200M SEBELAH TIMURNYA RSUD LIMPUNG)
Jawa Tengah and DIY	GraPARI Blora	JL. PEMUDA NO.9, TEMPELAN, KEC. BLORA, KABUPATEN BLORA, JAWA TENGAH 58211
Jawa Tengah and DIY	GraPARI Boyolali	JL. PANDANARAN NO.5 NGRANCAH, SISWODIPURAN, KEC. BOYOLALI, KABUPATEN BOYOLALI, JAWA TENGAH 57311
Jawa Tengah and DIY	GraPARI Bumiayu	JL DIPONEGORO NO.22 BUMIAYU
Jawa Tengah and DIY	GraPARI Cepu	JL. RSU NO. 35, CEPU , KAB. BLORA
Jawa Tengah and DIY	GraPARI Cilacap	JL. S. PARMAN NO 30 CILACAP, SIDANEGARA, CILACAP TENGAH, KABUPATEN CILACAP, JAWA TENGAH 53212
Jawa Tengah and DIY	GraPARI Demak	JL. SULTAN FATAH RUKO BLOK C KEL JOGOLOYO, KEC WONOSALAM, KAB. DEMAK 59571
Jawa Tengah and DIY	GraPARI Gunung Kidul	JL KH AGUS SALIM NO 6 KEPEK WONOSARI
Jawa Tengah and DIY	GraPARI Jepara	JL PEMUDA NO.3 JEPARA
Jawa Tengah and DIY	GraPARI Karanganyar	"JL. LAWU NO.42, CERBONAN, KARANGANYAR, KEC. KARANGANYAR, KABUPATEN KARANGANYAR, JAWA TENGAH 57711"
Jawa Tengah and DIY	GraPARI Kebumen	JL. H.M SARBINI NO.15A KEBUMEN 54311
Jawa Tengah and DIY	GraPARI Kendal	JL. RAYA KENDAL NO. 222, KENDAL , KAB. KENDAL

REGIONAL	SITE NAME	ADDRESS
Jawa Tengah and DIY	GraPARI Klaten	JL PEMUDA SELATAN NO.80 TEGALYOSO KLATEN SELATAN
Jawa Tengah and DIY	GraPARI Kroya	JL. JEND SOEDIRMAN NO 43, KROYA CILACAP 53282
Jawa Tengah and DIY	GraPARI Kudus	JL. JENDERAL SUDIRMAN NO.66-68 NGANGUK KRAMAT KUDUS
Jawa Tengah and DIY	GraPARI Kulonprogo	JL. SUTIDJAB 74, KEL. WONOSARI LOR, KEC. WATES, KULON PROGO.
Jawa Tengah and DIY	GraPARI Magelang Yos Sudarso	JL YOS SUDARSO NO. 2, MAGELANG TENGAH, KOTA MAGELANG 56117
Jawa Tengah and DIY	GraPARI Majenang	JL DIPONEGORO NO.139 MAJENANG
Jawa Tengah and DIY	GraPARI Mungkid	JL SUKARNO-HATTA NO.30 MUNGKID
Jawa Tengah and DIY	GraPARI Pahlawan Semarang	JL. PAHLAWAN NO 10, SEMARANG
Jawa Tengah and DIY	GraPARI Pati	JL. PANGLIMA SUDIRMAN NO. 6, PATI , KAB. PATI
Jawa Tengah and DIY	GraPARI Pekalongan	JL. DIPONEGORO NO. 41, PEKALONGAN , PEKALONGAN KOTA
Jawa Tengah and DIY	GraPARI Pemalang	JL. JEND. SUDIRMAN, RUKO SWALAYAN PEMALANG PERMAI BLOK F, PEMALANG
Jawa Tengah and DIY	GraPARI Purbalingga	JL. M.T. HARYONO NO. 58, PURBALINGGA, KAB. PURBALINGGA
Jawa Tengah and DIY	GraPARI Purwodadi	JL R.SUPRAPTO NO.124 PURWODADI
Jawa Tengah and DIY	GraPARI Purwokerto	GEDUNG TELKOM, JL. MERDEKA NO.26, BRUBAHAN, PURWANEGARA, KEC. PURWOKERTO TIM., KABUPATEN BANYUMAS, JAWA TENGAH 53116
Jawa Tengah and DIY	GraPARI Purworejo	JL. AHMAD YANI NO. 4, PURWOREJO, KAB. PURWOREJO
Jawa Tengah and DIY	GraPARI Rembang	JL. KARTINI RUKO 1A REMBANG
Jawa Tengah and DIY	GraPARI Salatiga	JL.DIPONEGORO, RUKO WIJAYA SQUARE BLOK A NO 5 , SALATIGA
Jawa Tengah and DIY	GraPARI Semarang Mpu Tantular	JL. MPU TANTULAR 2 RT. 003/ 011, SEMARANG KOTA
