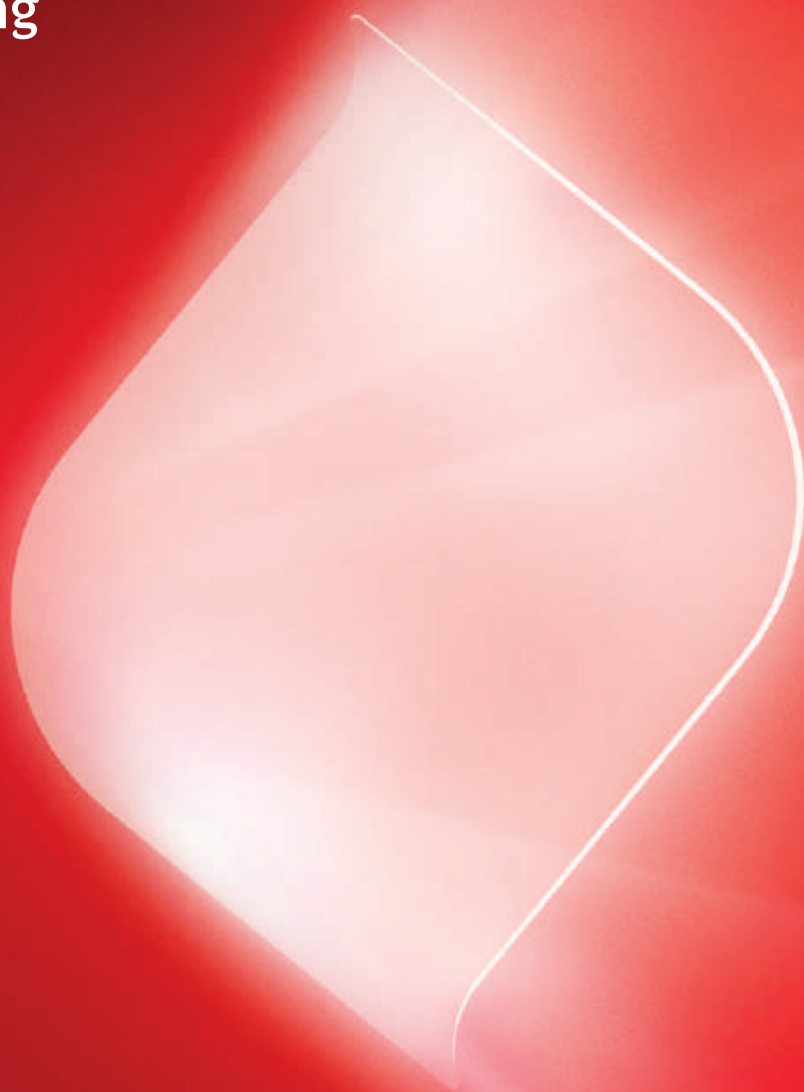


2021  
ANNUAL REPORT

# OPEN A WORLD OF MORE

#bukasemuapeluang





Telkomsel  
Orbit

TADeX

FleetSight

iot Control Center

Telkomsel  
Music

Telkomsel  
ENTERPRISE

iot

Telkomsel  
IoT

by.U

mBANKING  
TELKOMSEL

klop!

TOMS  
TRANSPORT

Telkomsel  
PraBayar

INTANK

5G

redi

DigiAds

Telkomsel  
Video

NB-iot

Telkomsel

Halo

iot Managed Service  
Connectivity

MyTelkomsel

ASSET  
PERFORMANCE  
MANAGEMENT

M SIGHT

Telkomsel  
Games

tSurveyid

# OPEN A WORLD OF MORE

Twenty-six years in the game, Telkomsel always has its fingers on the global pulse in the realm of digital connectivity. It has maintained its relevance and retained its reputation as pioneer in creating endlessly exciting customer experience.

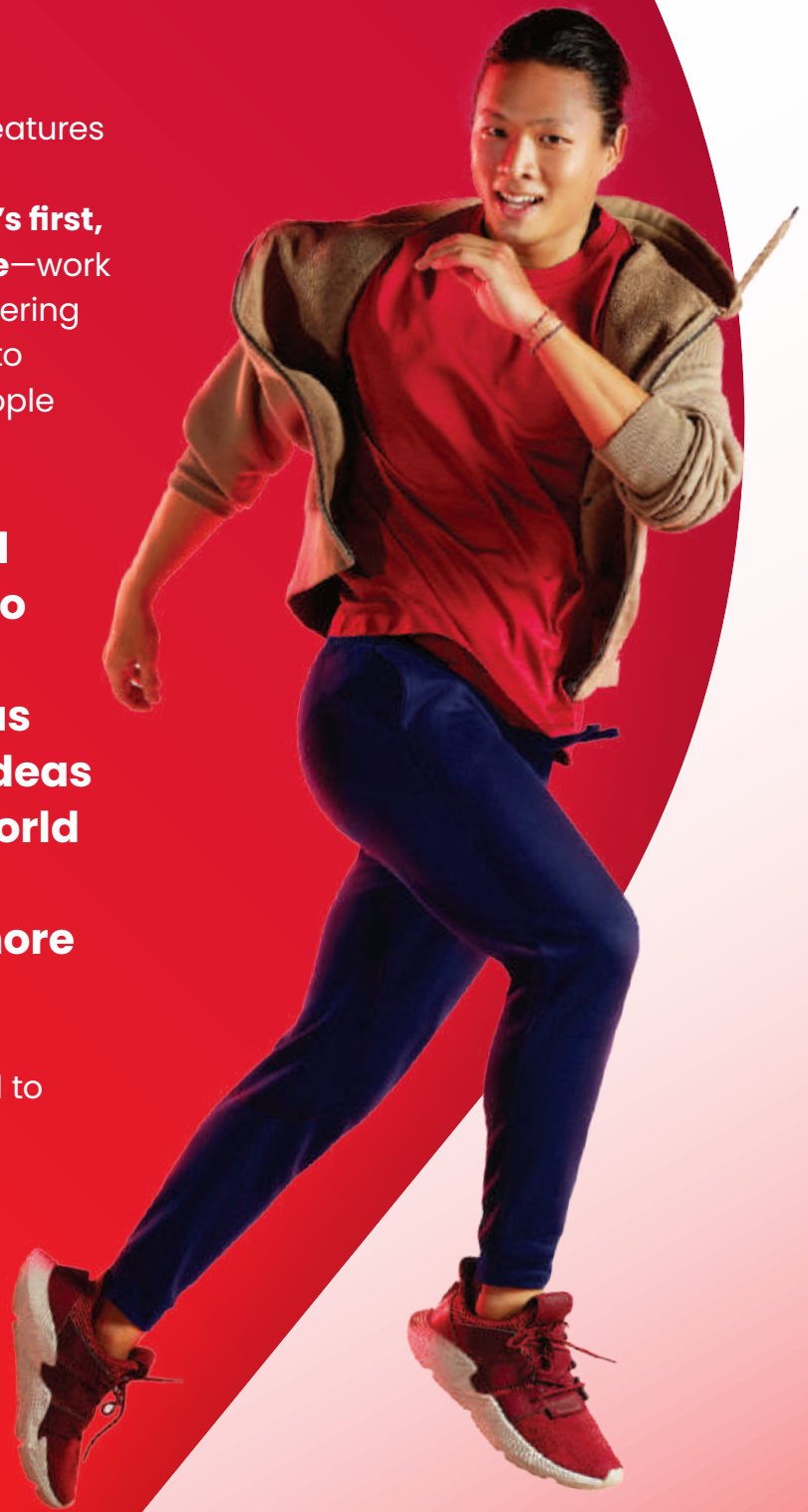
**Telkomsel's relentless evolution in digital connectivity is unleashing not just a world of infinite possibilities, but whole worlds of wonders that were once only present in the wildest of imaginations. Not only Telkomsel is elevating everyone's lives in the digital sphere, it is also conjuring magic out of every experience.**



The legion of innovative features riding on Telkomsel's 5G infrastructure—**Indonesia's first, fastest, and most reliable**—work at lightning speed in delivering tomorrow's technologies to enable and empower people today.

**Telkomsel's "World of More" is bound to equip everyone to dream up ingenious solutions, inspire ideas to transform the world for the better, and pave the path to more fulfilling lives.**

With this, we stand poised to transcend the impossible.



# 2021

## Performance Highlights

### Digital Business Revenue

(in trillion rupiah)

**68.2**

↑ 9.5%



**Data**  
(in trillion rupiah)

**58.5**

↑ 6.9%

**Digital Services**  
(in trillion rupiah)

**9.7**

↑ 28.1%

### Digital Business Contribution

(in %)

**78.0**



### Data User Consumption

(in megabyte)

**10,307**

↑ 34.0%



**Total BTS**  8.6%

(units)

**251,116**

**3G/4G/5G BTS**  
(units)

**200,875**

**Data Users**  3.9%


(in million)

**120.5**

**Data Traffic**  43.3%

(in PB)

**13,513**

**3G/4G  
Capable  
Device**  3.7%

(in million)

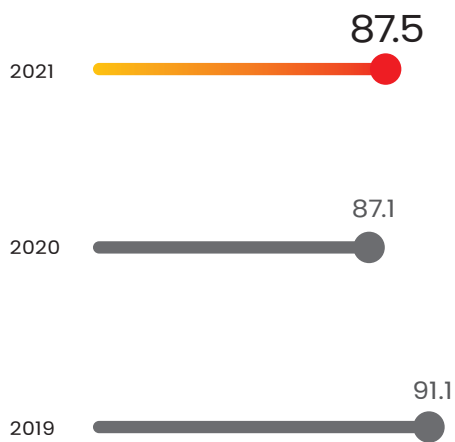
**132.1**



## Key Performance

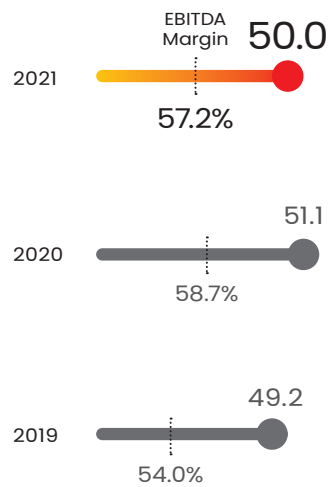
### Revenues

in trillion Rupiah



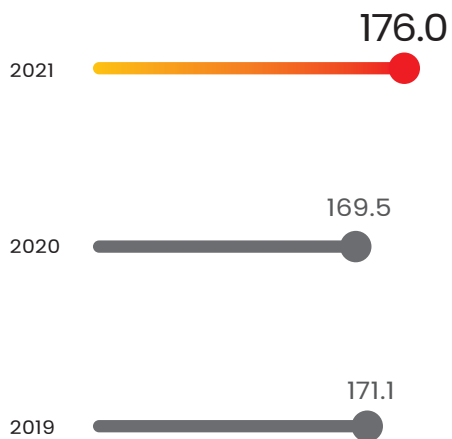
### EBITDA & EBITDA Margin

in trillion Rupiah



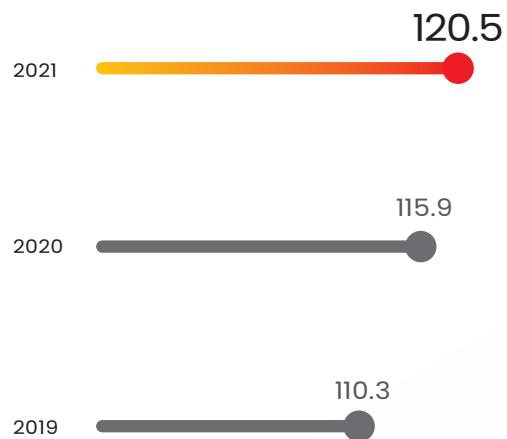
### Total Customer Base

in million



### Data Users

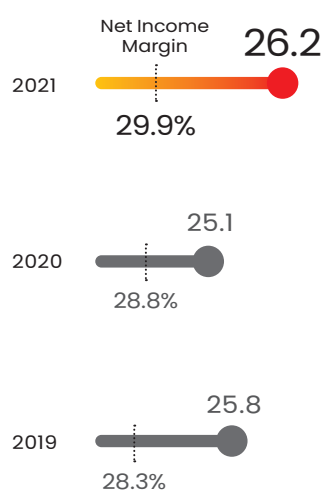
in million





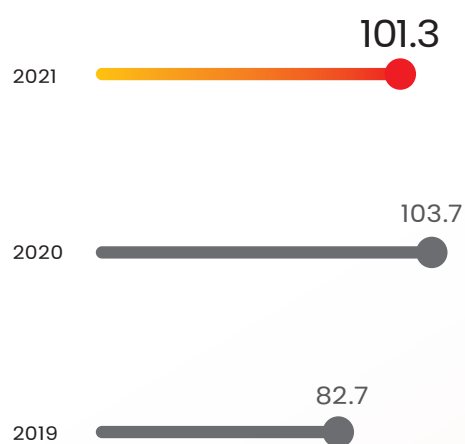
## Net Income & Net Income Margin

in trillion Rupiah



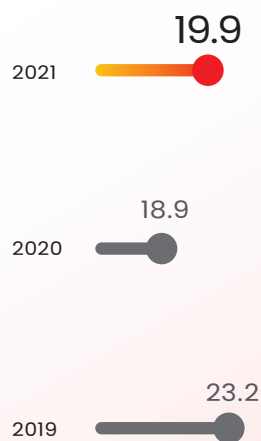
## Total Assets

in trillion Rupiah



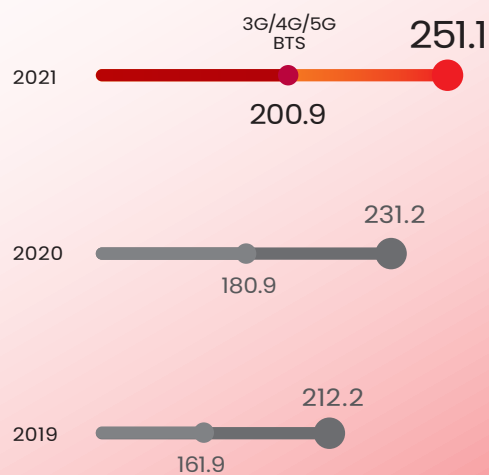
## Total BTS Roll-Out

in thousand



## Total BTS On-Air & Total 3G/4G/5G BTS

in thousand





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# Financial Highlights

| DESCRIPTION (in billion Rupiah)            | 2021            | 2020     | 2019     | 2018     | 2017     |
|--|-----------------|----------|----------|----------|----------|
| <b>FINANCIAL POSITION</b>                  |                 |          |          |          |          |
| Current Assets                             | <b>12,288</b>   | 19,488   | 18,657   | 16,836   | 21,098   |
| Fixed Assets                               | <b>71,598</b>   | 74,901   | 55,229   | 56,899   | 56,074   |
| Other Non - Current Assets                 | <b>17,416</b>   | 9,263    | 8,844    | 8,916    | 8,576    |
| Total Assets                               | <b>101,302</b>  | 103,652  | 82,730   | 82,650   | 85,748   |
| Current Liabilities                        | <b>31,654</b>   | 28,997   | 20,892   | 20,737   | 23,031   |
| Non-Current Liabilities                    | <b>30,205</b>   | 23,568   | 12,629   | 10,767   | 8,587    |
| Equity                                     | <b>39,443</b>   | 51,088   | 49,209   | 51,147   | 54,130   |
| Total Liabilities and Equity               | <b>101,302</b>  | 103,652  | 82,730   | 82,650   | 85,748   |
| <b>PROFIT AND LOSS</b>                     |                 |          |          |          |          |
| Revenues                                   | <b>87,506</b>   | 87,103   | 91,088   | 89,246   | 93,217   |
| Expenses (Include Depreciation & others)   | <b>52,524</b>   | 54,000   | 56,134   | 54,707   | 53,164   |
| EBITDA                                     | <b>50,021</b>   | 51,094   | 49,218   | 47,439   | 53,592   |
| Net Income                                 | <b>26,160</b>   | 25,062   | 25,799   | 25,536   | 30,395   |
| <b>CASH FLOWS</b>                          |                 |          |          |          |          |
| Cash Flows from Operating Activities       | <b>40,795</b>   | 39,770   | 41,478   | 36,910   | 39,571   |
| Cash Flows for Investing Activities        | <b>(12,943)</b> | (10,923) | (13,448) | (16,095) | (13,984) |
| Cash Flows from (for) Financing Activities | <b>2,170</b>    | (6,976)  | 439      | 2,998    | (710)    |
| Cash Dividend                              | <b>(36,410)</b> | (21,301) | (26,382) | (27,865) | (34,010) |
| Cash and Cash Equivalents at End of Year   | <b>2,766</b>    | 9,154    | 8,583    | 6,497    | 10,548   |
| <b>FINANCIAL RATIOS</b>                    |                 |          |          |          |          |
| EBITDA Margin <sup>1</sup>                 | <b>57%</b>      | 59%      | 54%      | 53%      | 57%      |
| Net Income Margin <sup>2</sup>             | <b>30%</b>      | 29%      | 28%      | 29%      | 33%      |
| Return on Assets <sup>3</sup>              | <b>26%</b>      | 27%      | 31%      | 30%      | 35%      |
| Return on Equity <sup>4</sup>              | <b>58%</b>      | 50%      | 51%      | 49%      | 54%      |

## 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

|  | 2021              | 2020      | 2019      | 2018      | 2017      |
|--|-------------------|-----------|-----------|-----------|-----------|
| <b>CUSTOMERS - IN THOUSANDS</b>              |                   |           |           |           |           |
| Postpaid                                     | <b>7,201</b>      | 6,495     | 6,376     | 5,400     | 4,739     |
| Prepaid                                      | <b>168,776</b>    | 163,046   | 164,729   | 157,587   | 191,583   |
| Total  | <b>175,977</b>    | 169,542   | 171,105   | 162,988   | 196,322   |
| <b>LEGACY BUSINESS DRIVERS</b>               |                   |           |           |           |           |
| MoU total - in billion minutes               | <b>123</b>        | 151       | 179       | 207       | 212       |
| SMS Total - in billion units                 | <b>27</b>         | 39        | 54        | 77        | 135       |
| <b>CORE BUSINESS DRIVERS</b>                 |                   |           |           |           |           |
| Data-enabled Users - in thousands            | <b>120,516</b>    | 115,938   | 110,253   | 106,553   | 105,808   |
| Data Payload - in TByte                      | <b>13,837,050</b> | 9,654,742 | 6,715,227 | 4,373,077 | 2,168,245 |
| <b>ARPU - IN THOUSAND RUPIAH</b>             |                   |           |           |           |           |
| Blended                                      | <b>44</b>         | 44        | 46        | 41        | 43        |
| <b>NETWORK DATA - UNITS</b>                  |                   |           |           |           |           |
| Total BTS - 2G                               | <b>50,241</b>     | 50,252    | 50,297    | 50,310    | 50,324    |
| Total BTS - 3G/4G/5G                         | <b>200,875</b>    | 180,920   | 161,938   | 138,771   | 110,381   |
| Total BTS                                    | <b>251,116</b>    | 231,172   | 212,235   | 189,081   | 160,705   |
| <b>EMPLOYEE DATA</b>                         |                   |           |           |           |           |
| Total Employees (incl. subs & associated co) | <b>5,535</b>      | 5,371     | 5,465     | 5,535     | 5,461     |





## 2021 Events



### We Soar and Rise Together

Starting 2021 with optimism, Telkomsel holds We Soar and Rise Together virtual conference as a forum for the Directors and employees to mobilise commitments to work optimally to realise Telkomsel as a leading and most innovative digital telco company.



### Tinc Batch 6: Collaboration to Develop Local Innovators' Digital Potentials

Telkomsel Innovation Center (Tinc) Batch 6 invites local innovators throughout Indonesia to realise their potential by collaborating in Telkomsel's digital business ecosystem. The areas explored in Tinc Batch 6 include education tech, health tech, fintech, IoT, leisure economy tech, cybersecurity, AI, machine learning, big data & analytics, as well as augmented & virtual reality.

01.  
January

### Telkomsel and Gojek Integrate Digital Advertising Services for MSMEs to Expand Market Share

Telkomsel and Gojek integrate Telkomsel MyAds service (a solution to create, send, and monitor SMS, MMS, and pop-up message-based advertising campaigns independently) with GoBiz, Gojek's super app, to expand market share and increase development opportunities for MSMEs within Gojek's ecosystem. This integration allows Gojek's business partners to access and take advantage of various services from Telkomsel MyAds directly on GoBiz, so they can reach out to more new customers by relying on targeted advertising from Telkomsel MyAds.





### Telkomsel's Commitment to Improving User Experience and Equitable Broadband 4G/LTE Access in 2021

Telkomsel continues its commitment to equitable distribution of network infrastructure and enhances people's broadband access experience. Infrastructure development includes increasing network capacity and speed, accelerating the application of new technologies, and expanding VoLTE service throughout Indonesia. Telkomsel as a leading digital telco company supports the lifestyle of digital customers, by adapting to the new normal during the pandemic.

02.  
February



### Telkomsel and Mitratel Complete Transfer of Ownership of 6,050 Telecommunication Towers

Transfer of ownership of 6,050 Telkomsel telecommunication towers to Mitratel is complete as of February 2021, with the transfer of 4,139 towers. Telkomsel and Mitratel have officially accomplished this corporate action for structuring their business portfolio, which will strengthen the focus of both parties on their respective core businesses and corporate strategies.



### Telkomsel and Gojek Strengthen Synergy to Empower MSME Partners

Telkomsel and Gojek strengthen their synergy by expanding access for their MSME partners to be Telkomsel resellers through the DigiPOS Aja! Application. MSMEs in Gojek's ecosystem can gain additional income by becoming resellers of Telkomsel credit and data quotas easily and quickly, directly on the GoBiz application. Telkomsel and Gojek will continue their collaboration by unlocking more opportunities that benefit the public.

03.  
March

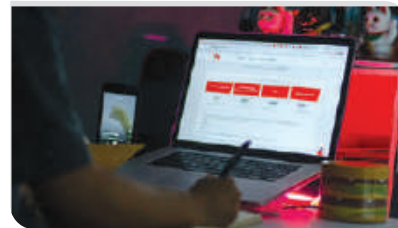
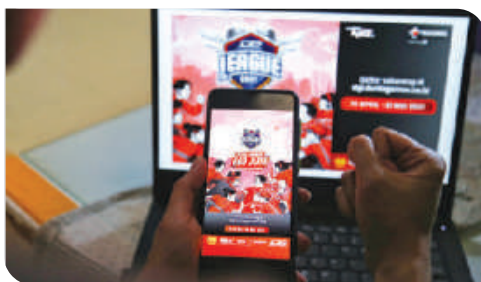


03.  
March



### **Telkomsel Received Award for Tax Contribution**

Telkomsel once again received an award as one of the top taxpayers at the Tax Service Office (KPP) Wajib Pajak Besar Empat in 2020, continuing the achievement it had first clinched in 2019. This was supported by Telkomsel's robust financial performance, built upon its plethora of initiatives to widen the reach of its broadband access to be enjoyed equally by all members of society, bolstering the digital transformation of businesses, and galvanising collaboration in the national digital ecosystem.



### **Telkomsel Continues to Support 2021 Internet Data Quota Assistance Distribution**

To support remote learning during the pandemic, Telkomsel participates in the second phase of the Internet Data Quota Assistance program initiated by the Ministry of Education and Culture, from March to May 2021. This assistance facilitates distance learning activities for students and educators alike.

04.  
April

### **Dunia Games League 2021 Encourages Indonesian Gamers to Show Their Skills**

Telkomsel enables the advancement of the esports ecosystem in Indonesia through the holding of 2021 Dunia Games League (DGL), now in its third edition since initiated in 2019. Telkomsel, through Dunia Games, unlocks more opportunities for online gamers across the country to hone their gaming skills. Through the Dunia Games platform, gamers can find those sharing their interests, connect with each other, and collaborate in a holistic, engaging, and growing esports community and ecosystem.



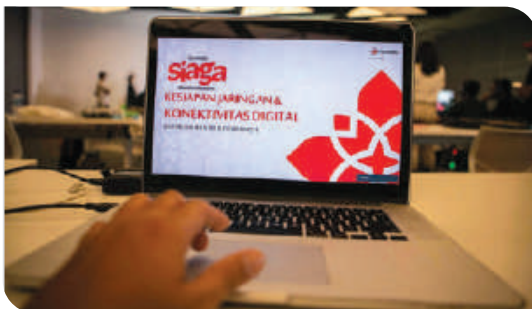
### Telkomsel and Telkom University Presents Scholarships for Digital Talents

Telkomsel collaborate with Telkom University to present scholarships for top high school graduates to develop their digital technology capabilities. This scholarship program for prospective Telkom University students opens opportunities for them to join Telkomsel upon graduating. This is Telkomsel's ongoing effort to carry out a comprehensive digital transformation, which begins with the aspect of competent human resources.



### With GoPay, Telkomsel, and PUBG MOBILE Collaboration, Playing Mobile Games is More Exciting!

GoPay, part of Gojek's ecosystem, together with Telkomsel through Dunia Games collaborated with PUBG MOBILE to provide an exciting experience for the gaming community in Indonesia through some attractive offers. With more than 100 million gamers, currently Indonesia is one of the countries with the largest number of active PUBG Mobile players in the world, and has produced esports teams that excel in various national and international PUBG Mobile League championship events.



### Telkomsel Siaga Invites the Public to Maximise Their Digital Activities Experience with #BukaPintuKebaikan at the Moment of Ramadan and Eid Al-Fitr 1442 H

Telkomsel welcomes Ramadan and Eid al-Fitr (RAFI) 1442 H by securing its network and optimising customer service, to ensure excellent connectivity and the availability of leading digital products and services that accompany the public in their activities during RAFI 2021. At TELKOMSELSiaga RAFI 2021, Telkomsel invites the public to #BukaPintuKebaikan (Open the Doors to Kindness), unlocking opportunities to manifest kindness during this moment. Telkomsel distributed basic necessities and school supplies, hygiene and health kits to 2,600 orphans and the underprivileged, 260 foundations and mosques, 26 grand mosques, 2,600 health workers and the disenfranchised, as well as business fund packages for 260 MSMEs affected by the Covid-19 pandemic, through its CSR programs.





### Telkomsel Launches First 5G Service in Indonesia

Telkomsel launches 5G service through its “5G: Unlock the Future” campaign, unlocking unlimited future potentials for the Indonesian people. This also marks a milestone for Telkomsel, which has been serving Indonesia for 26 years. Telkomsel 5G can be accessed commercially by all parts of society through gradual development in terms of products, services, and use cases, conducted in collaboration with various stakeholders. 5G service is a part of Telkomsel’s transformation roadmap to continue to bolster the nation’s progress by strengthening the national digital capabilities.

### Telkomsel Invests an Additional USD300 Million in Gojek

Telkomsel makes another investment worth USD300 million in Gojek, starting a new momentum that encourages the integration of the ecosystem of both parties to provide added value for customers and partners, while presenting more solutions to develop an inclusive and sustainable digital ecosystem in Indonesia. Telkomsel’s corporate action is in line with its role as a leading digital telco company that unlocks more opportunities for all to gain access to online platforms that are more customer-centric and have a positive impact on life.



### Telkomsel Optimises Additional 20 MHz of 2.3 GHz Frequency to Accelerate Equitable Broadband Access and Latest Technology Development

Telkomsel is one of the winners selected as users of the 2.3 GHz Radio Frequency Band for the Purposes of Implementing Cellular Mobile Networks in 2021, held by the Ministry of Communication and Information of the Republic of Indonesia, receiving the allocated Blocks A and C. This additional spectrum is used to increase capacity and improve the quality of mobile cellular network services, and encourage the acceleration of the application of 4G/LTE technology, as a gateway to 5G implementation in Indonesia.

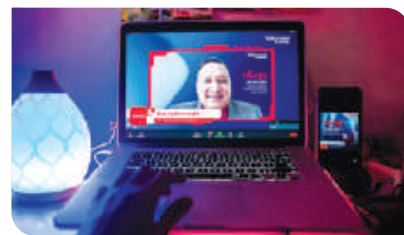
05.  
May





### Telkomsel Unveils New Identity as a Symbol of Change to #BukaSemuaPeluang (Open a World of More)

Telkomsel is committed to continuing to adapt and stay relevant in bringing about changes that address the various challenges in keeping with the times. Telkomsel unveils its new identity with the motto #BukaSemuaPeluang (#OpenAWorldOfMore), by maximising the potential of the community in all aspects of life through unlimited possibilities. The new corporate values—namely integrity, purposeful, empowering, and exciting—are actualised in the more comprehensive integration of digital-based products and services, as well as the unveiling of the new corporate identity and visual brand that reinforces Telkomsel's commitment as a symbol of change in the future.



### Telkomsel's 26<sup>th</sup> Anniversary Celebration

Telkomsel's 26<sup>th</sup> Anniversary during the pandemic is made possible by combining the latest technological sophistication and top-notch creativity. This celebration also shows how access to digital lifestyles are aligned with the tagline also launched at this event, namely "We Are Digital - Unlocking the Possibility". Telkomsel is committed to producing the best products that exceed customer expectations, create value for the wider community, and support the nation's progress in various aspects of life.



### Telkomsel nGage Presents Digital Communication Solutions for Corporations Based on Communication Platform as a Service (CPaaS)

Telkomsel, through Telkomsel Enterprise, a provider of comprehensive business solutions for corporate, government, and MSME segments, launched Telkomsel nGage, a Communication Platform as a Service (CPaaS) that enables corporate customers to optimise their digital communications with various parties. Telkomsel nGage ensures communication flexibility and data security to improve user experience through various features, such as Number Masking, Video API, and Two-Factor Authentication. As one of Telkomsel's nGage partners, Gojek has taken advantage of the Number Masking feature to improve experience and security for Gojek service users.

06.  
June

### TADEX, Tanah Air Digital Exchange for Indonesian Digital Sovereignty

PT Telkom Indonesia (Persero) Tbk (Telkom) supports the Indonesian Press Council and the national press industry in implementing the latest technological innovations for the media industry, especially advertising, through the launch of the digital service TADEX (Tanah Air Digital Exchange). As the largest premium programmatic advertising in Indonesia, TADEX is a solution for players in the national advertising industry, produced by two Telkom subsidiaries, namely Telkomsel and Metranet, together with the Press Council, Media Sustainability Task Force, and the Association of Advertisers.



### Collaboration with Schneider Electric Encourages 5G Utilisation for Industry 4.0 in Indonesia

As the first 5G operator in Indonesia, Telkomsel continues to move forward by strengthening strategic partnerships to accelerate digital transformation and Industry 4.0 in Indonesia through the signing of a memorandum of understanding with Schneider Electric for a 5G trial joint collaboration, along with the launch of 5G service in Batam on 7 June 2021. This collaboration features live streaming virtual tour of Schneider Electric's smart factory in Batam; EcoStruxure™ Augmented Operator Advisor technology for using augmented reality via a tablet device connected to a 5G network to help technicians perform remote maintenance; EcoStruxure™ Machine Advisor system application that connects IoT sensors and drives to an online dashboard monitoring for machine fleet management, so that production processes are monitored in real time.





### **TMI Leads Pre-Series A Investment in Feedloop, Strengthening Digital Automation in Indonesia's Enterprise Sector**

Telkomsel continues to empower digital-preneurs, especially high-potential startups in Indonesia by utilising and optimising Telkomsel's ecosystem, assets, and competencies. Testament to this is TMI's Pre-Series A strategic investment in Feedloop, a startup specialising in Software as a Service (SaaS) which has a No Code Development Platform (NCDP) to assist enterprises and SMEs to accelerate the digital transformation across their business processes through hyperautomation.

### **Telkomsel Mitra Inovasi Empowers Indonesian Startup Ecosystem**

As a subsidiary of Telkomsel engaged in venture capital, Telkomsel Mitra Inovasi (TMI) accelerates the incubation of domestic and global startups through funding and empowerment by prioritising the synergy value. TMI focuses on long-term partnerships and development of businesses that addresses specific needs in the community. TMI is Telkomsel's digital initiative that consistently empowers digital-preneurs, especially startups with high development potential in Indonesia, through investment and collaboration by leveraging Telkomsel's ecosystem, assets, and competencies. Through TMI, Telkomsel has invested in a wide array of startups, such as Kredivo, PrivyID, Qlue, Halodoc, Tanihub, Tada, SiCepat, and Inspigo.



### **Telkomsel Launches Kuncie, a Creative Competence Enhancement Platform**

Telkomsel's commitment to accelerating the empowerment of Indonesia through technological leadership is manifest in the establishment of Kuncie, a learning platform for Indonesia's talents. Kuncie has 65 practitioners and experts in various fields serving as mentors for thousands of its daily active users.

07.  
July

08.  
August

### Launch of IoT Envion, AI-Driven Solution for Automation and Optimisation of Energy Management Systems

Telkomsel bolsters industrial competitiveness and builds Indonesia's Industry 4.0 ecosystem by relentlessly providing innovative digital solutions and services to ramp up productivity and efficiency, while equipping companies to adopt future technologies. This commitment is manifest in the launch of the IoT Energy Visibility Solution (Envion), an AI-based solution that automates and optimises energy management systems in businesses. IoT Envion has a warning and mitigation function, thus optimising energy consumption in the event of a generator or battery failure. The launch of IoT Envion is concurrent with the signing of a memorandum of understanding between Telkomsel and Telkominfra, which will employ IoT Envion for the Telkominfra Data Center.



### NB-IoT Technology for Smart Water Meter Solution

Accelerating the IoT-based digital transformation across various industries, Telkomsel through Telkomsel IoT business unit in collaboration with PT Barindo Anggun Industri applies Narrowband IoT (NB-IoT) technology to develop water usage measuring instruments. The result: a Smart Water Meter solution that improves the efficiency and service of Regional Water Companies (PDAM) for their customers, as the solution allows them to obtain real time water usage data, integrated into the prepaid system.



09.  
September



### Telkomsel Orbit 5G Presents Extra Benefits for a Home Internet Experience with Leading Technology

Telkomsel as the first 5G operator in Indonesia continues to accelerate the development and development of the 5G ecosystem, among others through Telkomsel Orbit service, a home-based 5G internet with leading technology for all segments of the public. This progressive step is part of Telkomsel's roadmap to gradually expand its 5G service coverage to strengthen an inclusive and sustainable national digital ecosystem.



### Telkomsel and Mitratel Roll Out Another Corporate Action by Transferring Ownership of 4,000 Telecommunication Towers

Telkomsel and Mitratel continue their commitment to strengthening the transformation of each other's business portfolios by transferring an additional 4,000 telecommunication towers from Telkomsel to Mitratel. This follows the 6,050 towers whose ownership had been previously transferred from Telkomsel to Mitratel.

10.  
October

### Telkomsel Presents First 5G Access in Papua

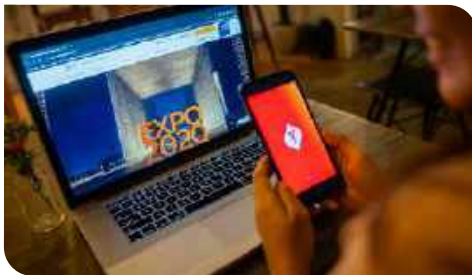
Telkomsel opens a world of more for the people of Papua by deploying 5G network on the island for the first time, as well as presenting the latest digital technology experiences in concert with the holding of the XX Papua National Sports Week (PON) 2021. The public enjoy digital experiences on 5G network—including 5G virtual reality (VR) live, 5G VR based drones, and 5G VR tourism—through the Telkomsel 5G Experience Center around Lukas Enembe Stadium, Papua.





# 10.

## October



### **Telkomsel Becomes Indonesia's Representative at Dubai Expo 2020, Opening Investment Opportunities for the Nation's Progress**

Telkomsel continues to move forward to open a world of more by showing Indonesia's best potential to the world, as it supports Indonesia's participation at Expo 2020 Dubai, held in 2021–2022. Telkomsel is one of the representatives of the Indonesian delegation from the telecommunications industry sector that consistently accelerates the growth of the national digital ecosystem by deploying the latest technologies, making Indonesia one of the most promising countries to visit, trade and invest in. Telkomsel demonstrated the latest digital technology capabilities and a variety of innovative digital solutions in the Indonesia Pavilion area at the Dubai Expo 2020.



### **Telkomsel Ready to Build 7,772 New 4G/LTE USO BTS for Equitable Access to Broadband in 3T Areas throughout Indonesia**

Telkomsel carries out its role as a connectivity enabler by continuing to strive for equitable access to broadband networks in Indonesia, so that people in urban, rural, and even 3T (frontier, outermost, and disadvantaged) areas can be connected and perform various digital activities. Telkomsel and BAKTI collaborate once again to build 7,772 4G/LTE Universal Service Obligation (USO) BTS in 3T areas, to be completed by December 2022.

### **Telkomsel's Participation in #GirlsTakeOver 2021 Accelerates Women's Empowerment in the Indonesian Technology Industry**

Commemorating the International Girls' Day as well as supporting empowerment of women in the technology industry, Telkomsel participates and supports the #GirlsTakeOver 2021 campaign. The form of participation is by creating opportunities for selected young women to take up the role of Hendri Mulya Syam as President Director of Telkomsel, for one day. This participation demonstrates Telkomsel's commitment to supporting women's career equality and leadership in the technology industry, especially in Telkomsel's working environment.





### Launch of Telkomsel IoT Sphere, IoT Security System for Corporations

Telkomsel IoT Sphere is an IoT security service solution to provide optimal protection to customer networks from cyber threats and exploitation, thereby maintaining performance and productivity of businesses. Its various superior features—including Just on Click, Security and Threats Protection, Device Agnostic, and Routing & Filtering—make Telkomsel IoT Sphere a smart security solution suitable for various security needs in various industrial and government sectors.



### With Fita, Telkomsel Encourages Healthy Lifestyle Among the Public

Telkomsel expands into the health-tech sector with the Fita digital platform, an application that provides various contents on health, fitness, and nutrition, developed by experts. Fita is a useful app for the Indonesian public to foster a healthy lifestyle in a consistent manner, every day.



### Telkomsel Strengthens 4G/LTE Broadband Connectivity and Presents 5G Experience in Mandalika International Street Circuit

Telkomsel provides 4G/LTE mobile broadband network connectivity and is the first telco operator to operate a 5G network for the people of Central Lombok Regency, West Nusa Tenggara. This commitment realises Telkomsel's support as a digital telco partner in the effort to digitise the Super Priority Tourism Destinations set by the Ministry of Tourism and Creative Economy of the Republic of Indonesia, namely the Mandalika area. In particular, 5G access is available at the Mandalika International Street Circuit, the location of a series of world-class automotive sports activities, World Superbike 2021 and MotoGP 2022.

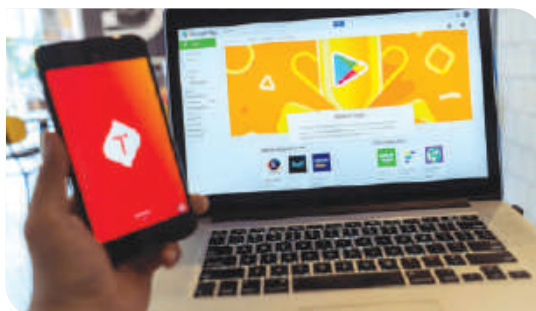
11.  
November

# 12. December



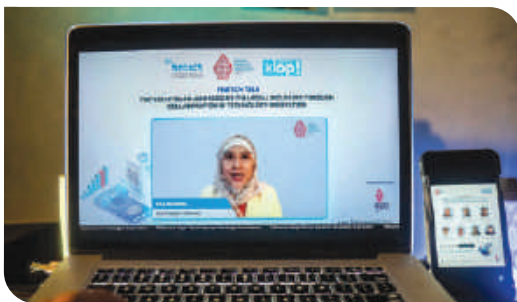
## Telkomsel Stokes Up the Spirit of Christmas 2021 and Awakens National Optimism in the New Year 2022

Welcoming Christmas 2021 and New Year 2022, Telkomsel emphasises its role as the leading digital telco company in Indonesia by encouraging the entire community to #StokeUpTheSpirit and awaken the nation's optimism amidst the current pandemic. Telkomsel continues various activities and programs that focus on securing the capacity and quality of broadband networks, guaranteeing the availability of superior products and services, customer loyalty programs, and sharing with others through its CSR programs.



## Kuncie and Fita Apps Win the 2021 Google Play Awards

Two applications produced by Telkomsel—Kuncie and Fita—receive the 2021 Google Play Awards. Kuncie, which focuses on developing potential talent in Indonesia through learning and developing skills in various fields, scores a win in the Best for Personal Growth category. Meanwhile, Fita, an application that helps people develop good habits and a healthy lifestyle, is dubbed as one of the Best Hidden Gems. Even though both are not even a year old, the applications have been widely used by Android users. This achievement demonstrates Telkomsel's commitment to developing and expanding its digital business portfolio as a leading digital telco company.



### **Telkomsel Accelerates National Financial Inclusion at the National Fintech Month & Indonesia Fintech Summit 2021**

Telkomsel continues to support the acceleration of national financial inclusion through the use of the latest digital technologies, by participating in the 2021 National Fintech Month (BFN) & Indonesia Fintech Summit (IFS), taking place on 11 November–12 December 2021. Telkomsel unlocks the possibilities for a greater collaboration in the financial sector by encouraging the use of fintech to accelerate financial inclusion and reinforce the sustainable progress of Indonesia's digital economy. As an enabler, Telkomsel presents various initiatives that strengthen the national digital financial ecosystem through leading digital solutions from Telkomsel Klop!



### **5G Experience Center at the Launch of the Indonesian Digital Industry Center 4.0**

Telkomsel consistently strengthens an inclusive and sustainable national digital economy ecosystem by applying leading-edge technology for various industrial sectors in Indonesia. Telkomsel and the Indonesian Ministry of Industry develop industrial and technology-based human resources through the signing of a memorandum of understanding and the launch of the Indonesian Digital Industry Center 4.0 (PIDI 4.0). On this occasion, Telkomsel presented the 5G Experience Center and various leading digital telecommunications technology solutions from Telkomsel Enterprise and Telkomsel IoT, with 5G network support to support the Making Indonesia 4.0 roadmap as a national priority program.

## Awards and Accolades



Best Practices Award 2021 –  
Frost & Sullivan



Smarties Award



PT Telkomsel Indonesia  
Digital Trophy 2021



Outsystems Innovation  
Award 2021

The recognition from local and international institutions awarded to Telkomsel are **testament to Telkomsel's commitment in achieving excellence in various fields** which include customer experience, corporate image, innovation, public relations and environmental & corporate social responsibility.



Indonesia BUMN Awards  
2021 – The Economics



Indonesia SOE Subsidiaries  
Leading Brand Awards  
2021 – The Economics



Public Relations  
Indonesia Awards 2021





Gatra Innovation  
Awards 2021



Youtube Awards 2021



Solo Best Brand & Innovation  
Award 2021 - Solopos



Gadget Squad Reviewer's  
Choice 2021



BISRA Award 2021 -  
Bisnis Indonesia



Iconomics Marketing Brand  
Awards 2021



HR Asia Best Companies to  
Work in Asia 2021 - HR Asia  
Media Singapore



IMACO - Warta Ekonomi



Indonesia Digital Popular Brand  
Award 2021 - Infobrand



Super Awards 2021 - Shopee



TJSL & CSR Award 2021 - BUMNTrack



Indonesia Millennial's Brand  
Choices Award 2021 -  
Warta Ekonomi



MOBY 2021 Certificate  
TELKOMSEL ORBIT



MOBY 2021 Certificate  
TELKOMSEL IoT

## Corporate Image

Contact Center World Awards – Best in Customer Service (Gold Winner-Asia Pacific and Silver Winner-Global)

Outsystems Innovation Award 2021 – APAC Winner – Modernizes App Dev with OutSystems for Sixfold Agility Boost

Frost & Sullivan's Best Practices Award 2021 – Indonesia IoT Services Product Leadership Award – for Telkomsel IoT

HR Asia Media Indonesia Edition – HR Asia Best Companies to Work for in Asia 2021



PR Award 2021 – Teropong Senayan

TOP CSR OF THE YEAR 2021 –  
InfobrandSWA Magazine – HR  
Excellence Award 2021SWA Magazine – Indonesia  
Customer Service Quality  
Award 2021

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GSMA Asia Pacific Mobile 360 – Best Digital Nation Building Video Competition Awards – Most Favorite Digital Nation Building Video (Industry Choice)

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IDC Future Enterprise Awards 2021 Indonesia – Best in Future of Intelligence

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YouTube Works Awards 2021 (YouTube, Kantar, and P3I) – Grand Prix and Best Creative Effectiveness category – for Telkomsel's Kuota Ketengan: Salute to Ketengers campaign

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## Corporate Image

Humas Indonesia – Anugerah Humas Indonesia 2021 – Most Popular in Digital Media 2021 (SOE Subsidiaries category)

Directorate General of Taxes Large Taxpayer Office 4 – Appreciation for the Biggest Tax Contributor for Tax Year 2020

Gadget Squad – Reviewers' Choice Award 2021 – Operator of the Year 2021

The Iconomics – Indonesia BUMN Awards 2021 – The Best Brand Image (Telecommunications category), The Best Customer Satisfaction (Telecommunications category), and The Best Annual Report (IT & Telecommunication Group category)

The Iconomics – Indonesia SOE Subsidiaries Leading Brand Awards 2021 in IT & Telecommunications category

SWA Magazine – HR Excellence Award 2021 – HR Digitization & People Analytics, Managing Transformation and Learning & Development category

SWA Magazine – Indonesia Customer Service Quality Award 2021 “Excellent” in Cellular Operator Service Center category for GraPARI, and “Very Good” in Cellular Operator Apps category for MyTelkomsel

MarkPlus, Inc – BUMN Marketeers Awards 2021 – The Most Promising Company in Branding Campaign Gold in Subsidiary category

MarkPlus Insight Research – Indonesia WOW Brand Awards 2021 – Gold Winner for Telkomsel (Cellular Operator category), and Gold Winner for by U (Digital Operator category)

Shopee Super Awards 2021 – Super Online ShopeePay Partner

Solo Pos – Solo Best Brand & Innovation (SBBi) Award 2021 – Best Brand in Solo for Prepaid GSM category