Jawa Tengah and DIY	GraPARI Slawi	JL. SUPRAPTO NO. 354, SLAWI , KAB. TEGAL

REGIONAL	SITE NAME	ADDRESS
Jawa Tengah and DIY	GraPARI Sleman	"JL. PARASAMYA NO.22, BERAN LOR, TRIDADI, KEC. SLEMAN, KABUPATEN SLEMAN, DAERAH ISTIMEWA YOGYAKARTA 55511"
Jawa Tengah and DIY	GraPARI Solo	JL. SLAMET RIYADI NO 265, SRIWERDARI, SOLO
Jawa Tengah and DIY	GraPARI Solo Mayor Kusmanto	JL. MAYOR KUSMANTO NO. 1, SURAKARTA KOTA
Jawa Tengah and DIY	GraPARI Sragen	JL. VETERAN NO.16, MAGERO, SRAGEN TENGAH, KEC. SRAGEN, KABUPATEN SRAGEN, JAWA TENGAH 57211
Jawa Tengah and DIY	GraPARI Tegal	JL. GAJAH MADA NO 77, TEGAL
Jawa Tengah and DIY	GraPARI Temanggung	JL JEND SUDIRMAN NO.51A TEMANGGUNG
Jawa Tengah and DIY	GraPARI Ungaran	JL. DIPONEGORO NO. 255, UNGARAN , KAB. SEMARANG
Jawa Tengah and DIY	GraPARI Wonogiri	JL PEMUDA II NO.1 WONOGIRI
Jawa Tengah and DIY	GraPARI Wonosobo	JL A.YANI NO.1 WONOSOBO
Jawa Tengah and DIY	GraPARI Yogyakarta	JL. DIPONEGORO NO.97 - YOGYAKARTA
Jawa Tengah and DIY	GraPARI Yogyakarta Yos Sudarso	JL. YOS SUDARSO NO. 9, YOGYAKARTA KOTA
Jawa Timur	GraPARI Atom Mall Surabaya	JL. BUNGURAN45 LT 1 BLOK A-85 SURABAYA
Jawa Timur	GraPARI Bangkalan	JL. TRUNOJOYO 39C, BANGKALAN
Jawa Timur	GraPARI Banyuwangi	JL. DR. SUTOMO NO.63 BANYUWANGI
Jawa Timur	GraPARI Batu	JL. DIPONEGORO 147 KOTA BATU - MALANG - JAWA TIMUR
Jawa Timur	GraPARI Blitar	JL. MOHAMMAD HATTA NO 10 KEPANJEN KIDUL BLITAR
Jawa Timur	GraPARI Bojonegoro	JL. DR WAHIDIN NO. 9B BOJONEGORO
Jawa Timur	GraPARI Bondowoso	RUKO. MASTRIK JL. MASTRIK (DEPAN INDOMARET NANGKAAN) BONDOWOSO
Jawa Timur	GraPARI Bukit Darmo Surabaya	RUKO PUNCAK BUKIT GOLF UNIT RBI-RBJ, JL. BUKIT DARMO BOULVARD NO. 1, PRADAHKALIKENDAL, DUKUH PAKIS, SURABAYA
Jawa Timur	GraPARI Genteng	JL. WAHID HASYIM 1, RUKO JINGGO NO 4 GENTENG KULON BANYUWANGI
Jawa Timur	GraPARI Gresik	JL. DR. WAHIDIN SUDIROHUSODO NO 34, GRESIK
Jawa Timur	GraPARI Jember	JL KARTINI NO 4-6 JEMBER
Jawa Timur	GraPARI Jombang	JL. KH. WAHID HASYIM NO.182, KEPANJEN, KEC. JOMBANG, KABUPATEN JOMBANG, 61419

REGIONAL	SITE NAME	ADDRESS
Jawa Timur	GraPARI Kediri	PT. TELKOM KEDIRI , JL. HAYAM WURUK 45-47 KEDIRI
Jawa Timur	GraPARI Kepanjen	JL. PANJI 154 KEPANJEN 65163
Jawa Timur	GraPARI Kraksaan	JL. RAYA PANGLIMA SUDIRMAN NOMOR 55-56 PERTOKOAN DIVA SWALAYAN KRAKSAAN
Jawa Timur	GraPARI Lamongan	JALAN VETERAN NO. 12 (DEPAN SMAN 2 LAMONGAN)
Jawa Timur	GraPARI Lite Turen	JL. PANGLIMA SUDIRMAN NO.31
Jawa Timur	GraPARI Lumajang	JL. A YANI NO 18 (KANTOR BEKAS BPJS LAMA , DEPAN KANTOR RSUD HARYOTO) LUMAJANG
Jawa Timur	GraPARI Madiun Pahlawan	GEDUNG TELKOM , JL. PAHLAWAN NO 59, MADIUN
Jawa Timur	GraPARI Magetan	JL. KARTINI NO. 1, MAGETAN
Jawa Timur	GraPARI Malang	JL. A. YANI NO.11 , BLIMBING, KEC. BLIMBING, KOTA MALANG, JAWA TIMUR 65125.
Jawa Timur	GraPARI Malang Kawi	JL. KAWI NO 28 KAUMAN, KEC. KLOJEN , MALANG – JATIM
Jawa Timur	GraPARI Mojokerto	JL. AHMAD YANI NO.3, MERGELO, PURWOTENGAH, KEC. MAGERSARI, KOTA MOJOKERTO, JAWA TIMUR 61311
Jawa Timur	GraPARI Nganjuk	JL. DIPONEGORO NO 75 NGANJUK
Jawa Timur	GraPARI Ngawi J A Suprpto	JL. JAKSA AGUNG SUPRAPTO NO. 3 NGAWI, KAB. NGAWI
Jawa Timur	GraPARI Pacitan	JL. P. SUDIRMAN 180 PACITAN 63511
Jawa Timur	GraPARI Pamekasan	GEDUNG TELKOM, JL. TRUNOJOYO NO. 67 PAMEKASAN
Jawa Timur	GraPARI Pandaan	RUKO CENTRAL NIAGA BLOK A NO 3 JL. A. YANI NO 321 PANDAAN
Jawa Timur	GraPARI Pasuruan	JL. ALUN-ALUN TIMUR NO.1, KEBONSARI, KEC. PANGGUNGREJO, KOTA PASURUAN, JAWA TIMUR 67316
Jawa Timur	GraPARI Plaza Marina Surabaya	PLAZA MARINA LT.1, BLOK : A.05 – A.07, JL. MARGOREJO INDAH 97-99 SURABAYA
Jawa Timur	GraPARI Pondok Jati Sidoarjo	JL. RAYA PONDOK JATI BLOK BE NO. 12A SIDOARJO
Jawa Timur	GraPARI Ponorogo	JL. DIPONEGORO NO 42 PONOROGO
Jawa Timur	GraPARI Probolinggo	JL. SUROYO NO 16, PROBOLINGGO
Jawa Timur	GraPARI Sampang	JL. J.A. SUPRAPTO NO. 50, SAMPANG
Jawa Timur	GraPARI Situbondo	JL. KENANGA NO 94 SITUBONDO
Jawa Timur	GraPARI Sumenep	RUKO ADI PODAY,JL TRUNOJOYO NO. 214
Jawa Timur	GraPARI Surabaya Dinoyo	JL. RAYA DINOYO NO.48, KEPUTRAN, TEGALSARI, KOTA SBY, JAWA TIMUR 60265
Jawa Timur	GraPARI Surabaya Garuda	JL. GARUDA 4, SURABAYA KOTA
Jawa Timur	GraPARI Surabaya Manyar	JL. MANYAR KERTOADI NO. 1, SURABAYA KOTA
Jawa Timur	GraPARI Surabaya Sudirman	JL. PANGLIMA SUDIRMAN NO. 51, SURABAYA
Jawa Timur	GraPARI Surabaya Tandes	JL. SUKOMANUNG JAYA NO. 1, TANDES, SURABAYA KOTA

REGIONAL	SITE NAME	ADDRESS
Jawa Timur	GraPARI Tanggul	JL. RAUNG NO. 6, KAB. JEMBER
Jawa Timur	GraPARI Trenggalek	JL. JAKSA AGUNG SUPRAPTO NO. 7 KEL. SURONDAKAN TRENGGALEK 66316
Jawa Timur	GraPARI Tropodo Sidoarjo	RUKO TROPODO DIAN REGENCY JL. RAYA NUSANTARA NO 199 TROPODO SIDOARJO
Jawa Timur	GraPARI Tuban	JL. BRAWIJAYA NO. 26 TUBAN
Jawa Timur	GraPARI Tulungagung	JL. A. YANI NO. 11 TULUNGAGUNG, KAB. TULUNGAGUNG
Kalimantan	GraPARI Amuntai	JL. H.DASRI SIMPANG 4 BENUA LIMA KEL. KEBUN SARI KEC. AMUNTAI TENGAH KAB. HULU SUNGAI UTARA, KALSEL
Kalimantan	GraPARI Balaikarangan	JL. LINTAS SEKAYAM 7 BALAIKARANGAN
Kalimantan	GraPARI Balikpapan A Yani	JL. AHMAD YANI NO. 416, BALIKPAPAN, BALIKPAPAN KOTA
Kalimantan	GraPARI Banjarbaru	JL A YANI KM 33,5 , KEL KOMET KEC BANJARBARU UTARA 70714
Kalimantan	GraPARI Banjarbaru HM Noor	JL. PANGERAN M. NOOR NO. 2, RT. 004/01, KEL. SEI ULIN, KEC. BANJARBARU UTARA, BANJARBARU KOTA
Kalimantan	GraPARI Banjarmasin	JL. AHMAD YANI KM 5,7 BANJARMASIN
Kalimantan	GraPARI Barabai	JL. IR. P. H. M. NOOR RT. 03 KEC. BARABAI KAB. HST (71311) KAL-SEL