Trasn Co & Infobrand – Indonesia Digital Popular Brand Award 2021 – Building a Popular Brand Based on Search Engine, Social Media and Website in Prepaid SIM Card category

Warta Ekonomi – Indonesia Millennial's Brand Choices Awards 2021 – Indonesia Best Millennial's Brand Choice 2021 in Cellular Telecommunication Provider category

Warta Ekonomi – Indonesia Most Admired Companies Award 2021 – Indonesia Outstanding Admired Company 2021 in Telecommunication category

Warta Ekonomi – Indonesia Most Acclaimed Companies (IMACO) Awards 2021 – Indonesia Outstanding Acclaimed Company 2021 in Telecommunication category

|  |   |
|--|---|
| <b>Corporate Social Responsibility</b> | Bisnis Indonesia & Habitat for Humanity Indonesia – Bisnis Indonesia Corporate Social Responsibility Award (BISRA) 2021 – Silver Champion in CSR program (Private Company category)                   |
|  | BUMN Track – TJSL & CSR Award 2021 – for The NextDev in the Social Pillar category, and for IndonesiaNEXT in the Economic Pillar category   |
|  | Gatra Media Group – Gatra Innovation Awards 2021 – Innovation Assistance for Startups to Become Competitive in SOE CSR category   |
|  | Merdeka Online Media – Merdeka Award 2021 – Social Awareness Program in Helping the Impact of Covid-19 category   |
|  | Teropong Senayan Media – Teropong CSR Award 2021 in Care for MSME and Digital E-Learning categories   |
|  | Trans Co & Infobrand – Indonesia Top CSR of the Year 2021 – Achievement in Performing Social Responsibility Activities  |
| <b>Customer Experience</b>             | Indonesia Smarties – MMA Smarties Indonesia 2021 – Silver Winner for Seamless Consumer Experience with Seamless Technology Integration between GoBiz and Telkomsel MyAds to Empower SMEs in Indonesia |
| <b>Public Relations</b>                | MIX-Marketing Communication – Indonesia PR Program of the Year 2021 in Journalist Choice category   |
|  | Public Relations Indonesia Awards 2021 – PR Campaign HUT RI 75 TAHUN Gold Winner in Corporate Public Relations category, and Most Popular in Print Media category                                     |
|  | Teropong Senayan Media – Teropong PR Award 2021 – PR of the Year  |
|  | Trans Co – Indonesia Top Digital Public Relations Award 2021 in Telecommunication Provider category   |
| <b>Product &amp; Marketing</b>         | Google Play Awards 2021 – Best for Personal Growth for Kunci application, and Best Hidden Gem for Fita application, developed by Telkomsel  |
|  | The Iconomics – Iconomics Marketing Brands Award 2021 in Media & Telecommunications category – for <i>simPATI</i>   |
|  | Marketeers OMNI Brands of the Year 2021 – Best Omni-Channel Campaign for B2B for Telkomsel IoT, and Outstanding Omni Performance for Home Internet for Telkomsel Orbit                                |
| <b>Network</b>                         | Selular Media Network – Selular Award 2021 – Best 4 5G Services, Best Video Performance Experience, Best Gaming Operator, and Best Initiate 5G Market   |



## Certifications



# 76

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

- Banda Aceh
- Batam Center
- Belitung
- Bengkulu
- Binjai
- Dumai
- Grand Batam Mall
- Jambi
- Kisaran
- Lampung
- Lhokseumawe
- Lubuk Linggau
- SKA Pekanbaru

- Meulaboh
- Ring Road City Walks Medan
- Padang
- Padang Sidempuan
- Palembang Icon
- Pekanbaru
- Sibolga
- Tanjung Pinang
- Center Point Medan
- GMP Medan
- Central Park Jakarta Barat
- Cianjur
- Cibubur

- Cilegon
- Dago Bandung
- Wisma Alia
- Mall Kota Kasablanka Jakarta
- Bekasi Cyber Park
- Karawang
- Serang
- Sukabumi
- Terminal 3 Bandara Soetta
- Terminal Merak Sosoro
- Tasikmalaya
- Banyuwangi
- Denpasar



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

In 2021, we maintained ISO certification for 76 GraPARI, reflecting the quality of our maintenance.

## INFORMATION TECHNOLOGY

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

- Gresik
- Jember
- Kediri
- Kudus
- Kupang
- Kuta
- Madiun
- Malang
- Mataram
- Pondok Jati
- Probolinggo
- Purwokerto
- Ciputra Semarang

- Semarang Pahlawan
- Solo
- Bukit Darmo Surabaya
- Surabaya Pemuda
- Tegal
- WTC Surabaya
- Yogyakarta
- Ambon
- Banjarmasin
- Bontang
- Gorontalo
- Jayapura
- Kendari

- Makassar
- Manado
- Manokwari
- Palangkaraya
- Palu
- Pare-Pare
- Pontianak
- Samarinda
- Sudirman Balikpapan
- Tarakan
- Timika

# 02

## REMARKS FROM THE MANAGEMENT



# Remarks from the President Commissioner

## Dear Shareholders,

What an eventful period in the past couple of years has been for us all.

Since early 2020 the world has reacted to Covid-19 with mettle and resilience. We adapted quickly to the new ways of life, devising solutions in the multitudes to surmount the unprecedented challenges. Enormous stimulus packages and extensive vaccination drives in many countries reflected the bold, collective effort from both public and private sectors. As a result, global GDP bounced back from 2020's deep contraction with the strongest growth seen in nearly four decades. Indonesia's recovery, meanwhile, was sustained by a bullish commodity market as demand edged towards pre-pandemic levels.

Large-scale restrictions to quell the spread of the coronavirus and its variants in the last two years have constrained our movements and experience in the physical space. Nevertheless, our lives in the digital domain have all but proliferated. Aided by digital technology, we have learnt, and soon will master, new techniques to perform many tasks just as productively at home as at the workplace. We have discovered ways to make our leisure time just as exciting and refreshing in the digital ecosystem, and render our lives richer and more meaningful by cultivating our connections online.

The relentless digital transformation in many sectors and parts of the world marks a watershed moment for the telecommunications industry.

As a nexus in society that serves the public's increasingly urgent and enduring needs for connectivity, the industry's massive growth potential has only been amplified by the pandemic. The era of social distancing has accelerated the uptake of digital services on the back of broadband data connectivity. It has also galvanised the momentum for service providers to deliver a broader range of solutions riding on their network.

## SUPERVISION OF TELKOMSEL'S 2021 JOURNEY

It is therefore a source of pride for us to witness the journey Telkomsel has undertaken, to present itself as a digital telco company that evolves along with its customers' behaviours and needs. With our 2021 corporate theme, "Elevate the Core, Unleash Our Digital Power", we are embracing the future by making innovative changes that retain Telkomsel's status as the leading digital telco provider above the competition.

Telkomsel's freshly-revamped corporate identity created the impetus to focus on what truly matters—the rise of Data and Digital Services. In 2021, as we diversified our digital offerings and streamlined our flagship brands, we fortified our standing in Indonesia's digital ecosystem with our game-changing yet affordable products. They ranged from home broadband and compelling OTT contents, to MyTelkomsel super app and corporate solutions powered by AI and IoT.



**With our 2021 corporate theme, “Elevate the Core, Unleash Our Digital Power”, we are embracing the future by making innovative changes that retain Telkomsel’s status as the leading digital telco provider above the competition.**

Wishnutama Kusubandio  
President Commissioner



Above all else, the Board of Commissioners is pleased with the management's acumen in leading Telkomsel to its most monumental achievement in 2021: being the first cellular operator in Indonesia to roll out 5G infrastructure in nine major cities and counting. 5G's role is inarguably vital in fuelling everyone's journey, from our retail and enterprise customers, to government agencies and the entire nation, deeper into the boundless digital realm. With 5G's superior features, we stand ready to lead the way with the opportunities that lie ahead.

The management's actions embodied the spirit of "Opening a World of More" for all around us. This is a spirit that we believe sets Telkomsel apart from the rest. Having supervised these actions, we commend the management for reinforcing Telkomsel's role in Indonesia's digital ecosystem by building long-term alliances, with prominent names in their respective fields as well as with budding players presenting vibrant ideas of what is possible. We are optimistic that Telkomsel's second-round investment in Gojek, alongside the incubation of promising startups through our newly-established umbrella initiative, INDICO, will create future engines of growth to run in synergy with our foundational ones.

Telkomsel has been successful in undertaking bold ventures, as part of its transformative journey out of the traditional confines of telco into the riveting world beyond, thanks to the adaptability, agility, and assuredness of the T-Flyers—everyone working at Telkomsel. Our employees have displayed these exceptional qualities against the unprecedented challenges clouding the industry, and with persistence and high performance have positioned Telkomsel to emerge stronger and more resilient than ever before. This was not only evident in our strategic and operational execution, but also in our financial results for 2021.

## BROAD HORIZONS AHEAD

For Telkomsel to grow faster than the industry, it is critical to continue its current transformation. The market for telecommunications services had seen some fiercely intense competition in the past. While the intensity continues to this day, landmark changes in the industry have made it more sensible with the consolidation of certain providers. This is a compelling reason to drive Telkomsel's pace of change ahead of the curve: we need to be adept at anticipating the next big trends in digital connectivity, services, and platform. On the other hand, our strategies need to incorporate the elements of operational optimisation, portfolio diversification, and cross-sectoral collaboration, so that Telkomsel remains poised to swiftly and gainfully respond to the market's ever-changing shifts and turns.

With all this in mind, the management has come up with the overarching strategy of "Optimising the Core and Accelerating INDICO Execution" for 2022, as a continuation of Telkomsel's evolution into a digital powerhouse in the region. On the back of Broadband services, Telkomsel will augment its long-standing reputation as the most reliable cellular connectivity provider by adding 5G capabilities to its existing 4G LTE network, effectively opening the door to scores of fun functionalities and original use cases. It also plans to deepen the collaboration with its parent, TelkomGroup, to tap into its vast customer base in launching carefully-curated digital services, thereby unlocking more value. Finally, Telkomsel is strengthening Indonesia's digital economy by introducing impactful services that promotes the digital competence of micro, small, and medium enterprises as well as state-owned enterprises and their subsidiaries.



We have assessed these plans against the risks from runaway inflation and rising global uncertainty that may suppress purchasing power and hamper progress towards these goals. We convey the shareholders' support to the management in pursuing them in 2022. We trust our workforce's ability and infrastructure's capacity in executing these programs to deliver results that will allow Telkomsel to push the industry's frontier further.

## CORPORATE GOVERNANCE

Throughout 2021, we constantly supervised the enactment of good corporate governance principles in all aspects of business. We are satisfied with how the entire operations of Telkomsel have been run by the Board of Directors and the management, who informed us of their actions and progress, and in turn received our advice, via regular joint meetings and other means.

In carrying out our supervisory and advisory duties, the Board of Commissioners is grateful for the assistance from the three committees under it: the Audit Committee, the Remuneration Committee, and the Capital Expenditure, Financing and Management Process Committee. In 2021, all three committees performed as per their remit and ensured Telkomsel's business accountability and safeguarded its sustainability.

As a culmination of good corporate governance practices, in 2021 Telkomsel again received an unqualified opinion from the auditors for its consolidated financial statements.

## CHANGES TO THE BOARD OF COMMISSIONERS

The Board of Commissioners' composition underwent several changes in 2021. Effective from February 2021, as disclosed in the 2020 Annual Report, I succeeded Ririek Adriansyah as President Commissioner, while Heri Supriadi replaced Sutrisno Saidi Tatetdagat as Commissioner representing Telkom. Then, effective from June 2021 onwards, Paul Dominic O'Sullivan was succeeded by Anna Yip as a Commissioner representing Singtel.

## ACKNOWLEDGEMENTS

On behalf of all members of the Board of Commissioners, I express our appreciation to the management for their exemplary leadership through this turbulent time, and to our employees for delivering the best for Telkomsel. We thank our shareholders for their staunch support, and all stakeholders, who have been and are working with Telkomsel to forge a brilliant future for the nation and the region.

Sincerely yours,



**Wishnutama Kusubandio**

President Commissioner



back:

**Wishnutama Kusubandio**

President Commissioner

**Yose Rizal**

Commissioner

**Nanang Pamuji Mugasejati**

Commissioner

**Yuen Kuan Moon**

Commissioner

front:

**Anna Yip**

Commissioner

**Heri Supriadi**

Commissioner

board  
of  
commis



# sioners

## Profile of the Board of Commissioners

### Wishnutama Kusubandio

President  
Commissioner



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

Wishnutama's career spanned numerous roles, mainly within the media, digital and creative industry. He was the President Director at Trans 7, President Director at Trans TV, Director at Detik.com, President Director at NET TV, Commissioner at Kompas, and Commissioner at Tokopedia. In 2018, he was the Creative Director of the Asian Games Opening and Closing Ceremonies.

Graduating from Mount Ida College Massachusetts with a Communications degree, Wishnutama also attended The Military College of Vermont, Norwich University, and Emerson College studying television production. He has also participated in various executive education programmes, including Harvard Kennedy School, Cambridge, Massachusetts, Harvard Business School, Boston, Massachusetts, and GE Management Development Institute, Crotonville, New York.

He has received accolades for his achievements in the industry, such as Indonesia's Influential Person in the Creative Industry Award at IdeaFest 2017, Best Digital Talent – Digital Business Leader at Bunu Awards Indosat Ooredoo IDByte 2017, The Best Chief Strategy Execution Officer Across All Industries on The Annual Strategy-Into-Performance Execution Excellence (SPEX2) Awards 2016 from Tempo Media Group, The 500 Most Influential CEOs in The World according to Richtopia UK 2015, Marketeer of the Year, Indonesia Marketing Champion 2015 on Broadcast, TV, Media category, and The Best CEO from SWA Magazine 2010.

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

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

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

## Heri Supriadi

Commissioner



## Yose Rizal

Commissioner



Mr. Yose Rizal has been a Commissioner of Telkomsel since May 2017. Currently, he serves as Chairman of INDICO, Chairman and Founder of MediaWave Interactive, Founder of PoliticaWave and MediaWave Analytics, as well as member of the Indonesian Capital Preparation, Development, and Relocation Supporting Transition Expert Team.

His previous roles included Extraordinary Lecturer and Business Mentor for the Master of Business Administration programme at the School of Business and Management – Bandung Institute of Technology (2016–2018), Business Development Director of Snoop Mobile Media (2008–2010), Director of Azka Megah Dirgantara (2003–2008), and CEO of Bandung Information Technology (2000–2004).

He holds a bachelor's degree in Urban & Regional Planning from Bandung Institute of Technology in 2003. He is a prominent public speaker at various forums, national media including TV, as well as national and international seminars.



## Nanang Pamuji Mugasejati

Commissioner



Mr. Nanang Pamuji Mugasejati has been a Commissioner of Telkomsel since November 2019. He was appointed as a Special Advisory Staff for the Minister of State-Owned Enterprises in October 2019.

Concurrently, he is the Director of Center for Digital Society (2015–present) and a lecturer of International Relations studies in the Faculty of Social and Political Science (2008–present), both at Gadjah Mada University.

In his past career, he was the CEO of Forbil Institute, Yogyakarta (2018), and a 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.

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

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

In 2003, he assumed his post at Telkomsel as General Manager of Product Development and appointed as Director of Commerce (2005–2007).

He is a board member of GSMA, SkillsFuture Singapore and the Singapore Institute of Management. 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.

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

## Yuen Kuan Moon

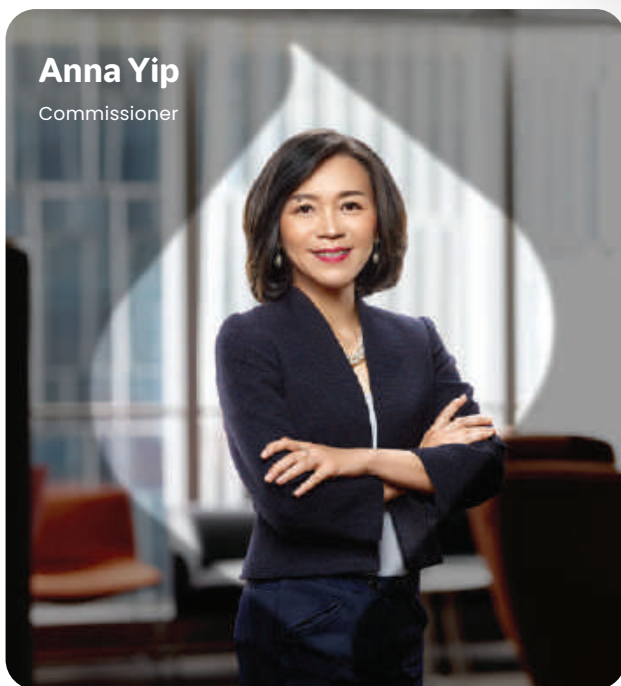
Commissioner





**Anna Yip**

Commissioner



Ms. Anna Yip has been a Commissioner of Telkomsel since June 2021. She is concurrently Singtel's CEO Consumer Singapore (April 2021–present). She leads Singtel's consumer business in Singapore, positioning it to become a leading digital services provider as 5G goes mainstream. Anna sits on the Board of Advisors of Singapore Management University's Institute of Service Excellence, and is an Independent Non-Executive Director of BUPA (Asia) Limited. She is also a Court member of the Hong Kong Metropolitan University.

She joined Singtel as Deputy CEO, Consumer Singapore in December 2020. Before she joined Singtel, Anna was CEO and Executive Director of Smartone Telecommunications, driving its operations in Hong Kong and Macau since 2016. 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's operations in Hong Kong and Macau. She was previously a partner with McKinsey & Company in Greater China, where she led both the Financial Institutional Group and Payments Practice.

She 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 the Chinese University of Hong Kong.

## Remarks from the President Director

### Valued Shareholders and Stakeholders,

With the Covid-19 pandemic still weighed down heavily on the global economy in 2021, the telecommunications industry proved its worth once again, playing a critical role at the centre of societies. It has delivered innovation and ingenuity to help business stay productive, and grow in size and resilience through the rich range of solutions on offer. Thus, even as governments have been more circumspect in implementing wide-scale social restrictions, digital and remote technologies are now deeply embedded into customers' lifestyles, leading to increased broadband consumption and mobile traffic.

Global financial institutions estimated the world's GDP to have grown by 5.5–5.9% in 2021, a quick turnaround from 2020, lifted by a combination of unprecedentedly large government stimulus packages and Covid-19 vaccination programs rolled out at full speed. However, this remarkable rebound was marred with elevated inflation levels and an acute crisis in global supply chains resulting from uneven economic recovery across the globe.

In Indonesia, the accelerated vaccination campaign successfully rejuvenated the economy, with year-on-year GDP growth at 3.69% on the back of four successive quarterly contractions which had ended by Q2/2021. Eventhough the Delta variant of Covid-19 posed a significant hurdle to Indonesia's recovery when it swept the country in mid-2021, buoyed by household

consumption along with the easing of mobility restrictions, Indonesia managed to conclude the year soundly. As confidence returned, foreign direct investment improved and the country's current account recorded a surplus, the first time in a decade.

### RIISING TO THE CHALLENGE

While the telecommunications industry has been increasingly entrenched in the post-pandemic society, purchasing power remains weak due to uncertainty surrounding the wider economic development as new variants took hold by the end of the year. This situation exacerbated the market competition that had already been intense to begin with, creating a serious barrier for the industry to grow further.

Telkomsel has acted speedily and deftly in addressing the challenges. We enacted several tactical actions to ensure our business continuity, from product simplification and price optimisation to cost-efficiency measures to leverage our position to secure a healthy financial footing. We strengthened our core broadband connectivity to enrich the market with a wealth of new exciting and useful digital offerings, and expanded our portfolio of digital services chiefly through videos and games, while unlocking new opportunities for growth by bringing our meticulously-crafted digital initiatives to launch.

**Telkomsel has acted speedily and deftly in addressing the challenges. We enacted several tactical actions to ensure our business continuity, from product simplification and price optimisation to cost-efficiency measures to leverage our position to secure a healthy financial footing.**

**Hendri Mulya Syam**  
President Director



## STRATEGIC INITIATIVES

To gain optimally from the dynamic shifts in consumer behaviour and needs that had been reshaped by the pandemic, Telkomsel had formulated a set of strategic initiatives to solidify and augment its position in the market. Our corporate theme for the year, “Elevate the Core, Unleash Our Digital Power”, aptly reflected our spirit to persist against adversity with excellence. This underlying theme was integrated into our main programs across our legacy, broadband, and digital services businesses, aiming to cater both the enterprise and consumer segments.

In the enterprise segment, we thoroughly utilized our superior AI-powered business intelligence to formulate a more beneficial pricing model for our enterprise-to-enterprise (E2E) products and services. We also worked to attain our goal of becoming the largest digital transformation provider in the business-to-business (B2B) segment through strategic corporate actions that set the stage for us to significantly expand our digital capabilities.

For the consumer segment, the relentless effort to better serve our customers culminated in the transformation of MyTelkomsel into a comprehensive, integrated application that offers customers a seamless experience in the digital domain. Using MyTelkomsel, customers can access digital services in our portfolio as they navigate this era of digitally-enriched ecosystems. Further, we went beyond our core target market of mobile users with Telkomsel Orbit home broadband service. With this move, we are tapping the Indonesian population as more people obtain access to our industry-defining connectivity.

Moreover, we leveraged our telecommunications assets alongside our business partners to mutually accelerate growth. With this reinforced synergy, we aim to consolidate our core business and expand our digital services, as we “Open a World of More” for a more enduring business transformation. Testament to this strategy was our additional investment in Gojek following the initial amount in 2020. With Gojek as a strategic partner, we are integrating and scaling up our digital services to deliver powerful solutions to our customers’ fingertips.

## UNLOCKING THE PORTAL TO THE NEXT LEVEL

A paramount milestone in Telkomsel’s 26<sup>th</sup> year of serving the market involves 5G, which will unleash a vast power in connectivity and take us all to the next level in our digital ventures. Launched in May 2021, Telkomsel’s 5G was the first of such kind to operate commercially in Indonesia, thus reinforcing our position as the nation’s leading digital telco company. Initially, 5G was available in locations across Jakarta, Bandung, Surabaya, Solo, Denpasar, Medan, Batam, Balikpapan, and Makassar.

Moving in lockstep with our 5G rollout, in 2021 we unveiled a new brand identity of Telkomsel as a symbol of change, making us fit for the next phase of our journey. This new brand identity signifies Telkomsel’s new pillars of values comprising integrity, purposefulness, empowerment, and excitement. As Telkomsel redefines itself with this new brand identity, our strategic endeavours will be complemented and strengthened by the digital trifecta of connectivity, services, and platform that will further augment the business beyond our core. With this new, streamlined brand approach, we seek to be at the top of mind among





**Moving in lockstep with our 5G rollout, in 2021 we unveiled a new brand identity of Telkomsel as a symbol of change, making us fit for the next phase of our journey. This new brand identity signifies Telkomsel's new pillars of values comprising integrity, purposefulness, empowerment, and excitement.**

our customers. Accordingly, we integrated Telkomsel's prior well-known prepaid brands of *simPATI*, *Kartu As*, and *LOOP* into Telkomsel *PraBayar*, while our flagship *kartuHalo* post-paid service was rebranded as Telkomsel *Halo*.

## **FINANCIAL AND OPERATIONAL RESULTS**

In 2021, Telkomsel recorded growth in both Revenues and Net Income. Total Revenue stood at Rp87.5 trillion, translating into a Net Income of Rp26.2 trillion, an increase of 4.4% from the previous year's Rp25.1 trillion, with an EBITDA margin of 57.2%, or amounting to Rp50.0 trillion.

Our success in managing a strong profitability trend was attributable to the enhanced capability of our Digital Business that has produced stellar results, having grown by nearly 10% in 2021. Digital Business has given us ample cushion as we diversify away from our Legacy Business, which has been stagnating in the face of the pandemic-induced shift of digitalization.

Supporting our financial achievements was the solid growth of our BTS network that by end of 2021 had allowed the majority of Indonesian population, including those in the more remote areas, to enjoy the untold benefits of 4G LTE connectivity. On top of that, by December 2021, Telkomsel had deployed more than 100 units of 5G BTS and 137 thousand units of 4G BTS, bringing the total number of BTS on air to around 250 thousand units across the country, an increase of 8.6% YoY. About 200 thousand of these are 3G/4G/5G BTS, the number rising by 11.0% YoY. Telkomsel's customer base also grew to reach 176.0 million subscriber, with strong growth in Data Payload, Data Users, and Payload per Data User.



## TRANSFORMING INTO A DIGITAL ECONOMY ACCELERATOR

The pandemic has underscored the urgency to reinvent, as our future will hinge upon our readiness to deal with disruptions from digital-native companies. Today's rapidly-evolving digital landscape has demanded Telkomsel to go beyond connectivity and transform itself, expediting business development by embracing innovation. It is a spirit that we strive to cultivate as an enduring source of change and empowerment across our people, our processes, and our technology.

The digital economy holds the key to unlocking myriad of new opportunities that will create lasting social benefits. With this view, we are embedding innovation into our services and solutions to accelerate the digital transformation of public and private sectors alike. As an exemplary corporate citizen, Telkomsel strives to contribute to the nation's welfare, and we remain committed to this end by amplifying our role as an agent of change and digital connectivity enabler that elevate lives.

Considering Broadband's role as the main revenue contributor, as we move forward we are enhancing our capabilities in this regard by widening our 5G reach while building more B2B and B2C use-cases, collaborating with our parent company Telkom to expand the household market through 5G fixed wireless access.

Beyond that, central to powering our future transformation into a digital powerhouse is our subsidiary, PT Telkomsel Ekosistem Digital (INDICO), which we launched in 2021. This landmark initiative is a centrepiece in Telkomsel's accelerated portfolio expansion in the digital domain, banking upon our digital trifecta of

connectivity, platform, and services. By taking advantage of Telkomsel's robust network infrastructure, as well as optimising relevant assets and enhanced capabilities, INDICO will develop cross-sectoral digital solutions and in so doing, foster a sustainable and thriving digital ecosystem.

In its initial stage, INDICO will focus on three digital industry sectors with a significant potential to shape Indonesia's digital economy: edu-tech, health-tech, and gaming. Moving forward, INDICO will lay the foundation for a more solid and sustainable operating model for Telkomsel, one that will rely on fluid competitiveness and efficient cost structure. The interplay between INDICO's initiatives and a cogent utilisation of Telkomsel's key assets will create the momentum with which we can move fast and usher in a bounteous digital era for Indonesia.

## CORPORATE GOVERNANCE AND RISK MANAGEMENT

Telkomsel has been unwavering in upholding the principles of good corporate governance (GCG) across all business conduct, consistent with the highly-regulated environment we operate in. GCG implementation in Telkomsel is overseen at all times by the Board of Commissioners, with whom we communicate on a regular basis to report our progress, and by whose keen vision our next steps are guided.

To accentuate the role of risk management in our operations, in 2021 we renamed the Directorate of Finance into the Directorate of Finance and Risk Management. This name change puts the emphasis on risk management as a critical tool for anticipating various changes and mitigating

risks in the industry, in particular relating to digitalization, which has brought an avalanche of change and altered the industry's landscape for good. We therefore managed the prevalent risks as detailed in our 2021 Corporate-Wide Risk documentation through three principal measures, namely maintaining market leadership by boosting customer experience, honing our digital capabilities to transform the digital business landscape, and finally, by being committed to GCG as we seized one opportunity after another.

## CORPORATE SOCIAL RESPONSIBILITY

Hand-in-hand with our staunch commitment to governance is our calling to serve the nation. Built upon a vision to be a world class, trusted provider of mobile digital lifestyle services and solutions, the philosophy of our CSR initiatives is to empower society through our assets and technologies.

In 2021, Telkomsel's CSR initiatives covered four main areas: Education, Digital Citizenship, Community Empowerment & Wellbeing, and Philanthropy. We are pleased to learn that our CSR Masterpiece programs have been well-accepted by the general public, as seen from the increasing number of their beneficiaries and participants. We have seen some notable achievements, among many, in The NextDev that has contributes to digital startups incubation, IndonesiaNEXT digital competence development course that attracted 10,504 young people in its sixth season, Baktiku Negeriku's smart digital solutions to address environmental issues, and TERRA Disaster Relief that continues to provide relief to people affected by natural disasters across Indonesia.

## CHANGES TO THE BOD COMPOSITION

Throughout 2021, changes were made to the composition of the Board of Directors of Telkomsel. In May 2021, Setyanto Hantoro and Leonardus WW Mihardjo were honourably discharged from their respective positions of President Director and Director of Finance. I have since served as the President Director, while Adiwinahyu Basuki Sigit was appointed as Director of Sales, and Mohamad Ramzy as Director of Finance and Risk Management. In November 2021, Goh Hui Min (Rachel Goh) was succeeded by Heng Tze Meng Derrick as Director of Marketing.

## ACKNOWLEDGEMENTS

I represent the Board of Directors in extending gratitude to our customers and business partners for their loyalty and collaboration. Our appreciation also goes to the Board of Commissioners and all shareholders for their patronage and support; and finally, to all employees for their resolve in advancing Telkomsel's leadership.

Sincerely yours,



**Hendri Mulya Syam**

President Director

## Board of Directors



**R Muharam  
Perbawamukti**

Director of Human Capital  
Management

**Hendri  
Mulya Syam**

President Director

**Mohamad  
Ramzy**

Director of Finance and  
Risk Management

**Derrick  
Heng**

Director of Marketing



muapeluang



**Wong  
Soon Nam**

Director of Planning and  
Transformation

**Adiwinahyu  
Basuki Sigit**

Director of Sales

**Bharat  
Alva**

Director of IT

**Nugroho**

Director of Network

## Profile of the Board of Directors



### Hendri Mulya Syam

President Director

Mr. Hendri Mulya Syam has been the President Director of Telkomsel since May 2021. He previously was appointed as Director of Sales in February 2021 and Director of Network in June 2020.

His previous position was Chief Sales & Distribution Officer at Indosat Ooredoo (2018–2020). Prior to joining Indosat Ooredoo, Hendri started his professional career in Telkomsel in 1995, where he served in many strategic roles, including Senior Vice President of Program 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).



### Mohamad Ramzy

Director of Finance & Risk Management

Mr. Mohamad Ramzy was appointed as Director of Finance and Risk Management in May 2021. He is a professional with more than 20 years of experience in the telecommunications and technology industry.

Before his appointment as Director, Ramzy was Senior Vice President Financial Planning Analysis and Business Partner in Telkomsel (2020). This followed from the strategic roles he had held previously at the Directorate of Wholesale and International Service of PT Telkom Indonesia, such as Vice President Wholesale International Development (2015–2020), Assistant Vice President Performance Development (2013–2015), and Assistant Vice President Business Performance and Planning (2012–2013).

Ramzy holds a bachelor's degree in Electrical Engineering from Telkom University (1997) and a master's degree in Telecommunication Management from the University of Indonesia (2005). He has participated in INSEAD's international executive training programme. He was honoured with the Satyalancana Wira Karya from President of the Republic of Indonesia in 2019.



### **Adiwinahyu Basuki Sigit**

Director of Sales

Mr. Adiwinahyu Basuki Sigit was appointed as Director of Sales in May 2021.

A professional with 20 years of experience in telecommunications and technology industry, Sigit has previously occupied strategic positions at Telkomsel that include Senior Vice President of Consumers Marketing (2021), Executive Vice President of East Area Sales (2020–2021), Senior Vice President of Transformation Management Office (2018–2020), Vice President of Strategic Investment (2018), Vice President of Strategic Procurement (2017–2018), and Vice President of Financial Planning Analysis (2016–2017).

Sigit earned a Bachelor of Telecommunications Engineering degree from Telkom University, and a master's degree in Telecommunications Engineering from the Royal Melbourne Institute of Technology. He has taken part in several international executive training programmes organized by INSEAD and Harvard Business School Executive Education. Led by Sigit, his team won the Procurement Award for Cross-Functional Category at the CIPS Asia Awards.



### **Nugroho**

Director of Network

Mr. Nugroho was appointed as Director of Network in February 2021.

Prior to his appointment, Nugroho was Senior Vice President of Business IT Delivery Telkomsel. He has served for numerous strategic roles in Telkomsel, including Vice President of IT Delivery (2019–2021), Vice President of IT Customer Care and Charging Group (2017–2019), and Vice President of IT Customer Care and Billing Solution and Management Group (2014–2017).

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





### **R Muharam Perbawamukti**

Director of Human Capital  
Management

Mr. R. Muharam Perbawamukti, known as Endi, has been serving as Director of Human Capital Management since June 2020. He was previously Senior Vice President of Corporate Secretary at Telkomsel (2017–2020).

Endi is experienced in leading several strategic roles in Telkomsel, including as Vice President of Corporate Counsel (2014–2017), Vice President of Regulatory Management (2012–2014), and Vice President of Interconnect & Regulatory Affairs (2011–2012).

He earned a bachelor's degree from Padjajaran University, Bandung. In 2019, he received the Satyalancana Pembangunan medal from the Government of the Republic of Indonesia.



### **Wong Soon Nam**

Director of Planning &  
Transformation

Mr. Wong Soon Nam has served as Director of Planning and Transformation since August 2020. He has vast leadership experience in the telecommunications and technology industry for more than 25 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), and Vice President of Account Management at Singtel (2003–2005).

Soon Nam has also held several important positions in various organizations and institutions, such as Board Member of Bridge Alliance (2016–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).

Soon Nam is a Nanyang Technological University graduate and holds a Master of Science degree from the National University of Singapore.



### **Bharat Alva**

Director of IT

Mr. Bharat Alva has been serving as Director of Information Technology since May 2019, where he actively drives the Digital Transformation process for Telkomsel and is responsible for all aspects of IT. His vision as Director of IT at Telkomsel to elevate IT as a strategic asset to amplify the Company's endeavours.

He has over 30 years of experience with leading global ICT technology solutions/service providers in Australia, Hong Kong, Thailand, India, and the USA. In his various senior leadership roles, he has focused on strategy, innovation, transformation and seeking results that reflect business growth. Many products and services developed under his leadership have been awarded for their innovation and mobile solutions.

He was previously CIO at Optus, where he was responsible for all IT services in Australia. He held various senior regional roles within the Singtel Group including VP for Online and Enterprise Technologies, Head of Wireless Services, and GM Advertising and Finance. He was responsible for leading strategic transformation programmes in the areas of Digitisation, Business Support Systems, Business Intelligence, Analytics, Automation, and Value-Added Services.

He holds an Engineering degree in Computer Technology from Pune University, and has participated in global executive management programmes.



### **Derrick Heng**

Director of Marketing

Mr. Derrick Heng was appointed as Director of Marketing in November 2021. With a professional career of over 20 years, he has extensive experience in strategy, digital, marketing, and sales, especially for the telecommunications and technology industry sectors.

Prior to his post as Director of Marketing, Derrick held various strategic positions in his 23 years with Singtel Group. His first 15 years with Consumer Singapore in Marketing and Segment delivered key milestones, such as accelerating segment market share and driving brand leadership. Subsequently, in the latter 8 years, he took on regional assignments in Telkomsel and Globe Telecom Philippines. In his last role, he completed his 5-year term in Globe as Senior Advisor, Small & Medium Business Group where he led the pivot to digital solutions play beyond core connectivity, spearheaded Education and Tourism ecosystem initiatives, and garnered many award-winning campaigns and digital project wins.

Derrick has held several key positions in various organizations and institutions, such as External Examiner at Ngee Ann Polytechnic Singapore (2009–2013), Council Member and Honorary Treasurer at Institute of Advertising Singapore (2010–2013), and Board Member at Third Pillar Business Applications, Inc. (2020–2021).

He obtained a Master of Management degree from Macquarie Graduate School of Management, Australia, after completing his Bachelor of Arts and Social Sciences degree from the National University of Singapore. Derrick has also completed his Executive Development Programme from INSEAD – Globe Telecom Executive Course, as well as Game for Global Growth Program – Singtel Executive Course.

# 03

## ABOUT TELKOMSEL





# Vision

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

# Mission

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



## Telkomsel In Brief



Telkomsel is a subsidiary of PT Telekomunikasi Indonesia Tbk, with 65% ownership, and Singapore Telecom Mobile Pte Ltd (Singtel Mobile), with 35% ownership. The Company is Indonesia's leading digital cellular telecommunication operator, boasting the widest network coverage in the country. Telkomsel's estimated 2G population coverage almost reaches 100%, while its 3G population coverage is 88%, and 4G population coverage is 96%. It operates over 251,000 BTS that serve around 176 million subscribers, the highest in the industry, spread across the country's most remote areas, outer islands, and frontier zones.

With the prominent shift towards Data and Digital Services, Digital Business has solidified itself as the Company's core growth engine, contributing 78% to total revenue in 2021. Telkomsel is always moving forward ahead of the market in its vision to elevate the quality of life of the Indonesian nation through the mobile connectivity it delivers on a resilient and reliable infrastructure. Driven by this momentum of progress, in 2021 Telkomsel carried out with its massive and ongoing transformation in order to "Open a World of More" for its customers and the nation as a whole.

The vastness of Telkomsel's transformation—from identity rejuvenation to the unveiling of technological breakthroughs—took place in 2021 amid tremendous changes in the telecommunications industry landscape. Changes that have spawned new challenges in the multitudes. Still reeling from the outsized impact of prolonged Covid-19 pandemic, exacerbated by general economic uncertainties that had weighed on purchasing power, competition in the market was becoming more rampant. Throughout all this, another colossal wave was sweeping the horizon: digitalisation, further accelerating the shift of legacy telecommunications services towards data-oriented ones. Coupled with the gradual adaptation to the new ways of living, boosted by extensive vaccinations and easing of mobility restrictions, digitalisation is powering the Indonesian economy's resurgence, with positive signals pointing towards a more robust telecommunications industry.

Telkomsel's tactical actions for business sustainability have included simplifying product offerings, optimising pricing structures,

**employees**
**5,535**

**million customers**
**176.0**

**BTS operating in across Indonesia**
**251,116**


## Share Ownership & Chronology

# 1995

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

# 1996

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



strengthening IT platform and infrastructure for advanced customer personalisation, improving overall customer experience in both conventional and digital spheres, and streamlining costs—all done in concert to bolster its standing as a full-fledged digital company that is expanding beyond telecommunications. The Company has strengthened its core broadband connectivity with market-enriching, exciting and useful digital offerings, primarily in video and gaming. At the same time, Telkomsel is nourishing innovation to power its suite of thriving digital initiatives.

Consistent with its bold, new identity as a symbol of change, Telkomsel has recast its prepaid offerings, previously known as *simPATI*, Kartu As, and Loop, into a much simplified yet more powerful brand, Telkomsel PraBayar, while its flagship postpaid KartuHalo is now known as Telkomsel Halo. Yet marking Telkomsel's most monumental transformation in 2021 was the 5G rollout at various points in 9 major cities, making it the first cellular operator to achieve the feat in Indonesia. Over 137,000 of Telkomsel's BTS are equipped with 4G LTE capability, and 100 with 5G by end of the year. By delivering the game-changing 5G, Telkomsel is reshaping the digital

landscape in the society, ushering in a new era of digital growth on the back of its "Digital Trifecta" of Connectivity, Platform, and Services.

This strategic move has got a boost with the establishment of PT Telkomsel Ekosistem Digital (INDICO), aimed at expanding Telkomsel's digital business footprint through portfolio expansion and creation of an inclusive, sustainable digital ecosystem. Through INDICO's deep engagement in this ecosystem, where future solutions involving the interplay of IoT, AI, and cloud computing are being incubated, Telkomsel is elevating lives across the archipelago. Slated to become a digital powerhouse for user-centred digital innovations, INDICO will take up the role as a holding company for synergising Telkomsel's emerging vertical businesses in relevant fields with the Company's superior assets.

With a strategic synergy of assets, initiatives, and innovation, Telkomsel is poised to seize every opportunity along its future growth journey, delivering top-of-the-class, highly-differentiated digital telecommunications services that amplify the productivity and augment the daily lives of all in the nation.

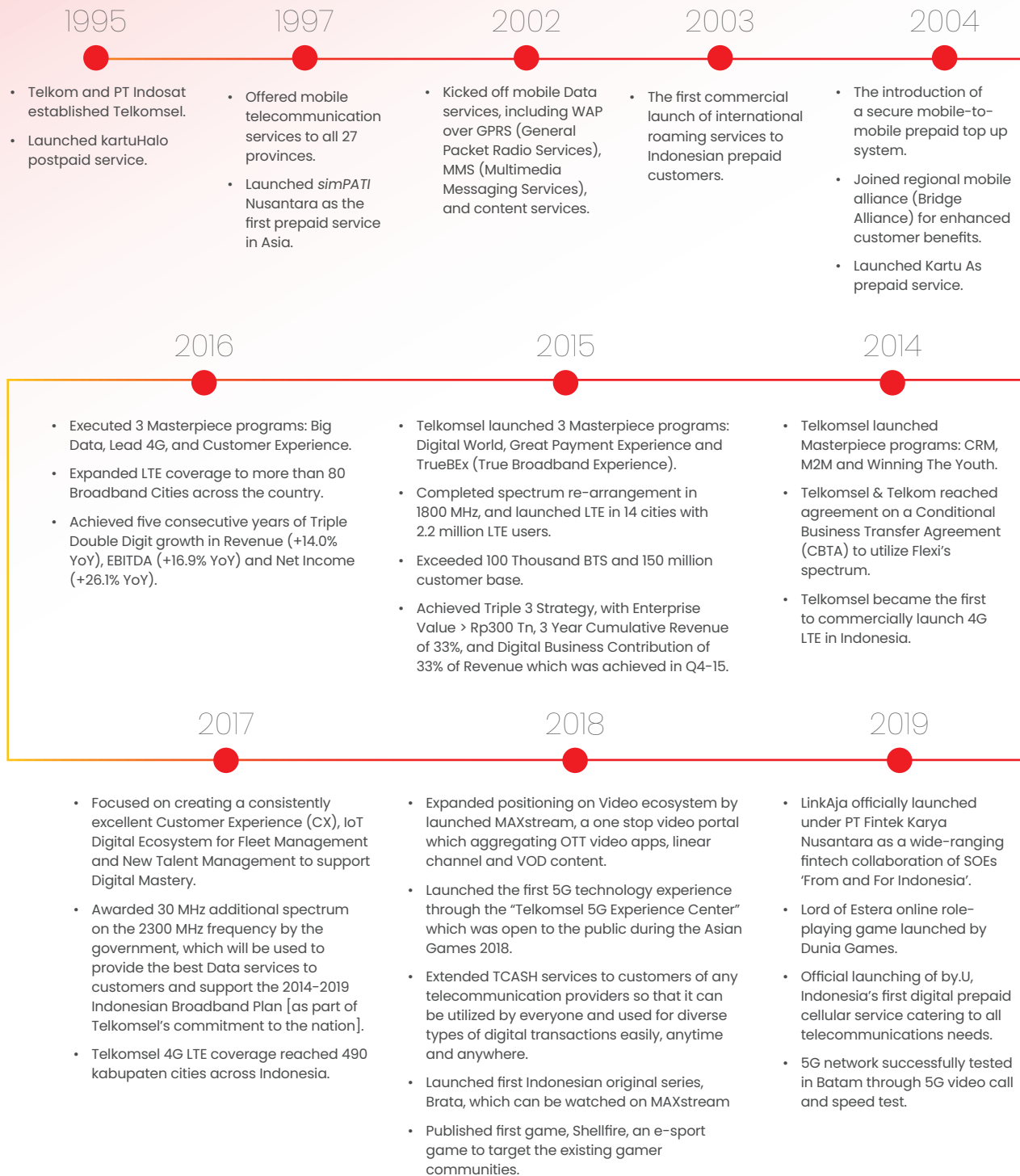
2001

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

2002

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

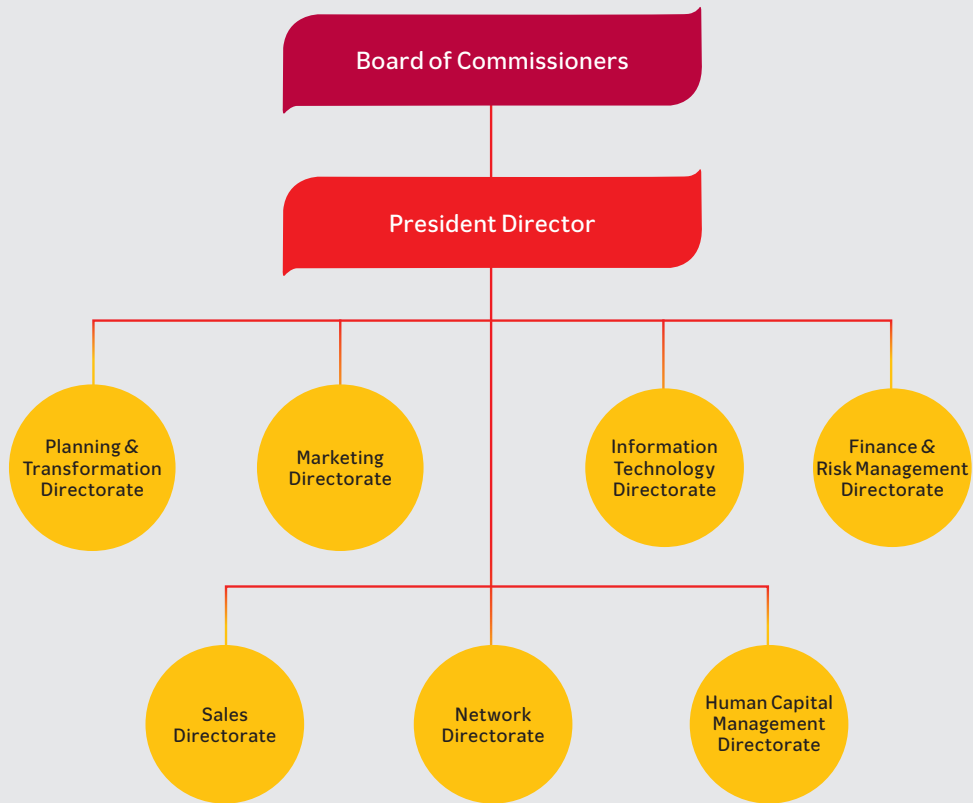
## Milestones



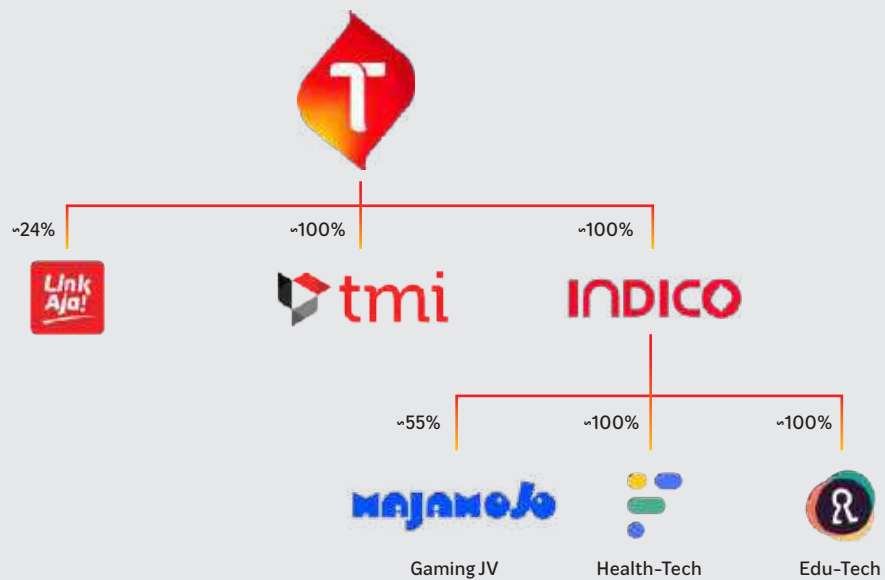




## Organization Structure



## Corporate Structure



## Key Products & Services

### Telkomsel Halo

Telkomsel Halo has been undisputably the preferred brand of 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 spreading its reach 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 pioneer in the digital prepaid cellular service in Indonesia, by.U provides end-to-end, fully customisable digital experience for all telecommunications needs. Especially targeting the Gen Z with their relentless need for continuous connectivity, by.U amplifies daily online activities through its integrated services and versatile apps.