Kalimantan	GraPARI Barito Selatan	JL. PANGLIMA BATUR NO. 25 BUNTOK, KAL-TENG 73711
Kalimantan	GraPARI Barong Tongkok	JL. SENDAWAR RAYA RT 16 DESA BELINTUT BARONG TONGKOK KAL-TIM
Kalimantan	GraPARI Batulicin	JL.RAYA BATULICIN (SAMPING DUNIA MOTOR ,SEBERANG PASAR MINGGU) RT.13 DESA.KAMPUNGBARU KECAMATAN. SIMPANG EMPAT KAB.TANAH BUMBU PROVINSI.KAL-SEL
Kalimantan	GraPARI Bengkayang	JL. BAMBANG ISMOYO 35 BENGKAYANG
Kalimantan	GraPARI Bontang	JL. BRIGJEND KATAMSO NO.10 BONTANG PLAZA, BONTANG
Kalimantan	GraPARI Hr Arahman Pontianak	JL. H.R.ARAHMAN NO. 168 PONTIANAK, KAL-BAR 78113
Kalimantan	GraPARI Kandangan	JL. PANGLIMA BATUR NO. 36 SIMPANG 4 BRI KANDANGAN, KAL-SEL 71211
Kalimantan	GraPARI Kasongan	JL. CILIK RIWUT KM 1 KASONGAN, KALTENG
Kalimantan	GraPARI Ketapang	JL. S. PARMAN, KEL. SUKAHARJA, KEC. DELTA PAWAN, KAB. KETAPANG
Kalimantan	GraPARI Kota Bangun	"JL. SRI BANGUN NO. 31 RT. 19 KEC. KOTABANGUN ULU - KOTA BANGUN"
Kalimantan	GraPARI Kotabaru	JL. SURYAGANDAMANA (SAMPING MINI MARKET SMART) KEL. KOTA BARU HULU KEC. PULAU LAUT UTARA 72114

REGIONAL	SITE NAME	ADDRESS
Kalimantan	GraPARI Kapuas	JL. TAMBUN BUNGA NO.1, KEL. SELAT TENGAH, KEC. SELAT, KAB. KAPUAS
Kalimantan	GraPARI Lambung Mangkurat	JL. LAMBUNG MANGKURAT NO. 4, BANJARMASIN KOTA
Kalimantan	GraPARI Loajan	JL. CIPTO MANGUNKUSUMO NO. 39 RT. 12 KELURAHAN HARAPAN BARU, KECAMATAN LOA JANAN ILIR
Kalimantan	GraPARI Malinau	JL. RAYA PANDITA RT 06 NO. 71B MALINAU 77554
Kalimantan	GraPARI Mall Balikpapan Baru	RUKO MALL BALIKPAPAN BARU BLOK A37 - 38, BALIKPAPAN UTARA 76136
Kalimantan	GraPARI Mempawah	JL. GM TAUFIK, RT. 014/07, KEL. TERUSAN, KEC. MEMPAWAH HILIR, PONTIANAK KOTA
Kalimantan	GraPARI Muara Jawa	JL. M. HATTA (HANDIL 3), KECAMATAN MUARA JAWA KAL- TIM
Kalimantan	GraPARI Muara Teweh	JL. A. YANI NO. 113, MELAYU, TEWEH TENGAH, KAB. BARITO UTARA, KALIMANTAN TENGAH
Kalimantan	GraPARI Nanga Pinoh	JL. PENDIDIKAN, 5, NANGAPINOH 79672 KALBAR
Kalimantan	GraPARI Ngabang	JL. KARYA NGABANG
Kalimantan	GraPARI Nunukan	JL. TIEN SOEHARTO RT.13 NO.14 KEL. NUNUKAN TIMUR KEC. NUNUKAN KAB. NUNUKAN 77482 KAL-TARA
Kalimantan	GraPARI Nunukan Pahlawan	JL. TM. PAHLAWAN 55, NUNUKAN
Kalimantan	GraPARI Palangkaraya	JL. AHMAD YANI NO. 45 PAHANDUT, PALANGKARAYA
Kalimantan	GraPARI Pangkalan Bun	JL. ISKANDAR NO. 99C KEL. MADUREJO, PANGKALAN BUN - KALTENG
Kalimantan	GraPARI Pelaihari	"JALAN A. YANI RT09 RW04 SEBERANG KOMPI SENAPAN C 623, DEPAN KANTOR TAP PELAIHARI, KEL. ANGSAU, KEC. PELAIHARI, KAB. TANAH LAUT PROVINSI KALIMANTAN SELATAN"
Kalimantan	GraPARI Pelaihari Angsau	JL. H. BOEJASIN, KEL. ANGSAU, KEC. PELAIHARI, KAB. TANAH LAUT
Kalimantan	GraPARI Penajam Propinsi	JL. PROPINSI KM 2, NO. 7, PENAJAM - BALIKPAPAN, BALIKPAPAN KOTA