### Telkomsel Orbit

Telkomsel Orbit offers broadband home internet via Wi-Fi modem connected to Telkomsel's robust 4G and 5G cellular infrastructure available across Indonesia. Orbit requires no subscription, allowing users to enjoy the flexibility to go online instantly, simply by purchasing data packages.

# 04

## BUSINESS REVIEW

by.U

Telkomsel  
Halo

Telkomsel  
PraBayar

## Corporate Strategy



**The pandemic has been reshaping the Indonesian consumer behaviours and needs, pushing us to create a set of breakthrough initiatives that we translated into our corporate theme for 2021: “Elevate the Core, Unleash Our Digital Power”.**

With 26 years of experience serving Indonesia’s telecommunications market, Telkomsel continued to take the leaps in innovating and developing a better business all around, the Covid-19 challenges notwithstanding.

The pandemic has been reshaping the Indonesian consumer behaviours and needs, pushing us to create a set of breakthrough initiatives that we translated into our corporate theme for 2021: “Elevate the Core, Unleash Our Digital Power”.

This corporate theme has been executed in some main programs that underpinned our core business in the digital arena. They included “Smart Aggression” expansion to gain greater market share in data users, integrating business intelligence to our enterprise-to-enterprise (E2E) pricing model, growing the business-to-business (B2B) segment in our attempt to be the largest enterprise digital transformation provider, engaging corporate action to unlock our digital power, enhancing MyTelkomsel to become the super app in Indonesia’s digital ecosystem, and scaling up our home internet user base.

Moreover, we expanded our strategic partnerships to strengthen our core business and open the door to a broader business transformation and create enduring value through our telco assets. As a result, overall Revenue grew 0.5% YoY, driven by Data Revenue growth of 6.9% and Digital Service’s steep rise of 28.1% YoY in 2021.

### **GROWING STRONGER MORE THAN EVER**

As the leading digital telco company, Telkomsel has created a new brand identity that symbolises our characters: integrity, purposeful, empowering, and exciting. We boosted our brand with our digital trifecta of connectivity, services, and



platform, as we continue adapting our offerings to stay relevant to our customers.

Telkomsel commitment to providing the best for our customers has been shown in our products that are designed to be customer-centric. We aim to improve our customers' digital lifestyle experiences through a sustainable development of our networks, as well as our strong collaboration with related leading technology companies and strategic partners in Indonesia. Our divestment of 4,000 towers to PT Dayamitra Telekomunikasi (Mitratel), a subsidiary of PT Telkom Indonesia (Persero) Tbk, in 2021—following a similar transfer of 6,050 towers in 2020 (the transfer process was carried out in two tranches, starting with 1,911 towers in 2020 and 4,139 towers in 2021)—evinced our sharper focus on achieving digital telco leadership.

## FIRST IN LAUNCHING 5G FOR THE NATION

Bolstering our prominence in delivering the best service to our customers, Telkomsel became the first cellular operator to launch 5G services in Indonesia. Since May 2021, Telkomsel's 5G services are now opening up a world of fun and novel functionalities to customers in several points across Jakarta, Bandung, Surabaya, Solo, Denpasar, Medan, Batam, Balikpapan, and Makassar. This landmark initiative has kept Telkomsel at the forefront of the technology market, even as we transform ourselves into a leading digital telco company.

We anticipate our 5G services to drive further burgeoning of the Indonesian digital ecosystem through more intensive interlinking of connectivity, platform, and services in the digital realm. Furthermore, 5G will also accelerate future development of technology solutions beyond artificial intelligence, cloud computing, and the Internet of Things (IoT) of today.

## ESTABLISHING DIGITAL BUSINESS INITIATIVES

The digital era brings its own challenges, especially on the business side. To rise up to such challenges, Telkomsel with several new subsidiaries set up a "INDICO" structure to push the envelope in Indonesia's digital economy. We established PT Telkomsel Ekosistem Digital to cultivate digital innovation and provide user-oriented products and services beyond connectivity.


PT Telkomsel Ekosistem Digital is an inclusive and sustainable digital ecosystem which puts our digital trifecta—connectivity, services, and platform—into action. As a holding company for Telkomsel's vertical businesses that focus on digital lifestyle, PT Telkomsel Ekosistem Digital supports them through technological innovations and asset optimisation. PT Telkomsel Ekosistem Digital's long-term goal is to unleash Indonesia's potential of becoming the world's digital economy powerhouse.

## SCALING UP DIGITAL INVESTMENTS

We continued to strengthen our fundamentals through several investments in digital companies to leverage our core business. Following our initial investment of USD 150 million in Gojek, in May 2021 we added USD 300 million to empower Gojek in unleashing more opportunities to serve our customers, partners, business channels, and stakeholders along the value chain.

Our subsidiary, LinkAja, also scaled up its digital investment by acquiring iGrow, a fintech peer-to-peer (P2P) lending company. This marked LinkAja's expansion into online financing and will support our long term target to improve our nation's welfare through financial technology.

## Transformation in Motion: “Open a World of More”



**Powered by such transformation, we reach out and forge our business fundamentals through synergies with our external stakeholders: ever on the path of progress in customer experience, network infrastructure, digital business, and business support, as we “Open a World of More” for everyone around us.**

Our business keeps evolving and we are bringing a world of opportunities, boundless excitement, prodigious empowerment, and beyond. Transformation has become the spirit that we cultivate internally in our people, processes, and technology. Powered by such transformation, we reach out and forge our business fundamentals through synergies with our external stakeholders: ever on the path of progress in customer experience, network infrastructure, digital business, and business support, as we “Open a World of More” for everyone around us.

### PEOPLE

Our transformation journey starts with our employees. They are at the heart of our new identity, where the seeds of all subsequent digital transformation are nurtured. In Telkomsel, we believe change has to be people-led so our new identity will shine through our culture and work life, to finally be evident to our customers. We had laid out several innovations to enhance our talent capabilities as we embark on an extensive digitalisation era.

DigiPro and SIMPLE Squad are our continuous agile programs, started in 2020 to integrate our services and applications. Our GirlsTakeOver campaign in collaboration with Plan International Indonesia Foundation, Ministry of SOEs, Srikandi BUMN, and involves representatives of SOEs and their subsidiaries, has broadened the opportunity for women to be leaders in the workplace and brought major positive impact on our business. Along with IndonesiaNEXT initiative, Telkomsel opens a new opportunity for college students to develop their talent to become future leaders in the digital world.

Our effort has been acknowledged by SWA Magazine. Telkomsel received AAA (Excellent) rating in Learning & Development, Managing Transformation, and HR Digitization & People Analytics as proof of our commitment to developing our talents. We also collaborated with the Ministry of Education and Culture and organised Magang Kampus Merdeka internship program at Telkomsel, allowing budding talents to get their hands on some of our ongoing projects.

Our CSR initiative, TheNextDev, has encouraged the growth of early-stage start-ups in Indonesia by incubating them: we build their skills, agility, and broad-mindedness to excel in digital entrepreneurship. We also launched a two-stage training and incubation program for corporate innovators, called Tinc Polaris.

## PROCESS

Our products and services are always being constantly transformed to overcome the challenges in this digital era. We started our journey to be more agile through the Automation Centre of Excellence (CoE), where we launched more Robotic Process Automation (RPA) applications and developed Intelligent Automation (IA) capabilities to decrease risk of error and increase efficiency in our processes.

In 2021, we launched Site-as-Factory Analytics (SIFA) that acts as a system that assists the decision-making process in investment analyses, ensuring high-quality network performance, and providing recommendations for micro-market program interventions. We also continued to carry out product simplification to improve the user-friendly experience for our customers.

## TECHNOLOGY

To keep Telkomsel as a pioneer and a leading technology company “beyond telco”, we initiated several products to improve operational performance internally and deliver value to our customers. We developed several potential markets in health-tech, edu-tech, gaming publishing, digital food ecosystem (DFE), and digital surveying (T-Survey)—they are expected to put the Telkomsel brand at the centre of the digital ecosystem.

In terms of customer experience, we offered a variety of B2B solutions such as IoT and Enterprise Mobility in addition to our existing B2C models. We have been and are involved in a number of events, such as G-20 and Mandalika MotoGP 2022 preparations, PON XX, and Dubai Expo, to help garner global trust in Indonesia and especially in its tech sector.

To “Open a World of More” with a resounding success, we are bringing the transformation we are undertaking to engage our external stakeholders. The grand goal is to enhance our business by building synergies that help us create a strong core business and a solid digital ecosystem, together with all the key players across relevant fields.

## OUR STAKEHOLDERS

Telkom Group and Singtel as our parent companies continue to be committed to developing digital connectivity, digital platform, and digital services. This will see Telkomsel integrate our digital trifecta into the larger digital ecosystem, to serve all kinds of needs present there.

Overall, our synergies are focused on sharpening and strengthening our core growth market. We do this by maintaining leadership in core business and expanding digital services portfolio, as we unleash our digital power to grow in line with market expectations. We break new grounds and build new engines of growth to surpass the average growth rate of the Indonesian market. As we transform Telkomsel's operating model to sustain and accelerate growth, we take the necessary steps to embrace a lean and agile mindset and apply cost efficiency.

## CUSTOMER EXPERIENCE

In the Family/Home segment, Telkomsel and Telkom Group are collaborating to improve our customer experience by integrating fixed and cellular networks through the Fixed Mobile Convergence (FMC) project. FMC provides an end-to-end digital connectivity experience for customers who depend on mobile and fixed line for their activities. Rollout of SMOOA and Telkomsel Orbit for the Family/Home market will further strengthen the broadband business going forward.

In the B2B Segment, Telkomsel and Telkom Enterprise are offering Corporate Business Solutions to drive new customer acquisition and generate more revenue from corporations, government, SOEs, and SMEs. Our parent company Telkom's Bundling Product partnership with our own B2B Solutions will increase the value added of Telkom Group's products and services.

Telkomsel and Telkom Group are committed to continuing the Telin Taiwan As 2in1 Card Partnership program to provide the best services abroad, especially where Telkom International (Telin) operates.



**Our synergies are focused on sharpening and strengthening our core growth market by maintaining leadership in core business and expanding digital services portfolio, breaking new grounds and building new engines of growth and transforming Telkomsel's operating model to sustain and accelerate growth.**

## NETWORK INFRASTRUCTURE

Network infrastructure synergies are mainly focused on utilising Telkom's infrastructure to drive cost efficiency through economies of scale, while increasing revenue, quality, and preparing Telkomsel's infrastructure for Digital Business. Telkomsel and Telkom Group manage network elements through the Enhanced Network Operation Model program, Full Maintenance Contract program, and Telkom Infra Project during 2021, especially for the festive periods.

To ensure the best experience for end-to-end gaming users, we have improved latency, and to leverage on by far our most groundbreaking offering—5G services—Telkom Group has initiated the 5G Join Innovation Program, by implementing the Minilab 5G use case Kickstart at DMobX Lab.

## DIGITAL BUSINESS

In 2021, Telkomsel harnessed the synergies with Telkom Group and other stakeholders to drive the growth of Digital Business. We expanded LinkAja to be used as a payment method in Telkom's buildings, MSMEs, Simplesdesa, other partners such as DigiTiket. We devised a program to convert IndiHome sales points to LinkAja points.

Aligned with the development of edu-tech sector in Indonesia, we developed a shared learning platform and an educational ecosystem in collaboration with Pijar Mahir and Ilmupedia. Furthermore, as our CSR initiative, we developed a digital campus together with Telkom University, in the form of Telecom Infra Project.

Through our synergy, we also support the national entertainment industry. Telkomsel has taken part in its parent company's engagement in Netflix Commercial bundling program, and cooperated with Perusahaan Film Negara (PFN) to commercialise national films through MAXStream.

## BUSINESS SUPPORT

Enhancing the development of Digital Business, Sinergi Untuk Negeri program was implemented, inspired by the spirit of co-creation with Telkomsel serving as the enabler for boosting the value of SOEs by accelerating their digital transformation. We also increase MSMEs' value with the 99% Usahaku digital platform, bringing MSMEs closer to their existing customers and potential ones. Sinergi Untuk Negeri in 2021 were carried out in three activities: Virtual Exhibition, Virtual Sales, and Webinars.

Telkomsel and Telkom collaborate to provide the best telecommunications experience in five Super Priority Tourism Destinations (DPSP), which include Lake Toba, Labuan Bajo, Borobudur, Mandalika, and Likupang. At the Bangga Buatan Indonesia event, Road to Kilau Digital Permata Flobamora, initiated by the Ministry of Communications and Informatics and NTT Regional Government, Telkomsel gave training on using 99% Usahaku to MSMEs, and delivered 5G network during the event in the Puncak Waringin area and its surroundings.



## Legacy



**Telkomsel has geared up to strengthen its diversification initiatives, with an overarching impetus as a fullfledged digital telco company of unlocking the possibilities of the future and bringing them to the customers' hands.**

Telkomsel's Legacy business faced a major hurdle in 2021, the second year of the "New Normal", as demand for Legacy services continued to wane in the pandemic. A case in point: a dramatic reduction in roaming revenue due to stringent travel restrictions worldwide to quell the spread of Covid-19.

In response to this persistent trend, Telkomsel has geared up to strengthen its diversification initiatives, with an overarching impetus as a full-fledged digital telco company of unlocking the possibilities of the future and bringing them to the customers' hands. Two principal engines of our diversification beyond the Legacy business are Broadband and Digital Services. Both are elaborated in their respective sections that follow.

In the Legacy business itself, Telkomsel's retail-segment strategy to decelerate the decline and sustain the business in 2021 were three-pronged. These three core components—shifting Voice pay-as-you-use (PAYU) scheme to more personalised packages; sharpening customer market segmentation; and promoting international application-to-person (A2P) SMS—are discussed below.

### MARKETING

The overall aim of Telkomsel's Legacy marketing in 2021 was to enhance customer experience in using these services across all channels. In effect, this helped us manage churn as we progressed in our transition towards a "beyond telco" company.

We manifested this through revamping our brand identity and simplifying our product and pricing schemes. Our former prepaid brands (*simPATI*, *Kartu As*, and *Loop*) were reintroduced as Telkomsel PraBayar, while our flagship *kartuHalo* was rebranded as Telkomsel Halo. Both brands were engaged in the "Open a World of More"



umbrella campaign in 2021 through a swath of appealing propositions involving reward points, service advantages, games, and entertainment.

As part of the Legacy Business overall strategy, we began shifting our Voice pay-as-you-use (PAYU) users to the more personalised Voice Package. As a result, we brought up the share of our Voice Package users to more than half of our daily average voice revenue over the course of 2021.

As the travel industry continued to be hampered by the pandemic, in 2021 we focused on revamping our roaming products (RoaMAX) and boosting its uptake through partnerships. Expanding our international application-to-person (A2P) SMS business, Telkomsel forged a 3-year deal with Meta (Facebook), which enabled us to dampen the decline of our Legacy revenue.

We also redoubled our marketing initiatives during certain festive months and in certain regions, and rolled out two strategic device bundling programs: Smartphone Internet Merdeka (geared for low-end customers) and Device 4G Migration (for those migrating to 4G smartphones).

Marketing initiatives for our postpaid products in 2021 involved numerous promotional offers in terms of attractive product bundling and

competitive pricing, in collaboration with key partners. They include a host of learning apps, entertainment apps, marketplace platforms, and device principals.

To uphold customer loyalty, we ran several programs in 2021, chief of which being Undi-Undi Hapi, a lucky draw featuring major prizes (motorbikes, smartphones, cars). 49 lucky draws held via Telkomsel Loyalty Program in 2021 brought in 230 million transactions and 7 million new customers. We also conducted Poin Festival during the Christmas – New Year festive season, and Kejutan Poin monthly reward program on MyTelkomsel app throughout the year.

The success of the above initiatives led to Telkomsel's Legacy Business recording the highest in both absolute value and percentage of total revenue among players in the Indonesian telco industry. In keeping with the industry-wide waning of the Legacy business, Telkomsel is intensifying its program to facilitate the shift of its more traditional customers towards Broadband and Digital Services. Additionally, we aim to

deploy an array of initiatives, involving boosting international roaming, interconnect management via A2P SMS, and device bundling & loyalty programs, to keep our offerings attractive to customers.

## SALES

Following the rebranding of our Telkomsel identity in 2021, we have infused the new key values (purposeful, integrity, empowering, and exciting) into the daily operations of our sales-and-service contact points. Nowhere is this more clearly demonstrated than in the newly rejuvenated GraPARI outlets spread across Indonesia. Our long-term goal is to make GraPARI a “home” for our customers, in terms of physical presence as well as in the quality of hospitality we offer them.

Reaching deeper into the layers of customer contact points, we strive to expand Telkomsel's presence across the nation by initiating our “One Village One Outlet” program, aiming to establish outlets in villages in remote areas. We are also implementing the Site as Factory (SIFA) application to bring many of our now-digitised sales initiatives right to the edges of our customer engagement network. With SIFA, our sales and network teams on the ground, at each site, are ready to deliver proper solutions and actions based on granular analytics of customers' purchases and common issues.

To boost sales across all customer segments, we trained our sales warriors to obtain customer behavioural data from local marketing campaigns, and learn from them to devise the most effective Customer Value Management (CVM) strategy to satisfy the particularities of their respective target markets. To increase

affordability of our products, we have issued low-denomination starter packs, while making sure that our physical vouchers are available throughout our outlets.

Finally, we are always passionate to hear what our customers have to say, as their input is essential to our continuous progress. We have employed Voice of Customers mechanism, which we continued to fine-tune over the years, to obtain customer feedback on how to make our services even more customer-centric in the future.

## ENTERPRISE

To maintain Legacy uptake in the enterprise segment, both large and small medium enterprises, Telkomsel has shifted focus to catering to corporate customers and providing new solutions accessible via MyEnterprise (for new customers) and MyEnterprise Care (existing customers).

MyEnterprise platform allows new enterprises to do self-service registration, create orders, and directly trigger service activation without any assistance from Account Managers (AM). Meanwhile, through MyEnterprise Care, existing enterprises can manage their subscription directly without AM assistance. They can monitor their mobile plan usage, perform self activation, download invoice, etc.

These self-service channels helped us boost our engagement with corporate customers, and they have been well-received by the customers, as shown by the increasing number of interactions throughout 2021.



**As we “Open a World of More” for the market, our portfolio has been substantially streamlined to deliver a much more relevant customer experience through services that have many added benefits while remaining affordable.**

## Broadband

Now in our 26<sup>th</sup> year in the industry, Telkomsel has expanded its brand proposition, from a trailblazing beacon of telecommunications in Indonesia to explore opportunities further afield as a “beyond telco” company, one that drives the country’s digital economy forward and strives to be the population’s most exciting digital lifestyle partner.

As we “Open a World of More” for the market, our portfolio has been substantially streamlined to deliver a much more relevant customer experience through services that have many added benefits while remaining affordable.

In line with the transformation of our corporate identity, we introduced Telkomsel PraBayar, our umbrella category for all prepaid offerings, previously marketed under *simPATI*, Kartu As, and Loop brands. Meanwhile, our flagship postpaid brand, kartuHalo, was transformed into Telkomsel Halo. Both PraBayar and Halo boast Telkomsel’s market-leading network connectivity and superior broadband quality.

### MARKETING

In our bid to lead at the forefront of the digital telecommunications market, Telkomsel strives to improve broadband connectivity and expand broadband services, thus satisfactorily catering to a wider array of target segments. Our efforts in this area in 2021, however, were heavily overshadowed by the Covid-19 pandemic, which had resulted in a drop in people’s purchasing power and mobility, as well as product affordability. In response to this, we focused our



marketing initiatives in Broadband segment to shift our conventional services towards Wi-Fi/Fixed Broadband, increase the share of our 4G users, and boost Broadband revenue from 4G migration efforts.

Our measures paid off in 2021, as Telkomsel's market share and Broadband revenue dominated the market, following a steep growth in data usage. These achievements resulted from three main programs that formed the basis for our Broadband Services strategy, as detailed below.

Through our Brand Rejuvenation Program, we complemented the newfangled Telkomsel PraBayar and Telkomsel Halo brands with a reprogrammed smart aggression initiative. We discontinued unlimited packages and changed them to Combo SAKTI, Halo Unlimited, and Merdeka Belajar Jarak Jauh (MBJJ) packages to boost our customer experience and satisfaction, fully aware that Telkomsel's offerings are clearly ahead of the game. This boosted monthly transaction figures, and eventually, our revenue.

A landmark development in Broadband strategy in 2021 was our pioneering rollout of 5G services in Indonesia, as we move forward towards a more universally connected world. We deployed 5G for consumer mobile and home broadband, and began fostering an ecosystem that benefits both Telkomsel and its customers. By end of 2021, Telkomsel had rolled out 5G in 9 cities nationwide, with substantially more planned in 2022.

Evincing our customer-centric orientation, 2021 saw us ramp up our customer value management (CVM) further by personalizing special offers and identifying potential customers by harnessing advanced analytics and machine learning based on customer usage and behaviour. Enriching the packages offered via by.U, Indonesia's first digital prepaid cellular service, Telkomsel is targeting the needs of young people and Gen-Z in urban areas to stay connected. Gen-Z's dominant presence in the Indonesian society, more than 27% of all population, translates to a massive potential for revenue growth from this segment.

We successfully performed Customer Lifecycle Treatments for Telkomsel Halo customers, involving acquiring, stimulating, and retaining users of our Broadband services. This was accompanied by the provision of physical vouchers to serve the low-end segment.

As a result of these initiatives, Telkomsel managed to achieve excellent results. In ARPU Broadband stimulation, we managed to make record single customer journey monthly average. We succeeded in making acquisitions through migrating pre-paid users to post-paid and CVM, and also benefited from churn prevention efforts.

In 2021, as part of our Broadband marketing campaigns, Telkomsel delivered the Ekstra Kuota Data (Extra Data Quota) and Halo Unlimited upgrade programs. Furthermore, we strategically managed our media assets and paid advertising.



In the context of 4G migration, we have refarmed the Broadband services spectrum in more than 500 cities since early 2021, keeping with our standing as the first telco operator to offer 5G in Indonesia. We strategically expand our excitement-filled Broadband offerings by collaborating with OTT content providers, to strengthen and enrich Indonesia's digital ecosystem. Going forward, we aim to bolster our leadership in digital telecommunication in the Southeast Asian market through our "Open a World of More" spirit.

## SALES

As Telkomsel shifts from Legacy business to Broadband and Digital Services, our sales strategy has also evolved along the way. We are now focusing more on delivering a seamless and market-leading omnichannel experience. Omnichannel capabilities allows greater flexibility to our customers in obtaining our top-selling products, beyond traditional channels of brick-and-mortar shops and e-commerce. Furthermore, these hero products can be personalised to their preferences, rendering them more relevant to the different needs of the market. With more attractive schemes on offer, in 2021 we successfully boosted customer transactions via omnichannel.

In line with this, our more conventional "assisted" sales-and-service channels, such as GraPARI, Call Centre, and eCare, had also undergone a massive revamping and streamlining, while our "non-assisted" channels (Virtual Assistant and MyGraPARI) had been enhanced even further. All these have stayed accessible and provided full-range services to customers in the new normal, with Covid-19 necessitating restrictions to be enforced on physical contact points. Our Virtual

Assistant has made it fun for existing customers to become a promoter to acquire new users. It is now available on Facebook Messenger, LINE, Telegram, WhatsApp, MyTelkomsel app, and Telkomsel.com.

## ENTERPRISE

Broadband remains our biggest contributor to the Enterprise segment's revenue. In 2021, we continued to support work from home (WFH) and learn from home (LFH) activities by providing special internet packages, such as packages to support education, e-commerce, and health sectors; bulk package offers for educational purposes; and provision of free internet to students, teachers, and lecturers through Merdeka Belajar Jarak Jauh (MBJJ) package to support government program.

In addition, we supported enterprises by providing their employees and the communities with custom broadband packages, such as "ojol" (online motorbike taxi) package. Understanding customer behaviour and trend of the shift to online channels and accelerated activation process, we encourage our enterprise customers to utilize digital channels with the launch of Enterprise+ packages. With these, new enterprise customers can register and purchase their desired package through MyEnterprise.

We also provided custom products and solutions especially developed for our B2B customers and the Government. These products were customised to each customer's budget. They included the MBJJ program, Bulk Education, Society Packages, Community Packages, and Ride hailing packages.

## Digital Services



**Telkomsel will continue to transform and empower its digital services by developing marketing initiatives that revolve around games, video, and music segments in 2022. Efforts to strengthen these initiatives will be carried out with a mindset to be at the forefront of the digital telecommunications industry.**

Digital Lifestyle and Services are at the forefront of Telkomsel's offerings, having grown solidly over the years as proof of Telkomsel's commitment to transforming itself from a traditional telco company towards a fully digital telco company.

Despite the continuing Covid-19 pandemic, with the emergence of new virus variants, causing further economic turbulence throughout 2021, Telkomsel remarkably attained new heights by developing new digital platforms and establishing a digital subsidiary to scale-up its digital endeavours.

Telkomsel's commitment to "Opening a World of More" (*"Buka Semua Peluang"*) guides us in our creation of key opportunities to assist customers, government agencies, and enterprises, helping them to navigate the uncertainties of 2021 with its offering of digital services that run the gamut.

Our Digital Services portfolio consists of Digital Lifestyle, Digital Advertising, Digital Banking, Data Solutions, Internet of Things, and Orbit. Each of them, as discussed below, has shown a convincing rate of growth bolstered by the surging demand for such services in the "new normal" resulting from the Covid-19 pandemic. This array of digital-related investments and inorganic activities has also made it possible for Telkomsel to deliver a distinctive service, synergising these initiatives to effectively tackle existing challenges.

### DIGITAL LIFESTYLE

Innovation is key to providing excellent digital services to customers and overcoming business challenges. Inspired by this understanding, Telkomsel's marketing initiatives for Digital Services were focused on the integration of MyTelkomsel super app in 2021. These initiatives sought to deliver personalized engaging contents to customers by integrating our three main digital business segments—games, videos, and music—with

selected trailers or content from MAXStream, in addition to existing campaigns.

As a result, revenue from Digital Lifestyle Services (DLS) overall surpassed previous year's achievement, with games and videos being the main contributors. Their role in strengthening Telkomsel's growth could not be understated. Games alone already garnered a substantial portion of Digital Services total revenue.

Collaboration has been the main theme for us in creating and scaling up Telkomsel's immersive digital contents. Casual playable games have been curated via by.U, and made accessible to our customers directly from the MyTelkomsel super app. For endless hours of video entertainment, we have joined forces with Disney+, Amazon, Viu, and Lionsgate, among others, to bring popular titles to our customers' screens. We complemented our offering with our own binge-worthy original series exclusive on MAXStream. And in the music segment, we reinforced Langit Musik's capabilities to provide playlists adapted to each customer's preferences.

We engage all available channels to offer a plethora of digital services including our customer loyalty program. Telkomsel's loyalty program enhances customer satisfaction with the vast selections of digital services and experiences available for them. The POIN redeem program, by which Telkomsel Poin can be converted to be utilized for OTT subscriptions and Video services. In 2021, Telkomsel reaped significant benefits from a loyalty program run in collaboration with e-commerce platforms that offer top-ups and internet quota packages.

Telkomsel will continue to transform and empower its digital services by developing marketing initiatives that revolve around games, video, and music segments in 2022. Efforts to strengthen these initiatives will be carried out with a mindset to be at the forefront of the digital telecommunications industry.

In the games segment, especially, we strive to continuously improve the gaming experience for our customers, by keeping our games up to date and enriching our catalogue through partnerships. We will also make Dunia Games a more thoroughly engaging experience for our customers, by offering discounts and bonuses. We will pursue this very strategy of content enrichment in developing our video and music segments, by teaming up with more OTT and live content providers, acquiring potential films and series from local and foreign production houses, and delivering an all-encompassing and powerful music platform through the expansion of Langit Musik. We also aim to make it more convenient for customers to stay immersed in our digital services through the autorenewal package we are currently developing.

Sales initiatives in Digital Services in 2021 revolved around enriching and enhancing DigiPOS's offerings, such as UI/UX improvement, more relevant programs, more contextual incentives, deeper personalisations, and also a clear and easy onboarding process. The Digistar redemption year-end program, with a grand prize for top performing outlet, was successful in driving up outlets and resellers' engagement with DigiPOS. As a result, DigiPOS's rating on Google PlayStore by end of year reached a 4.5-star level, demonstrating its strong adoption by the market.

We have been sharpening the fundamentals of our sales execution for Other Digital Lifestyle Services (DLS), which harbour an immense potential for future growth, and thus we shall tap them accordingly. We have done this by intensifying community engagements and regularly organising games competition, both online and offline at the Games Room we have set up at each GraPARI branch.



### DIGITAL ADVERTISING: ENHANCING VALUE IN MARKETING POSITIONING

Telkomsel's DigiAds deliver targeted, cross-platform advertising, such as messaging, video, contextual, location-based, reward, and mobile coupon, layered with unique insights gained from sophisticated data analytics of over 170 million Telkomsel subscribers. DigiAds also offers Indonesia's first mobile authentication service, Telkomsel PNV, providing an additional layer of security for businesses in providing mobile-based services.

In 2021, together with TelkomGroup and Indonesian Press Council, Telkomsel DigiAds developed the largest premium programmatic advertising platform in Indonesia—TADEX, or Tanah Air Digital Exchange. We also launched MyAds x GoBiz platform integration, in collaboration with Gojek, to bring a wealth of benefits to Gojek's MSME partners, especially



MyAds x GoBiz

GoFood merchants, of which 28,000 are currently participating. This initiative was acknowledged by MMA Smarties with the Silver Winner for Seamless Consumer Experience category at the Smarties Indonesia 2021 Awards. In partnership with Telkomsel Innovation Center (Tinc) and Daily



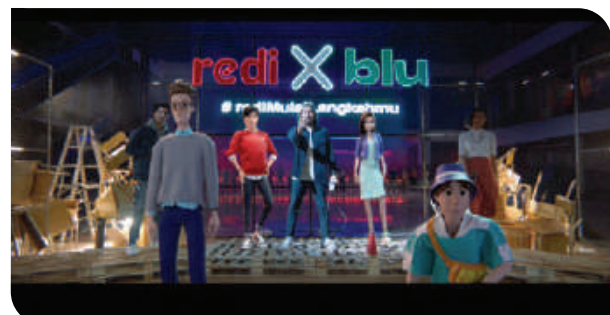
MMA Smarties – Silver Winner for Seamless Consumer Experience

Social, DigiAds also initiated the DigiHackAction, a hackathon resulting in hundreds of valuable adtech ideas to be developed in the future.



### DIGITAL BANKING: SMOOTH BANKING EXPERIENCE FOR EVERYONE

Telkomsel joined forces with 90 financial institutions in Indonesia to develop Telkomsel redi, a mobile banking service available on mobile app, SMS, and USSD channels. Launched in mid-2021, it gives users a seamless and powerful digital banking experience, from personalised expenses management to multiple user accounts. Through its partnership with blu by BCA Digital, a prominent digital bank in Indonesia, redi is constantly strengthening its systems and enriching its features for users. More than 2,000 blu accounts have now been linked to redi to date.



redi x blu



### DATA SOLUTIONS: DATA-DRIVEN BUSINESS ACCELERATORS

Telkomsel's venture into Big Data has been expanded even further in 2021, with Telkomsel MSIGHT now opening the opportunity for more than 54 clients to transform their business by harnessing this data-driven platform. We continued to birth new innovations in this field, chief of which in 2021 being the T-Score (an in-house creditworthiness score) and Social Economy Status (insight-rich API for strategic decision-making). Our burgeoning API marketplace, DIGIHUB, had served up to 19 million API hits by end of 2021, with nearly half of the clients coming from the finance & banking sector.

By utilising Big Data, we have also been able to deliver mobile loan package service to help customers address their financial issues by ensuring that they remain connected with their ecosystem. Growth in this segment has been encouraging, and we seek to gain more momentum with the launching of a new dedicated loan platform, Pegasus. Also supporting this initiative is Telkomsel klop!, a loan aggregator platform that engages financial services providers in Indonesia. Launched commercially in late 2021, by the end of the year klop! had expanded to more than 30 cities across the nation.



### HOME LTE: UNPARALLELED CONNECTIVITY FROM HOME

Telkomsel Orbit brings the peerless connection quality offered by its vast 4G and 5G networks across the nation directly to the home. It has now been used by hundreds of thousand of



OMNI Brands of the Year 2021 – Outstanding Omni Performance for Home Internet (Telkomsel Orbit)

households and MSMEs and counting to serve their high-bandwidth needs at affordable rates. New customers since August 2021 could enjoy the FantaSix 150-GB data package for six months. With Telkomsel's initial rollout of 5G in May 2021, Telkomsel Orbit became the first commercial 5G home broadband product in Indonesia, launched in 6 areas in Jakarta. Orbit's unbeatably fast connectivity was recognised by the OMNI Brands of the Year 2021 Award in the Home Internet Provider category from Marketeers.



### DIGITAL ENTERPRISE SOLUTIONS

Our main aim in the Enterprise segment is to make Telkomsel the largest provider of mobility Digital Transformation (DX) in Indonesia by 2025. To achieve this strategy, we built our flywheel and 2021 marked our step to set the foundation by transforming key capabilities from product to enterprise platform business, enabling new services and generating more revenue.

With digital transformation now becoming the focus of enterprises across the globe, we help them to accelerate their digital transformation journey by launching several digital services and digital platforms that are relevant for enterprises to establish their digital office to stay productive during pandemic, improve engagement with



their customers, and digitize business processes such as supply chain and manufacturing. We develop and orchestrate the technologies, serve enterprise customers with basic connectivity, advanced connectivity, cloud, security, analytics, and Internet of Things (IoT) offerings.

Telkomsel's highlighted products for Office Digitalization are:



In 2021, we improved the features of CloudX meeting by collaborating with Zoom Video Communications Inc (Zoom), to enhance more comprehensive corporate video conferencing experience and adding new features, such as unlimited cloud recording, corporate branding, large number of participants (up to 500). Our newly revamped and improved CloudX meeting had excellent traction and garnered positive reception from the enterprise market.



Provides comprehensive in-app protection for mobile apps via a lightweight SDK for both android and iOS. Once the SDK is embedded, the app can leverage the power of large threat datasets from the Lookout Security Cloud to protect individuals and organizations from data compromise when conducting transactions.



Cloud solution designed to protect the mobile device at the intersection of work and play. Powered by the world's largest dataset of mobile threats, Mobile Endpoint Protection leverages a lightweight app on each employee's device to deliver real-time visibility, risk mitigation and threat remediation across entire mobile device.

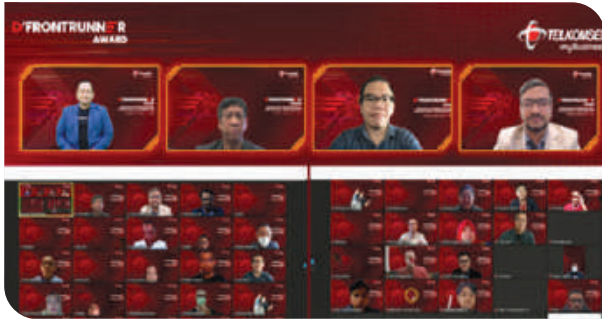
Products aiming to boost customer engagement are:



Telkomsel nGage is Communication Platform as a Service (CPaaS) based on the cloud that allows enterprise to optimize communication and interaction through efficient APIs. The service consists of programmable voice, programmable SMS, programmable chat, number masking, and mobile authentication service.



An Intelligent Customer Engagement Platform that provide capabilities to allow capturing different customer events and stages, then use and formulate them into personalized actions, therefore optimizing customer engagement in every journey stage from leads generation, sales conversion, and proactive retention through personalized offers. In 2021, Telkomsel succeeded to deliver this platform to a major client where it became a part of company transformation on customer experience journey.



D'Frontrunner Award

Embodying Telkomsel's commitment to accelerating Indonesian enterprises through digital transformation, we held D'Frontrunner Award in collaboration with Frost & Sullivan to give appreciation for several enterprise accounts, which showed the highest digital readiness and maturity level and implemented innovative digitalization in these companies. The award was given to 5 vertical industries, namely banking, natural resources, manufacturing, agriculture, and retail.

We also strengthened our B2B digital ecosystem through collaboration and generated more use cases. To serve more than 38,000 enterprise customer, we supported the trusted leading technology providers. At the same time, we endeavored to improve our internal capability and solution excellence, to make us ready to become a one-stop digital solutions provider that delivers game-changing services to our enterprise accounts.

Aligned with Telkomsel's 5G rollout and effort to develop 5G ecosystem, we announced Joint Trial collaboration with Schneider Electric to accelerate the adoption of 5G in the industrial sector, while inspiring other industry players to be able to implement 5G and the latest technology in various operational activities. We encourage collaboration among stakeholders to develop digital solutions on top of 5G high speed network and low latency in order to accelerate enterprise digital transformation.



Joint Trial 5G collaboration with Schneider Electric

In 2021, we managed to further develop the B2B digital ecosystem by delivering new digital platforms in collaboration with strategic partners, such as Bridge on nGage, and Zoom on CloudX Meeting 2.0. Our newly revamped and improved CloudX 2.0 had excellent traction and garnered positive reception from the market. Furthermore, having improved our data analytics' internal capability, we successfully delivered the Intelligent Customer Engagement Platform to a major client.



### INTERNET OF THINGS: ACTIONABLE INSIGHTS FOR OPTIMUM RESULTS

Telkomsel has elevated its role in the digital sector with Telkomsel IoT, broadly divided into three segments: Smart Connectivity, Fleet Management, and Industrial. With new innovations introduced in this field, to improve the ease and reliability for businesses to track and monitor assets, Telkomsel IoT has become a leading IoT provider in the country, with more than 600 customers and 1.5 million devices connected by end of 2021.



Frost & Sullivan's Best Practices Award 2021 – Indonesia IoT Services Product Leadership Award (Telkomsel IoT)



OMNI BRANDS of the Year 2021 – Best Omni-Channel Campaign for B2B (Telkomsel IoT)

Telkomsel's fleet tracking tool FleetSight contributed to the success of the holding of the national sports week PON XX in Papua, while our Industrial IoT participated in PIDI Exhibition held by the Indonesian Ministry of Industry in 2021. The insights delivered by our stellar data analytics paired up with our IoT corporate solutions brought us awards from Frost and Sullivan (Indonesia IoT Services Product Leadership Award), MarkPlus Inc. (Omni Channel Award), and GSMA Mobile 360 Asia Pacific (Most Favourite Digital Nation Video), all in 2021.

Telkomsel's product portfolio in the IoT sphere includes:

### Telkomsel IoT Control Center

Cloud-based solution for enterprise-level automation of connected devices, providing asset visibility, safety, usage optimisation, and cost predictability.

### Telkomsel IoT Managed Service Connectivity

Connectivity solution for multiple SIM cards in one router for improved performance through greater bandwidth and reduced network congestion.

### Telkomsel IoT Managed SD-WAN

Cost-effective solution for businesses to simultaneously manage corporate WANs in all locations with zero-touch provisioning.

### Telkomsel IoT Managed CCTV

Intelligent monitoring solution to safeguard businesses that is easy to use, secure, and highly reliable.

### Telkomsel IoT Sphere

Business network security solution that secures global networks against incoming threats and exploits, thus boosting productivity and performance.

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**Telkomsel**  
**IoT FleetSight**

End-to-end fleet management solution with rich insights and strong professional services for enterprises, focusing on vehicle telematics with embedded sensors and easy-to-use platform. Now comes with new features to promote better safety driving.

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**Telkomsel**  
**IoT FleetSense**

AI-based telematics and fleet management solution supported with intelligent visual monitoring, enabling fleet owners to gain visibility on vehicles, improving overall safety and security.

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**Telkomsel**  
**IoT TOMS**

Order management system to support enterprise fleet management, allowing tracking and management of operational fleet to improve efficiency and reduce downtime.

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**Telkomsel**  
**IoT Control Tower**

Order dispatch and fleet management solution that leverages on AI and advanced geo-location engine to deliver smart supply chain management platform to bolster performance.

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**Telkomsel**  
**IoT INTANK**

Intelligent tank monitoring system for end-to-end tracking and monitoring of liquid inventories (oil, chemicals, water), delivering greater visibility and improving operational efficiency in commercial projects.

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**Telkomsel**  
**IoT Asset Performance Management**

Business asset monitoring solution for seamless monitoring of enterprise asset quality, availability, and security, be it indoor and outdoor, with reporting and insightful analysis delivered in real time.

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**Telkomsel**  
**IoT Envion**

Smart energy monitoring solution that allows real-time monitoring, energy use profiling, and alert and failure mitigation system for businesses to gain advantage through energy optimisation.

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**Telkomsel**  
**IoT Smart Manufacturing**

Fully integrated collaborative system that responds in real time and easily adjustable to changing conditions in manufacturing sites, with actionable advanced automatic scoring of overall equipment effectiveness within the digitally-enhanced manufacturing execution system.

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## 2021 BREAKTHROUGHS

To amplify the value and extend the reach of Telkomsel's exciting and always evolving digital services, in 2021 we established INDICO, to serve as a flywheel for leveraging our key assets and accelerating our journey in creating a rich digital ecosystem for the nation. INDICO is supported by three vertical pillars: PT Kuncie Pintar Nusantara engaging in edutech, PT Fita Sehat Nusantara in health-tech, and PT Games Karya Nusantara in the games sphere (in partnership with a subsidiary of GoTo).

As Telkomsel aims to bring innovations from the realm of possibilities to the real world, our newly-established Tinc Polaris will serve a key internal role as a digital catalyst in optimum value creation. Tinc Polaris' talent pool for entrepreneurial ideation and incubation now works in tandem with INDICO to nurture internal innovation to accelerate our digital businesses integratively.

We intensified our synergic collaboration with GoTo to deliver a comprehensive range of digital lifestyle experiences and solutions to the Indonesian population. As we topped up our investment in GoTo by USD 300 million in May 2021, we deepened our engagement in various strategic ways. These included mutually boosting Telkomsel and GoTo's user base in both parties' respective ecosystems, providing convenient

access via GoShop to Telkomsel's outlets and resellers, and enhancing user experience via new solutions for Gojek drivers and merchants.

Our venture arm, Telkomsel Mitra Inovasi (TMI), established in 2019, has been instrumental in driving the discovery and development of promising new businesses and technologies that tackle the most significant technological challenges of today. By end of 2021, TMI's portfolio had welcomed 8 new additions, each coming up with ingenious solutions to address challenges in their respective fields, and together with Telkomsel unlocking all possibilities the future has in store.

Our digital services portfolio is also on track for an exponential broadening, with Telkomsel's success in securing the 2300 MHz spectrum for delivering additional capacity to our existing 4G and 5G infrastructure. We are the first telco company in Indonesia to rollout 5G commercially, with the service now available in 9 cities. With this monumental progress, we are blazing a trail and staying ahead of the curve.

Finally, as proof of our determined pivot into a digital telco company, in 2021 Telkomsel transferred its ownership of tower assets through a sale to its sister company, Mitratel. Having unlocked the value of our passive assets, we can further sharpen our focus on Telkomsel's core business as we move forward.



## Information Technology and Network



**As the backbone of all strategic initiatives, our information technology, network, and infrastructure have been playing a crucial role in ensuring success in our deliveries.**

Through the “Open a World of More” brand strategy, Telkomsel strives to craft the most enriching customer experience through excellent legacy, broadband, and digital service offerings alongside their customer-oriented benefits. As the backbone of all strategic initiatives, our information technology, network, and infrastructure have been playing a crucial role in ensuring success in our deliveries.

For 2021, Telkomsel had prepared for immersive digital experience for its customers by deploying enhancements to its high-performing system, thus enabling business growth while keeping costs effective. As the pandemic raged on, in 2021 Telkomsel successfully delivered 25% more releases compared to in 2020, maintained at least 99% SLA for complaint handling service quality, blocked virtually all cybersecurity threats and malware across its extensive IT infrastructure, and achieved cost leadership in all this thanks to our cost-conscious culture.