Kalimantan	GraPARI Pontianak	JL. GUSTI SULUNG LELANANG NO.5A, PONTIANAK
Kalimantan	GraPARI Putusibau	JL. KOMYOS SUDARSO NO 28 PUTUSSIBAU - KALBAR
Kalimantan	GraPARI Rantau Tapin	JL. BRIGJEND H. HASAN BASRI NO. 3 RANTAU, KALSEL 71111
Kalimantan	GraPARI S.Parmar Banjarmasin	JL. BRIGJEND H HASAN BASRI RT.42 RUKO NO.3 KAYUTANGI KECAMATAN BANJARMASIN UTARA
Kalimantan	GraPARI Samarinda	MALL LEMBUSWANA BLOK AC 16-18 JL. S PARMAN SAMARINDA UTARA
Kalimantan	GraPARI Samarinda Awang Long	JL. AWANG LONG 31, SAMARINDA
Kalimantan	GraPARI Sambas	JL. PENDIDIKAN DS JAGUR (SAMPING OPTIK 35) KEC. SAMBAS 79462
Kalimantan	GraPARI Sampit	JL. CILIK RIWUT KM 0.5 RT 15 SAMPIT - KALIMANTAN TENGAH

REGIONAL	SITE NAME	ADDRESS
Kalimantan	GraPARI Sangatta	JL. APT PRANOTO NO 78, SANGATTA 75611, KALTIM
Kalimantan	GraPARI Sangatta Yos Sudarso	JL. ROAD IX, SIMPANG TIGA, SANGATTA, KAB. KUTAI TIMUR
Kalimantan	GraPARI Sanggau	JL. A. YANI NO. 25 KEL. ILIR KOTA. KEC. KAPUAS. KAB SANGGAU 78513
Kalimantan	GraPARI Sei Danau	JL. PROPINSI KM 167, SEI DANAU, KEC. SATUI, KAB. TANAH BUMBU, KAL-SEL 72257
Kalimantan	GraPARI Singkawang	JL. SWADAYA NO. 02 KOMP. TELKOM, KEL. PASIRAN, KEC. SINGKAWANG BARAT, KALIMANTAN BARAT
Kalimantan	GraPARI Sintang	JL. MT HARYONO KM 04. SAMPING SPBU MELAWI TIMUR. KEL. KAPUAS KANAN HULU, KODE POS 78614
Kalimantan	GraPARI Tanah Grogot	JL. RM. NOTO SUNARDI NO 17 (SAMPING MASJID BINA ISLAM)
Kalimantan	GraPARI Tanjung Redep	JL. NIAGA 1 RT 1 NO. 19 TJ. REDEP - BERAU 77311
Kalimantan	GraPARI Tanjung Selor	"JL. SENGKAWIT NO.104B, RT.056, RW.021, KEL. TANJUNG SELOR HILIR, KEC. TANJUNG SELOR, KAB. BULUNGAN, PROV. KALIMANTAN UTARA, 77212"
Kalimantan	GraPARI Tanjung Tabalong	JL IR PHM NOOR RT. 08 DESA MABUUN KEC. MURUNG PUDAK KAB. TABALONG KALSEL 71571 (400 METER DARI TUGU OBOR ARAH KE- TANJUNG)
Kalimantan	GraPARI Tarakan	"JL. MULAWARMAN NO.12, KARANG ANYAR PANTAI, KEC. TARAKAN BARAT., KOTA TARAKAN, KALIMANTAN UTARA 77111"
Kalimantan	GraPARI Tarakan I	JL. MULAWARMAN NO.12, KARANG ANYAR PANTAI, KEC. TARAKAN BARAT., KOTA TARAKAN, KALIMANTAN UTARA 77111
Kalimantan	GraPARI Tenggarong	JL. PATIN NO.30 RT.11 KEL. TIMBAU KEC. TENGGARONG KAB. KUTAI KARTANEGARA KALIMANTAN TIMUR 75511
Kalimantan	GraPARI Teuku Umar Pontianak	JL. TEUKU UMAR 2 PONTIANAK
Maluku and Papua	GraPARI Abepura	JL. RAYA ABEPURA PLASA TELKOM
Maluku and Papua	GraPARI Ambon	JL. J.B SITANALA NO 9 A, TALAKE, AMBON
Maluku and Papua	GraPARI Biak	JL. JENDRAL SUDIRMAN RUKO PEMDA NO. 4, BIAK 98112
Maluku and Papua	GraPARI Fak Fak	JL. CENDRAWASIH NO. 1, KAB. FAK FAK
Maluku and Papua	GraPARI Jayapura	JL. KELAPA DUA ENTROP JAYAPURA SELATAN, KOTA JAYAPURA PAPUA-99224 (SAMPING BANK MANDIRI)
Maluku and Papua	GraPARI Kaimana	JL. PTT TELKOM, KAIMANA - PAPUA BARAT, KAB. KAIMANA