Our continuous improvement approach to IT was acknowledged by external parties in 2021, with Telkomsel receiving the IDC Future of Intelligence Award, our super app MyTelkomsel receiving the ICSQ Award, and Dunia Games dubbed as The Most Favourite Gaming Media of the Year at the IGA.

### **DELIVERING FULL-FLEDGED IT CAPABILITIES**

We expanded the benefits of digital services and solutions for our customers, tailored to their needs. This ensured us to be ahead of the competition in catering to both retail and enterprise customers, while attracting new market in the digital ecosystems. We continued on delivering Best Consumer and Retail Experience.

As mobility remains restricted during the pandemic, Telkomsel offers self-service SIM card delivery and prepaid reactivation and starter kits, removing the need for customers to visit a GraPARI or service outlet to fix their SIM cards. This customer-first approach boosted 52% payload from reactivated users and greatly reduced touch point interactions. We ramped up revenue by offering new and personalized products through omni-channel payment, and deploying enhancements in DigiPOS, Telkomsel Orbit, and e-wallet payment platform ELISA.

To ensure sustainable enterprise growth, in 2021 Telkomsel released the much-improved CloudX2.0, an embedded solution for enterprise customers to run virtual meetings. We continued to be a strategic partner for the government in supporting national education, with our Merdeka Belajar Jarak Jauh (MBJJ) program.

We empowered Indonesia's digital ecosystems by deploying T-Survey as a digital Do-It-Yourself survey platform, with a focus to create a new scalable business model to maximize Data Insight monetization, and developed MyAds-Gobiz to facilitate Gojek's wide range of clients to send promotional or notification messages to customers via an integrated messaging delivery channel. Backed by our infrastructure, as at end of 2021, MyAds served 40 national companies

and over 23,000 SMEs. And with IoT Sphere, an add-on comprehensive and cost-effective security solution, we protected over 1.1 million IoT customers from cybersecurity threats.

## **TRANSFORMING THE CORPORATE WORLD FROM THE INSIDE OUT**

Internally, our IT enables agile internal processes and eliminates redundant processes throughout our operations. The management of our IT assets has been enhanced with the Software Asset Management (SAM) in place. SAM has helped us keep track of IT assets across our infrastructure, provide a detailed view of each software for audits and compliance checks, and deliver their usage insights. With SAM, we have been able to maintain an effective budget for software development and contracts over the years.

By deploying Robotic Process Automation (RPA) in early 2021, now widely implemented across directorates, we levelled up both our enterprise productivity and cost leadership. By end of 2021, we had deployed 74 bots in our production environment, thus becoming a top RPA implementer in the industry.

In 2020, Telkomsel built the Revenue Assurance and Fraud Management System (RAFM). Now in its second phase, RAFM not only can detect fraud automatically but also covers additional 26 use cases with larger data feed on our back-end.

We developed the Consent Management System central repository for customer preferences related to the use of their personal data, in compliance with the law on electronic information. With this system, Telkomsel collects information transparently from customers, who retain total control over their personal data. Furthermore, adhering to the regulation on personal identifiable information, we implemented Data Tokenisation Solution to encrypt sensitive data, thereby avoiding risk of data theft. Our customers can thus always feel secure with their data stored in our systems.

To assist employees in their day-to-day work, we continued the evolution of MOANA, the one-stop employee self-service centralised application. MOANA has been adapted to facilitate employees' tasks under the work from home (WFH) and hybrid work arrangements, and the host of new features added in 2021 helped it to deliver a seamless experience to our employees in using personal devices, thus boosting their work efficiency and productivity.

To increase security surrounding personal passwords—often the weakest link in the cyber chain—we deployed Telkomsel PASSPORT, a mobile authentication app with Single Sign-On (SSO) and Multi-Factor Authentication (MFA) running on Zero-Trust framework, to facilitate the login processes of our employees and suppliers.

In developing new applications and systems, Telkomsel espouses the low-code approach, as it promotes effective collaboration between

Business and IT Directorates. Low-code development platform (LCDP) reduces time-to-build and quickly delivers minimum viable products (MVPs), thus accelerating digital transformation. So far at least 22 applications have been built using LCDP.


### **CUT THE FAT, BUILD THE MUSCLE: STRATEGY FOR A STREAMLINE YET IMPACTFUL NETWORK**

A cost-efficient approach is also being used in how we maintain and develop the other key backbone of our operations: Network.

In response to the New Normal, we rolled out the "Cut the Fat" program to streamline our operations by zeroing in on major sources of network spending and applying cost leadership on these sources. These involved renegotiation of contracts, optimisation of inter-regional traffic to reduce transmission expense, and optimisation of service bandwidths to lower radio frequency fees. We also used automation and advanced analytics assisted with machine learning to develop a BTS cost model that identifies sites with cost outliers and provides drivers for optimising site expenses.

**We are the leader in network experience in more than 80% of Indonesian cities, after having deployed around**

**new  
LTE BTS  
±30,000**



**According to external crowdsourcing data, Telkomsel has been leading in Video Experience for six consecutive years and is ahead of other competitors in broadband throughput.**

The above initiatives are then topped up with our “Build the Muscle” program, aimed at elevating our services for our customers. Four sub-programs comprise this: “Coverage Enhancement”, “Smart Expansion”, “Unlocking Digital Capability”, and “Strengthen the Technology”.

Telkomsel boasts the largest 4G coverage in the country, based on crowdsourcing data collected and confirmed by independent third parties. By end of 2021, Telkomsel’s 4G services had covered over 96% of the total population of Indonesia, up from 2020. Telkomsel currently owns at around 8,000 towers, and continues our expansion in rural and remote areas through “Desa Non-3T” initiative. We are committed to supporting the government in providing broadband services to open a world of opportunities to rural communities, and brought 4G coverage to hundreds of villages in 2021, with more than one thousand others slated to enjoy 4G in the near future. In total, we had provided 4G services to 89% of all villages nationwide by end of 2021.

To win market share in urban areas, Telkomsel improved customer experience in 2021 by delivering “Smart Expansion” that boosts network quality and video experience. We are the leader in network experience in more than 80% of Indonesian cities, after having deployed around 30,000 new LTE BTS. According to external crowdsourcing data, Telkomsel has been leading in Video Experience for six consecutive years and is ahead of other competitors in broadband throughput.



*Telkomsel 5G coverage area & hotspot locations*

Through the “Unlocking Digital Capability” sub program, we implemented quality of service differentiation called QCI-3 and QCI-7 (quality of service class identifiers) nationwide, delivering the best latency for gaming experience. This is a high-potential avenue for serious gamers in the country to take advantage of, and in so doing they drive up our broadband revenue.

### **TOPPING IT ALL OFF: ENTER 5G**

In terms of network capability, we flexed our most powerful muscle in 2021 as Telkomsel became the first mobile operator in Indonesia to offer 5G. Having deployed the 5G network, we are now building the supporting ecosystem in nine major cities and counting, through the “Strengthen the Technology” sub-program.

The emergence of 5G has birthed a host of novel and exciting opportunities to offer lucrative, state-of-the-art solutions both to the mass market and enterprise segments. Certain solutions are made possible only by 5G connectivity, and the potential use cases are virtually limitless.

By ensuring our entire network’s 5G preparedness, and developing the necessary ecosystems along with the required systems and supporting applications, Telkomsel in the coming years is eyeing to scale up its 5G coverage. We will do this by re-farming our 3G spectrum and acquiring new frequency bands for extra capacity to support various applications in connectivity and beyond, mainly in the B2B and B2B2C domains.

The advent of 5G, we expect, will give rise to many new revenue streams, which will ensure our sustainable business as a leading digital telco company that prioritises customer experience and is passionate about bringing the vision of plenitude—“A World of More”—into reality.



## Human Resources



**We must first open a world of opportunities for our high-spirited talents to grow and excel in whatever they do. That is our impetus to make Telkomsel a great playground for our workforce to unleash their full potential.**

We have trained our sight towards greater inclusivity for people to enjoy an abundance of benefits from the digital ecosystem that Telkomsel has been building together with the broader stakeholders. For Telkomsel to live up to this, we must first open a world of opportunities for our high-spirited talents to grow and excel in whatever they do. That is our impetus to make Telkomsel a great playground for our workforce to unleash their full potential.

This philosophy has been manifested in how we nurture our people and cater to their needs and aspirations. We are giving them competitive, industry-leading benefits, room for growth, healthy work culture and environment, and a safe space to speak up as well as to innovate. With these supports given to our employees, we want to emphasise how their work at Telkomsel creates an impact in building Indonesia, for Telkomsel empowers the society through technology.

### GRAND STRATEGY

In an era where technology takes centre stage in many arenas of life, the battle to win top talents in tech turns fiercer by the day. Telkomsel's Human Capital Management Directorate (HCMD) has formulated a Human Capital Grand Strategy to beat the competition. With the overarching objective of "becoming a world-class centre of excellence in providing digital talents for Indonesia's growth", in 2021 the HCMD developed programs along five areas we deem fundamental for our future endeavours.

These five focus areas, as further detailed below, are:

1. Organization that complements performance-based salary system,
2. Culture revamp and leadership development,
3. Employer branding and leveraged employee experience,

4. Empowerment of HC Business Partner's role, and
5. Re-enforcement of capability development.

The five areas will also be the rich soil on which we germinate our core values of "AKHLAK" (Indonesian acronym for Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Cooperative) as defined by the Indonesian Ministry of State-Owned Enterprises (SOEs) to be implemented in all SOEs including Telkomsel.

Grounded on AKHLAK, we have set up our culture journey to gradually and granularly introduce necessary changes to our organisation. This journey involves three stages. The first stage is formulation of "ACTION" as an embodiment of the new tenets of working at Telkomsel: Agility, Customer Centricity, Innovation, Open Mindset, and Networking. In the second stage, we push the organisational transformation culture through wide-scale and multi-platform communication across all levels within Telkomsel. In the final, third stage, we embed the change in a supportive, sustaining ecosystem that provides sufficient context to the pursuit of our goals.

## MAINTAINING A VERSATILE POOL TO DRIVE ALL-ROUND LEADERSHIP

To stay ahead of the curve in today's rapidly-evolving digital landscape, Telkomsel retains and cultivates talents that possess a wide-ranging technical expertise. By harnessing their skills, Telkomsel is securing its capability to continue delivering compelling experiences to customers through its mobile apps, contents, and platforms.

Telkomsel's Digital Prodigy talent pool has been created to address this very challenge. In this pool, data scientists, UI/UX specialists, software developers, and other tech whizzes collaborate on time-specific digital projects and assignments.

In tandem with this, Telkomsel passionately encourages talents to fashion meaningful and impactful applications from their ideas and skills. One such initiative currently pursued is our digital business arm INDICO's Talent Mobility Program.

For many years Telkomsel has conducted the Inno[X]tion Award as a platform for employees to innovate and submit innovative ideas to be executed into viable products. The Inno[X]tion Award in 2021 garnered 398 ideas, of which 33 were selected by the jury and 10 were selected as the eventual winners. Ideas related to business development are being incubated in collaboration with Tinc.

For us to ensure a versatile workforce, agility and adaptation are key. Telkomsel had instigated its digital transformation journey back in 2018, and motivated by the pandemic, we have accelerated digitalisation across our operations. MOANA, our internal human capital (HC) super app, has been assisting our workforce to perform to their highest standards and keep abreast with the latest developments in Telkomsel. With MOANA, all HC-related functions—from attendance to training and performance monitoring—are accessible at our employees' fingertips.

The ideals of transformation in work culture are put to practice by involving our senior leaders and change agents in the Change Champions initiative, with 305 employees becoming the "initial seeds" of change. Through them, culture change catches on to their peers, changing the organisation as a whole. We help these Change Champions through masterclasses and senior leaders monthly ACTION forum.

## ENRICHING EMPLOYEE SKILLSETS TO SUSTAIN EXCELLENT EXECUTION

To continue pushing boundaries at the frontier, Telkomsel has to consistently build a set of relevant and up-to-date competences in its people. With this view, in 2021 HCMD updated the coaching and counseling policy at Telkomsel.

The new policy, equipped with the Employee Profile (EP) and Employee Development Program (EDP) features, now pays a greater attention to individual capability development in strengthening their individual and team performance. With EP and EDP, employees and their team leaders/superiors can work hand-in-hand in planning, organising, and monitoring their professional development and career path.

In 2021, to boost critical capabilities, HCMD launched classes through the Transformational Expert Development (T.E.D) Academy, ranging from data science and back-end programming to cybersecurity and pricing, with a total of 201 graduates. All of whom had followed through the program's journey, from bootcamp, use case project, showcase, to final assessment.

To encourage the sharing of organisational knowledge, in 2021 the Telkomsel Faculty Members (TFAMS) was established to provide opportunities for employees to be involved in various development programs as teachers, content developers, as well as mentors or coaches. This initiative has bolstered interest among our people in contributing their skills and time to grow together with their peers. To complement this, Telkomsel engaged several prominent learning partners—Harvard ManageMentor, Percipio, Udemy, among others—to provide a wealth of learning materials for employees to learn and broaden their perspective at their own pace.

## FOSTERING MERITOCRACY AND ETHOS OF HIGH PERFORMANCE

Telkomsel has created a conducive environment for its employees to be valued and rewarded according to their merit. This began with the implementation of the Broadband Salary Structure (BSS), which expanded employee salary range beyond the traditional grade salary system, thereby emphasising the linkage between pay and performance.

This more flexible remuneration scheme allows employees to be rewarded for developing their skills and furthering their career in a flat-hierarchy configuration that Telkomsel espouses. Merit increases also ensure that salary increases are awarded without regard to one's position but instead based on their performance in achieving individual and company goals.

Telkomsel measures performance with a hybrid performance framework model, involving key performance indicators (KPIs) and objectives and key results (OKRs) considerations, ensuring vertical and horizontal alignments between units and individuals. It also promotes tighter collaboration and more aspirational target-setting. The impact of this hybrid model in concert with BSS up to the end of 2021 had been meaningful: performance had improved markedly for the majority of employees, and with it, the fruits of their endeavour.

## PROMOTING PEACE OF MIND AND ENSURING SAFETY

Early on in the pandemic Telkomsel had put in place the work from home (WFH) policy to slow down the spread of Covid-19 and protect the safety and health of our employees and their loved ones. HCMD ensures that all employees are not only equipped to stay productive throughout the pandemic, but also have everything they need to avoid contracting the virus, and if they do, to fully recover from it.

We have continued to implement strict health protocols across our premises. Each individual positive case is tracked so that we can promptly respond to the ramifications and address any ensuing issues adequately, without disrupting overall workflow. We created bite-sized contents to raise employee awareness about maintaining and enhancing well-being. Our weekly Fit In Action events and health talks kept our employees active and well-informed while they worked from home. We provided immune-boosting supplements and personal hygiene kits to all, as well as medicines and oxygen cylinders to those in need. Our employees can focus firmly on their goals, assured that Telkomsel is with them through thick and thin.

A staunch supporter of the Indonesian government's Covid-19 vaccination programs since their inception, Telkomsel held vaccination events in 24 cities across the country. By end of 2021, we had vaccinated nearly 100% of our workforce and 93% of their families.

## **BUILDING BRAND REPUTATION AMONG ASPIRING JOB SEEKERS AND BUDDING INDUSTRY TALENTS**

Every aspect of our business showcases the advantages of working with Telkomsel. This is key to attracting both fresh graduates and professionals in the field, who will learn the dynamics of our daily interactions that result in our quintessential way of thinking, frame of mind, and boundless excitement in creating ingenious and impactful solutions.

In many ways, our staff are ambassadors of the joys and perks of working at Telkomsel. We engage in collaborative employer branding with them, who share their experiences on Instagram, LinkedIn, Medium, and other platforms. Their messages have resonated through among nascent job seekers and professional circles alike—an organic means of promoting Telkomsel as the perfect place to further one's career.

Our social media posts testify to how the Telkomsel environment is always replete with resources for top talents to take their intrepid visions of the future, from ideation all the way to fruition. By the end of 2021, our @lifeattelkomsel Instagram account had amassed more than 18 thousand followers, and more than 275 thousand on our LinkedIn account.

We are also extending Telkomsel's footprint across various target audiences. We partnered with the Indonesian Ministry of State Secretariat to accelerate its digital transformation and innovation ecosystem through Setneg X program. In 2021, Setneg X encompassed incubation, knowledge building, mentorship, and application development of three ideas: a chatbot, a licensing application, and a visitor management system. Meanwhile, with the Ministry of State-Owned Enterprises, we empowered women's roles and leadership in industries by participating in the #GirlsTakeOver 2021 campaign. This move further cemented Telkomsel's commitment to opening opportunities equally for everyone, irrespective of their gender, and encouraging more female talents to take part in advancing Indonesia's tech scene.

Telkomsel builds collaboration that bridges the education sector with industry sectors by preparing the younger generation for an accelerated digital transformation. This is done through "Magang Kampus Merdeka" program, held in partnership with the Ministry of Education, Culture, Research, and Technology. Since July 2021, 38 students from the program's total 4,268 applicants were selected to work as interns at Telkomsel, across 10 "playgrounds" and 15 positions, for five months until January 2022. They received guidance from internal mentors and participated in development programs to upgrade their capability as Indonesia's up-and-coming digital talents.

## 05

**SUSTAINABILITY  
IN ACTION**





# Governance

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

GCG 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.

Helping us build a strong GCG structure within the organization are the five principles that underpin our GCG implementation. These are:

## TRANSPARENCY

Telkomsel presents 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 the shareholders and stakeholders, all performed with regard to regulatory compliance.

## RESPONSIBILITY

All elements in the organization are committed to showing 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 organization 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 values and ethical 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 interest of the Company. The code influences how employees think about actions and what they should or should not do in safeguarding the Company's assets, revenues and monetary adjustment beyond the Company's policies, by adhering to applicable standards.

## GENERAL MEETING OF SHAREHOLDERS

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

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

## 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.

Changes to the composition of Telkomsel's Board of Commissioners in 2021, based on successive Shareholders' Resolutions issued in 2021, are summarized in the table below:

| 2 November 2020 – 10 February 2021   | 11 February 2021 – 31 May 2021   | 1 June 2021 – present  |
|--|--|--|
| <b>Telkom Representatives</b> <ul style="list-style-type: none"> <li>• President Commissioner: Ririek Adriansyah</li> <li>• Commissioner: Sutrisno Saidi Tatetdagat</li> <li>• Commissioner: Yose Rizal</li> <li>• Commissioner: Nanang Pamuji Mugasejati</li> </ul> | <b>Telkom Representatives</b> <ul style="list-style-type: none"> <li>• President Commissioner: Wishnutama Kusubandio</li> <li>• Commissioner: Heri Supriadi</li> <li>• Commissioner: Yose Rizal</li> <li>• Commissioner: Nanang Pamuji Mugasejati</li> </ul> | <b>Telkom Representatives</b> <ul style="list-style-type: none"> <li>• President Commissioner: Wishnutama Kusubandio</li> <li>• Commissioner: Heri Supriadi</li> <li>• Commissioner: Yose Rizal</li> <li>• Commissioner: Nanang Pamuji Mugasejati</li> </ul> |
| <b>Singtel Representatives</b> <ul style="list-style-type: none"> <li>• Commissioner: Paul Dominic O'Sullivan</li> <li>• Commissioner: Yuen Kuan Moon</li> </ul>   | <b>Singtel Representatives</b> <ul style="list-style-type: none"> <li>• Commissioner: Paul Dominic O'Sullivan</li> <li>• Commissioner: Yuen Kuan Moon</li> </ul>   | <b>Singtel Representatives</b> <ul style="list-style-type: none"> <li>• Commissioner: Anna Yip</li> <li>• Commissioner: Yuen Kuan Moon</li> </ul>  |

The Board of Commissioners is responsible for:

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

## MEETINGS OF THE BOARD OF COMMISSIONERS IN 2021

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.

### Board of Commissioners

| Name                      | Position               | Meeting Attendance |
|---------------------------|------------------------|--------------------|
| Ririek Adriansyah         | President Commissioner | 0 of 0             |
| Wishnutama Kusubandio     | President Commissioner | 8 of 8             |
| Heri Supriadi             | Commissioner           | 8 of 8             |
| Nanang Pamuji Mugasejati  | Commissioner           | 6 of 8             |
| Yose Rizal                | Commissioner           | 8 of 8             |
| Sutrisno Saidi Tatetdagat | Commissioner           | 0 of 0             |
| Paul Dominic O'Sullivan   | Commissioner           | 2 of 2             |
| Yuen Kuan Moon            | Commissioner           | 8 of 8             |
| Anna Yip                  | Commissioner           | 6 of 6             |

### Board of Directors

| Name                            | Position                                | Meeting Attendance |
|---------------------------------|---|--------------------|
| Setyanto Hantoro                | President Director                      | 2 of 2             |
| Hendri Mulya Syam               | President Director                      | 6 of 6             |
| Nugroho                         | Director of Network                     | 6 of 8             |
| Hendri Mulya Syam               | Director of Network                     | 0 of 0             |
| Leonardus Wahyu Wasono Mihardjo | Director of Finance                     | 2 of 2             |
| Mohamad Ramzy                   | Director of Finance and Risk Management | 6 of 6             |
| Ririn Widaryani                 | Director of Sales                       | 0 of 0             |
| Hendri Mulya Syam               | Director of Sales                       | 2 of 2             |
| Adiwinahyu Basuki Sigit         | Director of Sales                       | 6 of 6             |
| R Muharam Perbawamukti          | Director of HCM                         | 7 of 8             |
| Wong Soon Nam                   | Director of P&T                         | 8 of 8             |
| Bharat Alva                     | Director of IT                          | 8 of 8             |
| Goh Hui Min                     | Director of Marketing                   | 6 of 6             |
| Heng Tze Meng Derrick           | Director of Marketing                   | 2 of 2             |

## COMMITTEES UNDER THE BOARD OF COMMISSIONERS

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

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

### AUDIT COMMITTEE

The Audit Committee assists the Board of Commissioners in fulfilling its oversight responsibilities for the financial reporting, 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 meetings must be attended by at least two members of the Audit Committee, including one member nominated by Telkom and one member nominated by Singapore Telecom Mobile Pte Ltd.

The Audit Committee members shall comprise at least three members. The members are appointed by the Board of Commissioners, and at least one of the members shall have competency in accounting and/or auditing.

Changes to the composition of Telkomsel's Audit Committee in 2021, based on successive Circular Resolutions of the Board of Commissioners of the Company issued in 2021 on the Appointment of Committee Members of the Board of Commissioners, are summarized in the table below:

| 1 December 2020–31 May 2021  | 1 June 2021–15 August 2021  | 16 August 2021–present   |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Yose Rizal as Chairman</li> <li>• Heri Supriadi as Vice Chairman</li> <li>• Paul Dominic O'Sullivan as Member</li> <li>• Nanang Pamuji Mugasejati as Member</li> <li>• Agus Suryono as Member</li> <li>• Sean Slattery as Member</li> </ul> | <ul style="list-style-type: none"> <li>• Heri Supriadi as Chairman</li> <li>• Yose Rizal as Member</li> <li>• Paul Dominic O'Sullivan as Member</li> <li>• Nanang Pamuji Mugasejati as Member</li> <li>• Agus Suryono as Member</li> <li>• Sean Slattery as Member</li> </ul> | <ul style="list-style-type: none"> <li>• Heri Supriadi as Chairman</li> <li>• Yose Rizal as Member</li> <li>• Anna Yip as Member</li> <li>• Nanang Pamuji Mugasejati as Member</li> <li>• Agus Suryono as Member</li> <li>• Sean Slattery as Member</li> </ul> |

The Audit Committee holds meetings on regular basis with the Internal Audit Group to discuss findings from the audit process. In 2021, there were a total of 5 Audit Committee meetings.