Maluku and Papua	GraPARI Lite Bula	JL. WAILOLA, KELURAHAN BULA ,KEC BULA ,KABUPATEN SERAM BAGIAN TIMUR, PROVINSI MALUKU

REGIONAL	SITE NAME	ADDRESS
Maluku and Papua	GraPARI Lite Dobo	JL. ALI MOERTOPO, RT/RW 001/002, KEL. SIWALIMA, KEC. PULAU-PULAU ARU, KAB. KEP ARU, MALUKU
Maluku and Papua	GraPARI Lite Piru	JL. TRANS SERAM - WAIMITAL - KAIRATU GEMBA - SERAM BAGIAN TIMUR - MALUKU
Maluku and Papua	GraPARI Lite Saumlaki	JL. YAMDENA PLAZA SAUMLAKI BLOK C 10 NO 13
Maluku and Papua	GraPARI Manokwari	JL. MERDEKA NO. 66, MANOKWARI
Maluku and Papua	GraPARI Masohi	JL. IMAM BONJOL (BELAKANG BANK MALUKU LAMA) KEC. MASOHI KAB. MALUKU TENGAH
Maluku and Papua	GraPARI Merauke	JL. RAYA MANDALA, MERAUKE 99616
Maluku and Papua	GraPARI Nabire	JL. PEPERA KANTOR TELKOM KELURAHAN KARANG MULIA(DEPAN DINAS KEHUTANAN) NABIRE 98815
Maluku and Papua	GraPARI Namlea	JL. DAHLIA NO. 2, NAMLEA - MALUKU, KAB. BURU
Maluku and Papua	GraPARI Passo	JL LAKSDYA LEO WATTIMENA
Maluku and Papua	GraPARI Raja Ampat	DESA RAJA AMPAT, WAISAI, KAB. RAJA AMPAT
Maluku and Papua	GraPARI Ridge Camp	SUPER BLOCK RIDGE CAMP MILE 72 TEMBAGAPURA
Maluku and Papua	GraPARI Saparua	DESA SAPARUA, KAB. MALUKU TENGAH
Maluku and Papua	GraPARI Sarmi	JL. MERAUKE, RT. 10/02, KEC. SARMI, KAB. SARMI
Maluku and Papua	GraPARI Sentani	JL. RAYA SENTANI POJOK (KOMPLEKS RUKO BRI UNIT HAWAI), SENTANI 99352
Maluku and Papua	GraPARI Serui	JL. PALAPA NO.1
Maluku and Papua	GraPARI Sorong	JL. AHMAD YANI NO. 16 SORONG MANOI
Maluku and Papua	GraPARI Tembagapura	RETAIL CENTER - MILE 68 , TEMBAGAPURA, TIMIKA - PAPUA 99930
Maluku and Papua	GraPARI Timika	JL. HASANUDDIN, TIMIKA, MIMIKA BARU, NAWARIPI, MIMIKA BARU, KABUPATEN MIMIKA, PAPUA 99910
Maluku and Papua	GraPARI Tual	JL. MANGGA DUA RITABEL, TUAL KOTA
Maluku and Papua	GraPARI Wamena	JLN.TAMBERIN PLASA TELKOM WAMENA

REGIONAL	SITE NAME	ADDRESS
Maluku and Papua	GraPARI Jayapura Kayu Batu	JL. KAYU BATU BASE G, GEDUNG TELKOM WITEL PAPUA, JAYAPURA UTARA , KOTA JAYAPURA
Maluku and Papua	GraPARI Tembagapura Mile 68	RETAIL CENTER - MILE 68 , TEMBAGAPURA, TIMIKA - PAPUA 99930
Sulawesi	GraPARI Airmadidi	JL. ARNOLD MONONOTU - JL. TRANS MANADO - BITUNG AIRMADIDI, KAB. MINAHASA UTARA
Sulawesi	GraPARI Ampana	JL. MUSLAENI, KEL. UENTANAGA BAWAH, KEC. AMPANA KOTA, KAB. TOJO UNA-UNA
Sulawesi	GraPARI Amurang	JLN PASA, 54 LINGKUNGAN IV KELURAHAN UWURAN SATU KECAMATAN AMURANG
Sulawesi	GraPARI Banggai	JN. AHMAD YANI NO. 01 (KANTOR TELKOM), LUWUK BANGGAI SULAWESI TENGAH 94712
Sulawesi	GraPARI Bantaeng	JL. RAYA LANTO NO. 114 BANTAENG
Sulawesi	GraPARI Bau Bau	JL. BETOAMBARI NO. 55 (SAMPING PENGADILAN NEGERI KOTA BAUBAU) KEL. TANGANAPADA, KEC. MURHUM, BAU BAU 93721
Sulawesi	GraPARI Bitung	JL. WOLTER MONGINSIDI, PACEDA, KEL. MADIDIR UNET, KEC. MADIDIR (DEPAN PT. AKR)
Sulawesi	GraPARI Bitung Yos Sudarso	JL. YOS SUDARSO, BITUNG - SULUT, BITUNG KOTA
Sulawesi	GraPARI Bone	JL. WOLTER MONGINSIDI NO. 3 WATAMPONE
Sulawesi	GraPARI Bulukumba	JL. JEND. SUDIRMAN NO. 58 BULUKUMBA
Sulawesi	GraPARI Cangadi	JL. APPANENG, CANGADI - GOWA, KAB. GOWA
Sulawesi	GraPARI Enrekang	JL. PAHLAWAN NO. 6 ENREKANG, KAB. ENREKANG
Sulawesi	GraPARI Gorontalo	JL. JAKSA AGUNG SUPRAPTO NO. 22, LIMBA U DUA, KOTA SELATAN, GORONTALO
Sulawesi	GraPARI Gowa	JL POROS PALLANGGA NO 11, GOWA
Sulawesi	GraPARI Jeneponto	JL. CEMPAKA NO. 2, KEL. EMPOANG, KEC. BINAMU, KAB. JENEPONTO
Sulawesi	GraPARI Kendari	JL. A YANI NO.8 KENDARI
Sulawesi	GraPARI Kolaka	JL. PRAMUKA (SAMPING BANK BAHTERAMAS)
Sulawesi	GraPARI Kolaka I	JL. WR.SUPRATMAN, DESA DAWI, KOLAKAN, KAB. KOLAKA
Sulawesi	GraPARI Kotamobagu	JL. ADAMPE DOLOT NO. 168 KEL. MOGOLAING (DEPAN LAPANGAN MOGOLAING) KOTAMOBAGU
Sulawesi	GraPARI Kwandang	JL. TRANS SULAWESI, KEL. MULUO, KEC. KWANDANG, KAB. GORONTALO UTARA
Sulawesi	GraPARI Langowan	JL. SISWA NO. 2, KAB. MINAHASA
Sulawesi	GraPARI Limboto	JL. ADE IRMA SURYANI, KEL. KAYU BULAN, KEC. LIMBOTO, KAB. GORONTALO

REGIONAL	SITE NAME	ADDRESS
Sulawesi	GraPARI Lite Barru	JL POROS MAKASSAR, PARE-PARE (SAMPING KANTOR LURAH MANGEMPANG), KAB BARRU, KEC BARRU, SUL-SEL. 90711
Sulawesi	GraPARI Lite Sidrap	JL. JEND. SUDIRMAN POROS PARE-SIDRAP
Sulawesi	GraPARI Lite Topoyo	JL. POROS TOPOYO PALU KAB. MAMUJU TENGAH, TOPOYO SULBAR
Sulawesi	GraPARI Lite Wanci	JALAN POROS LIYA, KEL. MANDATI III KEC. WANGI WANGI SELATAN
Sulawesi	GraPARI Majene	JL. DR. RATULANGI NO. 16, MAJENE, KAB. MAJENE
Sulawesi	GraPARI Makale	JL. PONGTIKU NO. 4, MAKALE - TANA TORAJA, KAB. TANA TORAJA
Sulawesi	GraPARI Makassar	JL. AP. PETTARANI NO.2 MAKASSAR
Sulawesi	GraPARI Makassar Balaikota	JL. BALAI KOTA NO. 5 MAKASSAR
Sulawesi	GraPARI Malili	JL. ANDI DJEMMA, MALILI, PALOPO KOTA
Sulawesi	GraPARI Mall Panakukang Makassar	JL. ADHYAKSA NO. 1, PANAKUKKANG SQUARE LT. 2 BLOK SF 03 MAKASSAR
Sulawesi	GraPARI Mamasa	JL. POROS POLEWALI MAMASA
Sulawesi	GraPARI Mamuju	JL. KS TUBUN (DEPAN BANK SINAR MAS, SAMPING KIRI KIMIA FARMA KLINIK). KEL. RIMUKU, KEC. MAMUJU, KAB. MAMUJU, SULAWESI BARAT, KODE POS 91511
Sulawesi	GraPARI Manado	JL. PEMUDA NO.2 SARIO MANADO
Sulawesi	GraPARI Manado Sam Ratulangi	JL. WR. SUPRATMAN NO. 5, KEL. MAHAKERET, MANADO KOTA
Sulawesi	GraPARI Maros	PLAZA TELKOM JL. JEND. SUDIRMAN NO. 11 MAROS
Sulawesi	GraPARI Masamba	JL. AHMAD YANI NO. 14, MASAMBA, KAB. LUWU UTARA
Sulawesi	GraPARI Palopo	JL. ANDI DJEMMA KEL. TOMPOTIKA RUKO 3-4 (RUKO SINAR GALESONG) PALOPO
Sulawesi	GraPARI Palu	JL. MUH. YAMIN NO. 9 KEC. MANTIKULORE KEL. TANAMODINDI PALU 94117
Sulawesi	GraPARI Palu Juanda	JL. JUANDA NO. 25 PALU
Sulawesi	GraPARI Pangkajene	"JL. KESATRIA, PADOANG DOANGAN, KEC. PANGKAJENE, KABUPATEN PANGKAJENE DAN KEPULAUAN, SULAWESI SELATAN 90614"
Sulawesi	GraPARI Pare-Pare	JL. BAU MASSEPE NO. 108 KEL. CAPPALUNG KEC. BACUKIKI BARAT KOTA PAREPARE
Sulawesi	GraPARI Parigi Moutong	JL. TRANS SULAWESI KEL. MASIGI KEC. PARIGI KAB. PARIGI MOUTONG, 94471
Sulawesi	GraPARI Pinrang	JL. JENDRAL SUDIRMAN KEL. BENTENGE KEC. WATANG SAWITTO KAB. PINRANG (DEKAT PERBATASAN KOTA)
Sulawesi	GraPARI Polewali	JL. H ANDI DEPU NO. 108 PEKKABATA POLMAN
Sulawesi	GraPARI Pomalaa	JL. PELITA NO. 15, DAWI-DAWI, POMALAA, KOLAKA, SULAWESI TENGGARA 93562

REGIONAL	SITE NAME	ADDRESS
Sulawesi	GraPARI Pompanua	JL. AHMAD YANI, AJANGALE – BONE, KAB. BONE
Sulawesi	GraPARI Poso	"JL. P. IRIAN JAYA NO 8 (SAMPING BANK BNI), KEL. KAYAMANYA SENTRAL, KEC. POSO KOTA, KAB. POSO, SULAWESI TENGAH"
Sulawesi	GraPARI Raha	JL. WAMELAI NO. 10
Sulawesi	GraPARI Rappang	JL. RESANG NO. 6, RAPPANG – SIDRAP, KAB. SIDRAP
Sulawesi	GraPARI Selayar	JL. WR. MONGINSIDI NO. 3, KEL. BENTENG, KEC. BENTENG, KAB. KEPULAUAN SELAYAR
Sulawesi	GraPARI Sidrap Pangkajene	JL. PACEKKE NO. 8, PANGKAJENE – SIDRAP, KAB. SIDRAP
Sulawesi	GraPARI Sinjai	JL. PERSATUAN RAYA NO. 125 SINJAI
Sulawesi	GraPARI Siwa	JL. POROS PALOPO, SIWA – WAJO, KAB. WAJO
Sulawesi	GraPARI Soppeng	JL. MERDEKA NO. 4, WATANSOPPENG, KAB. SOPPENG
Sulawesi	GraPARI Soroako	JL. GAMALAMA NO. 1, SOROAKO
Sulawesi	GraPARI Sudiang Makassar	JL. PERINTIS KEMERDEKAAN KM19 NO.16 KOMP. RUKO 237 SUDIANG, MAKASSAR
Sulawesi	GraPARI Tahuna	JL. BUAS DUMUHUNG NO. 89, TAHUNA – SULUT, KAB. KEPULAUAN SANGIHE
Sulawesi	GraPARI Takalar	DESA SOMBALABELLA, KAB. TAKALAR
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Sulawesi	GraPARI Ternate	JL. KAPITAN PATTIMURA NO. 124 KEL. KALUMPANG TERNATE
Sulawesi	GraPARI Tobelo	JL. BETHESDA, TOBELO, KAB. HALMAHERA UTARA
Sulawesi	GraPARI Toli-Toli	JL.USMAN BINOL, KEL. BARU, KEC. BAOLAN, KAB. TOLITOLI
Sulawesi	GraPARI Tomohon	JL. RAYA TOMOHON KEL. KAKASKASEN, LK. VI NO. 238 KEC. TOMOHON UTARA, TOMOHON
Sulawesi	GraPARI Tondano	JL. PINAESAN, KAB. MINAHASA
Sulawesi	GraPARI Toraja	JL. AHMAD YANI NO. 113, RANTEPAO – TANA TORAJA UTARA, KAB. TORAJA UTARA
Sulawesi	GraPARI Unahaa	JL. P. DIPONEGORO NO. 157, RT. 002/002, KEL. TUOY, KEC. UNAAHA, KAB. KONAWE
Sulawesi	GraPARI Wajo	JL. TERATAI, LAPONGKODA, KEC. TEMPE, KABUPATEN WAJO, SULAWESI SELATAN 90912
Sulawesi	GraPARI Wonomulyo	JL. GATOT SUBROTO NO.3 POLEWALI MANDAR
Sulawesi	GraPARI Marisa	JLN SULTAN AMAI DESA MARISA UTARA KECAMATAN MARISA KABUPATEN POHUWATO PORVINSI GORONTALO KODE POS 96266

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