## REMUNERATION COMMITTEE

The Remuneration Committee is established to assist the Board of Commissioners in ensuring that the remuneration policy and scheme that is being implemented or will be implemented in the Company fairly rewards the Board of Directors and employees, attracts talent and has competitive value, in order to ensure that the Company has competent human resources.

The Remuneration Committee shall comprise of at least 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.

Changes to the composition of Telkomsel's Remuneration Committee in 2021, based on successive Circular Resolutions of the Board of Commissioners of the Company issued in 2021 on the Appointment of Committee Members of the Board of Commissioners, are summarized in the table below:

| 1 December 2020–31 May 2021   | 1 June 2021–present   |
|---|---|
| <ul style="list-style-type: none"> <li>• Yuen Kuan Moon as Chairman</li> <li>• Sutrisno Saidi Tatetdagat as Member</li> <li>• Nanang Pamuji Mugasejati as Member</li> <li>• Raden Muharam Perbawamukti as Member</li> </ul> | <ul style="list-style-type: none"> <li>• Wishnutama Kusubandio as Chairman</li> <li>• Yuen Kuan Moon as Member</li> <li>• Nanang Pamuji Mugasejati as Member</li> <li>• Raden Muharam Perbawamukti as Member</li> </ul> |

In 2021, there was a total of 2 Remuneration Committee meeting.

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

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

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

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

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

The CFMP Committee shall comprise at least 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.

Changes to the composition of Telkomsel's CFMP Committee in 2021, based on successive Circular Resolutions of the Board of Commissioners of the Company issued in 2021 on the Appointment of Committee Members of the Board of Commissioners, are summarized in the table below:

| 1 December 2020–31 May 2021   | 1 June 2021–15 August 2021   | 16 August 2021–present  |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Yose Rizal as Chairman</li> <li>• Heri Supriadi as Vice Chairman</li> <li>• Yuen Kuan Moon as Member</li> <li>• Leonardus Wahyu Wasono M as Member</li> <li>• Lukman Hakim as Member</li> <li>• Anna Yip as Member (effective 18 December 2020)</li> </ul> | <ul style="list-style-type: none"> <li>• Yuen Kuan Moon as Chairman</li> <li>• Heri Supriadi as Vice Chairman</li> <li>• Yose Rizal as Member</li> <li>• Leonardus Wahyu Wasono M as Member</li> <li>• Lukman Hakim as Member</li> <li>• Anna Yip as Member</li> </ul> | <ul style="list-style-type: none"> <li>• Yuen Kuan Moon as Chairman</li> <li>• Heri Supriadi as Vice Chairman</li> <li>• Yose Rizal as Member</li> <li>• Mohamad Ramzy as Member</li> <li>• Lukman Hakim as Member</li> <li>• Goh Seow Eng as Member</li> </ul> |

In 2021, there were a total of 6 CFMP Committee meetings.

## 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.

Changes to the composition of Telkomsel's Board of Directors in 2021, based on successive Shareholders' Resolutions issued in 2021, are summarized in the table below:

| Validity Period                         | 15 August 2020–<br>10 February 2021 | 11 February 2021–<br>27 May 2021 | 28 May 2021–<br>31 October 2021 | 1 November<br>2021–present |
|---|-------------------------------------|----------------------------------|---------------------------------|----------------------------|
| <b>Telkom Representatives</b>           |                                     |                                  |                                 |                            |
| President Director                      | Setyanto Hantoro                    | Setyanto Hantoro                 | Hendri Mulya Syam               | Hendri Mulya Syam          |
| Director of Sales                       | Ririn Widaryani                     | Hendri Mulya Syam                | Adiwinahyu Basuki Sigit         | Adiwinahyu Basuki Sigit    |
| Director of Finance and Risk Management | Leonardus Wahyu Wasono Mihardjo*    | Leonardus Wahyu Wasono Mihardjo* | Mohamad Ramzy                   | Mohamad Ramzy              |
| Director of Human Capital Management    | Raden Muharam Perbawamukti          | Raden Muharam Perbawamukti       | Raden Muharam Perbawamukti      | Raden Muharam Perbawamukti |
| Director of Network                     | Hendri Mulya Syam                   | Nugroho                          | Nugroho                         | Nugroho                    |

| Validity Period                         | 15 August 2020–<br>10 February 2021 | 11 February 2021–<br>27 May 2021 | 28 May 2021–<br>31 October 2021 | 1 November<br>2021–present |
|---|-------------------------------------|----------------------------------|---------------------------------|----------------------------|
| <b>Singtel Representatives</b>          |                                     |                                  |                                 |                            |
| Director of Planning and Transformation | Wong Soon Nam                       | Wong Soon Nam                    | Wong Soon Nam                   | Wong Soon Nam              |
| Director of IT                          | Alva Bharat                         | Alva Bharat                      | Alva Bharat                     | Alva Bharat                |
| Director of Marketing                   | Goh Hui Min                         | Goh Hui Min                      | Goh Hui Min                     | Heng Tze Meng<br>Derrick   |

\* Leonardus Wahyu Wasono Mihadjo served as the Director of Finance.

The Board of Directors is responsible for:

- 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 in any legal cases.

## MEETINGS OF THE BOARD OF DIRECTORS IN 2021

The Board of Directors holds meetings at least once in every two months or whenever requested by any of the Board members or by any of the Commissioners or by shareholder(s) who represent at least 1/10 of the total issued shares of the Company with valid voting rights.

The Board of Directors also holds joint meetings with the Board of Commissioners to present reports on the operational and financial performances of the Company as well as to discuss and seek the necessary approval for the corporate agenda.

The quorum for the meetings of the Board of Directors is four members, including one Director nominated by each shareholder of the Company that possesses at least 10% of the total issued shares of the Company.

| Name                           | Position                                | Meeting Attendance |
|--------------------------------|---|--------------------|
| Setyanto Hantoro               | President Director                      | 22                 |
| Hendri Mulya Syam              | President Director                      | 33                 |
| Nugroho                        | Director of Network                     | 45                 |
| Hendri Mulya Syam              | Director of Network                     | 7                  |
| Leonardus Wahyu Wasono Mihadjo | Director of Finance                     | 22                 |
| Mohamad Ramzy                  | Director of Finance and Risk Management | 33                 |
| Ririn Widaryani                | Director of Sales                       | 7                  |

| Name                    | Position              | Meeting Attendance |
|-------------------------|-----------------------|--------------------|
| Hendri Mulya Syam       | Director of Sales     | 15                 |
| Adiwinahyu Basuki Sigit | Director of Sales     | 33                 |
| R Muharam Perbawamukti  | Director of HCM       | 54                 |
| Wong Soon Nam           | Director of P&T       | 54                 |
| Bharat Alva             | Director of IT        | 53                 |
| Goh Hui Min             | Director of Marketing | 42                 |
| Heng Tze Meng Derrick   | Director of Marketing | 8                  |

## 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 Board of Commissioners and Board of Directors to report any positions they hold at other institutions that may potentially result in a conflict of interest or violate existing laws and regulations. In a situation where one of our Directors is exposed to a conflict of interest, he or she, in accordance with the Articles of Association, shall be represented by another Board member.

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

## BOARD MEMBERS' REMUNERATION

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

1. Fixed Compensation: 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

### FUNCTION AND ROLE OF INTERNAL AUDIT

Internal Audit has a role to provide an independent and objective assurance on the effectiveness of risk management, internal control and good governance practices and reports to Audit Committee functionally and the CEO administratively.

Internal Audit applies a risk-based approach in formulating the annual audit plan that aligns the activities to the Company's risk and strategies. The audit plan is reviewed and approved by Audit Committee in accordance with Internal Audit Charter. In carrying out the activities, Internal Audit follows Internal Auditing Standards laid down in the International Professionals Practices Framework issued by the Institute of Internal Auditors (IIA).

### INTERNAL AUDIT PROGRAMS AND IMPROVEMENTS

In 2021, Internal Audit conducted a review on the design and operations of internal control, as well as performed limited review on the quarterly financial statements to provide an assurance that the financial statements were fairly presented in accordance with accounting standards. In promoting a sound risk management, robust internal control and effective operational control, Internal Audit performs a review on key business processes and risks identified in the overall risk framework of the Company and assesses compliance with the Company's policies and procedures.

Internal Audit also acts as a strategic partner in governance, risk, and controls, works with the management in internal consulting activities to support management in achieving its objective efficiently and effectively.

In line with leading practices, in 2019 Internal Audit established a team dedicated to Data Analytics and Continuous Audit activities. The team's function is to develop data analytics across the auditing processes to increase auditing speed and accuracy.

#### Internal Audit Activities in 2021

| Assignments                                      | Assurance | Consulting | Total |
|--|-----------|------------|-------|
| Integrated Financial and Business Support Audits | 20        | 9          | 29    |
| Information Communication and Technology         | 3         | 6          | 9     |
| Commerce and Support                             | 2         | 16         | 18    |
| Continuous Audit                                 | 8         | -          | 8     |
| Total  | 33        | 31         | 64    |



Internal Audit performs an External Quality Assurance Review program to ensure that audit activities conform with IIA standards. This program is conducted every five years by an external organization. The latest assessment was completed in 2021.

## EXTERNAL AUDIT

At the AGMS, Telkomsel's Shareholders empower the Board of Commissioners to appoint external auditors. The external auditors serve until their dismissal or resignation. The Audit Committee assesses the external auditors based on factors such as the performance and quality of their audit and the independence of the auditors, and recommends their appointment to the Board of Directors in synergy with the majority shareholders.

To maintain the independence of the external auditors, Telkomsel has a policy stipulating the types of non-audit services the external auditors can provide and the related approval processes.

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

## CORPORATE SECRETARY

The scope of work of the Corporate Secretary is to ensure regulatory compliance and to manage relationships with the Company's stakeholders on GCG principles, including the relationships with employees, shareholders, government institutions, the public and the media. The Corporate

Secretary manages the relationship between the Board of Commissioners and the Board of Directors as well as the relationships among the Board members.

Based on KR No 010/HE-01/HC-00/III/2021, the scope of duties of Corporate Secretary Group is as follows:

- Leading the secretarial function of the Company and establishing good relationships with the key stakeholders.
- Managing working facilities and infrastructure in order to facilitate the efficient and effective operation of the company.
- Ensuring the coordination and implementation of CSR programs that could enhance corporate image.
- Maintaining good relationship with the mass media in order to enhance good corporate image.
- Ensuring all legal-related activities runs smoothly and in compliance with prevailing laws and regulations.
- Maintaining effective communication and relationship with regulators in order to 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 a series of corporate events, such as road shows and conferences, investor meetings and site visits with the holding companies.

In 2021, the team held more than 160 meetings with investors/analysts via regular meetings and conferences.

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

## RISK MANAGEMENT

In 2021, Telkomsel's Risk Management underwent a significant change with the change of nomenclature from previously "Director of Finance" to "Director of Finance and Risk Management". This change was expected to augment corporate focus on risk management in order to improve it in quality and consistency.

It is widely known that in recent years the pace of change has increased as businesses shifted from legacy to digital. This shift and ongoing digitalisation have necessitated Telkomsel to maintain its leadership in the market by being strategic and innovative in serving the market, including creating new business opportunities and taking advantage on them.

In carrying out these initiatives, Telkomsel is faced with risks that arise from uncertainty. To mitigate any significant risks, Telkomsel has

allocated the required resources by considering the balance between benefits, opportunities, and effort. Each risk management measure has been based on the management's risk appetite. In 2021, statements that reflect the Company management's risk appetite are contained in the 2021 Corporate Wide Risk (CWR), as follows:

- Telkomsel focuses on maintaining market leadership by setting new customer experience through 5G launching and sustaining excellent services.
- Telkomsel continues to transform by establishing new entities to run digital business initiatives and elevating its digital capabilities.
- Telkomsel is committed to guarding its good reputation in proper corporate governance through risk management and compliance to new challenging regulations while capturing opportunities.

The following risks are the risks that were identified, assessed, and responded to in 2021. All of the risk and its mitigation measures have been reported to the Audit Committee on a quarterly basis and as deemed necessary.

### 1. Lack of digital capabilities to support business transformation

Human resources along with their capabilities and mindset that are inadequate or unresponsive to changes that are taking place in the industry can disrupt Telkomsel's business sustainability. Therefore, to become a digital telco company that leads the market, we have identified several new capabilities to ensure a successful customer-centric organizational transformation. Some of the initiatives to mitigate this risk include encouraging improvement of individual and team abilities while enriching their insights and mindset, through training, enrichment, secondment, recruitment of new talents, and implementation of agile methodologies.

## 2. Insufficient spectrum

Spectrum is a limited resource that is also a key asset for cellular operators, thus needs to be utilised as optimally as possible. Spectrum is becoming increasingly scarce with the increasing need for bandwidth on a predetermined spectrum, as caused by: greater use of devices that consume 4G data, and 5G pilot program that requires a specific bandwidth. In addition, in 2021 two major cellular operators merged, thus creating space for bandwidth capacity, which affected the competition in the market. To respond to this risk, Telkomsel participated in a tender for the 2.3 GHz spectrum and won it, gaining an additional 20 MHz of bandwidth. We also made a bandwidth transition from 3G to be used for other needs involving more advanced technologies. Going forward, we will continue to acquire new bandwidth, given our relatively high bandwidth density, as well as our newest service offering, 5G.

## 3. Vulnerability of ICT security

State-of-the-art information and communication technology (ICT) is a primary asset for Telkomsel in creating new products and services that are innovative and responsive to market needs, and also to improve the quality of our own internal business processes. The increasingly complex ICT currently in use presents the risk of infiltration by other parties that may lead to cybercrimes, including unauthorized access, data theft/leakage, fraud, and cyber threats. To overcome this, we have built an ICT security system aimed at comprehensively improving the people, technology, and process aspects regarding the use of ICT. This has been supported by our Cyber Threat Intelligence (CTI), Virtual Desktop Infrastructure, and Identity & Access Management (IDAM) initiatives, which facilitate our employees to work digitally with strong cybersecurity measures.

## 4. Increasingly tight competition

As a telecommunications and digital player, Telkomsel must be responsive to the business dynamics in the industry, including changes in behaviour, purchasing power, and usage patterns of telecommunication and digital services by the consumers. The ongoing Covid-19 pandemic had seismically changed all of these things, and they need to be addressed. The change in the number of major players in the market in 2021, with the consolidation of two big telco players, has been good for the industry and yet challenges us to continue to grow and adapt to be more competitive. We will continue to sharpen Telkomsel's competitiveness in the market through the wider rollout of 5G in the coming years, and since 2021 we have started to simplify our brands, implement attractive pricing strategies, and perform smart aggression by relying on a host of newfangled digital products.

## 5. Regulations potentially limiting the business

Regulations are made, among others, to keep the industry healthy as well as to prevent potential business monopolies. Two important regulations affected Telkomsel's business in 2021. The first was the regional regulation concerning Utilities Network Fees, which imposes a levy on the rental of government-owned assets, namely roads traversed by optical cables. With our optical cable network spanning 514 cities and regencies in 34 provinces, Telkomsel has communicated its concerns with regulators and is working closely with Telkom as the parent company and telecommunication business association to mitigate any consequences from having this regulation put into effect. The second influential regulation is related to Radio Station Permits (ISR), namely the imposition of fines

for ISR violations by telco operators. To address this risk, Telkomsel has discussed the results of ISR licensing issue profiling with the Ministry of Telecommunications and Information to obtain the most satisfactory solutions.

## **BUSINESS CONTINUITY MANAGEMENT (BCM)**

BCM has become an important part of Telkomsel's risk management system over the years. We have a Business Continuity Plan (BCP) consisting of 9 scenarios, ranging from disruptions related to employees, infrastructure, and reputation, whether caused by disasters, hacking, or disease outbreaks, both at the head office and in the area offices. We have developed policies and conducted exercises regularly for each scenario. In 2021, we performed an exercise to ensure third-party preparedness in the face of disasters. We also established a Crisis Management Team (CMT) to deal with the Covid-19 pandemic, Seroja tropical cyclone in East Nusa Tenggara, and the eruption of Mount Semeru in East Java.

## **INTERNAL CONTROL IMPROVEMENT PROGRAM**

Referring to COSO Internal Control Framework 2013 and TM Forum Framework, Telkomsel continued ongoing improvements to its business processes and Risk Control Matrix (RCM) in relation to financial reporting and operations. This is to ensure that the processes it undertakes to achieve its targets and the presentation of the financial statements are supported by an adequate internal control aligned with the Company's latest situation. These include changes in the organization, regulations, as well as process automation and simplification.

## **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 whistleblower 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 & LITIGATION**

### **REGULATORY MANAGEMENT**

Telkomsel's business as a telco operator is compliant with all applicable regulations. To ensure compliance, the Regulatory Management Sub-Directorate communicates intensively with the regulators. In 2021, some of our main activities, as described below, took place within the prevailing regulatory framework.

### **Fulfillment of Obligations to the Government**

Throughout 2021, Telkomsel fulfilled all its obligations to the Government. This includes fulfilling commitments in its operating license, achieving the domestic component level (TKDN) related to the use of the 2100 MHz frequency band, quality of mobile cellular network services, utilisation of radio frequency spectrum, showcase

of 5G technology in several cities, as well as in terms of reporting and payment of guarantee commitments (surety bonds) and other fees as required by law.

### IMT-2020/5G Technology Trial

In 2021, we conducted a trial of IMT-2020 (5G) technology in collaboration with Telkom in the form of a 5G Joint Innovation program, using an indoor BTS on the 3.5 GHz frequency band at Bandung Digital Valley Tower in Bandung. Some of the use cases tested included cloud gaming, high-quality video streaming, and testing of devices and applications on 5G.

### Operations Worthiness Certificate

As the leading digital telco company in Indonesia, Telkomsel is now ready to roll out 5G services more widely following the acquisition of the 5G SKLO on 21 May 2021 from the Ministry of Communication and Information. We are thus the first cellular operator in Indonesia to provide commercial 5G services to the market, having launched it on 27 May 2021.

### Additional Allocation on the 2.3 GHz Frequency Band

Telkomsel won the auction process for the utilisation of the 2.3 GHz frequency band based on the decree of the Ministry of Communications and Information on 17 May 2021. Consequentially, we obtained additional 10 MHz at 2360–2370 MHz Block A and 10 MHz at 2380–2390 MHz Block C in several regions in Indonesia. Our Radio Frequency Band License in these additional frequency bands is valid for 10 years, until 2031.

### Refarming of 2.3 GHz Frequency Band

Operations on the 2.3 GHz frequency band, which was awarded to Telkomsel, could start following the refarming of the 2.3 GHz frequency band, which was completed by all telecommunications operators, including Telkomsel, on 27 September 2021 in 7 zones throughout Indonesia.

### Certificate of Registration of Electronic Systems Operator (PSE)

Following the issuance of the Regulation of the Minister of Communication and Information No. 5/2020 on the Private Electronic Systems Operators, Telkomsel registered 25 electronic systems along with 8 new ones (Kuncie, FITA, SMOOA, Ilmupedia, Salvo, Fleetsight, CloudX Meeting, and T-Survey), as per the requirements.





### Acquisition of SKLO for Data Communication System Services

Telkomsel as a provider of Internet of Things (IoT) services acquired an SKLO on 10 December 2021 and the associated business license on 13 December 2021 to run IoT-based data communication businesses.

### Reclassification of Payment System Service Operation (PJSP) Permit

Telkomsel's PJSP license as an electronic money issuer and fund transfer provider was converted to a category-1 service provider on 1 July 2021, following Bank Indonesia's strategic initiative to adapt PJSP into the Indonesia Payment System Blueprint 2025 framework that supports digital economy and finance in Indonesia.

### Support for the Implementation of Electronic System Operator Control Management (TKPPSE)

TKPPSE is a law enforcement and control system that prevents the dissemination of illegal information and access to electronic systems. TKPPSE will be implemented by the government based on the Decree of the Minister of Communication and Information No. 437/2021. We continue to support this plan by providing technical input regarding its implementation to the Ministry of Communication and Information. We were also involved in the proof-of-concept stage and supported its preparation on our networks.

### Compliance with Regulations to Support Regional Business Climate

As a digital telco company, we continue to accelerate digital transformation to support the acceleration of digital economic growth in Indonesia, by offering various digital technology facilities to be utilized by businesses and local governments. Several digital-based public

services that can improve people's quality of life include smart government, smart mobility, and smart safety. To encourage the transition in this direction, Telkomsel paid all of its obligations related to local taxes and utility network levies for the use of right-of-way on assets managed by local governments.

### Telecommunication Infrastructure Development to Accelerate Digital Transformation

Telkomsel supports the Government's digital transformation acceleration program by establishing required infrastructure to provide broadband access to the public, both in 3T (Frontier, Remote, and Disadvantaged) and non-3T areas. In collaboration with BAKTI, we deployed USO BTS, all of which are connected to a 4G/LTE broadband network to serve our customers in various regions, including in the border zones. This is our contribution in the effort to provide equitable broadband access for all parts of society, thus paving the way for the transition towards Industrial Revolution 4.0.

### Control of IMEI Devices

In 2021, the CEIR system was granted by the Indonesian Telecommunications Association (ATSI) to the Ministry of Industry, in accordance with the Regulation of Minister of Communication and Information Technology No. 1/2020. Therefore, the CEIR system is now controlled, managed and operated by the Ministry of Industry. Referring to the Regulation of Minister of Communication and Information Technology No. 1/2020 article 2 paragraph 6, in the first two years the costs for maintaining and operating the CEIR system were to be borne by cellular telecommunications operators, including Telkomsel.

## LITIGATION

In 2021, Telkomsel was involved in the three legal cases, as described below.

### Tax Cases for the 2014 And 2015 Tax Periods

In May and July 2019, the Directorate General of Taxation (DSP) issued 47 Tax Underpayment Assessment Letter (SKPKB) as a result of the examination of taxation periods of 2014 and 2015, stating that Telkomsel still had a tax obligation amounting to Rp535.4 billion. Telkomsel filed an appeal to DJP, based on which DJP corrected the underpayment to Rp457.1 billion. Telkomsel had assessed and ascertained that there were no outstanding tax obligation in 2014 and 2015 and Telkomsel had not committed any tax infringement. In August and September 2019, Telkomsel filed another appeal to DJP, but the majority of the appeal was rejected by DJP. In September 2020, Telkomsel filed an appeal to the Tax Court. The case is currently in the process of evidence examination by the Tax Court.

### Civil Case Related to Illegal Access of Customer Data

The case pertains illegal access of customer data by a convicted party with the initial FPH in July 2020. Under Surabaya Civil Court decision on 3 March 2021, FPH was affirmed guilty for the criminal action and convicted with a jail sentence and financial penalty. Such court decision is in line with Telkomsel's legal standing to not tolerating FPH's actions. The customer related to said illegal access subsequently filed

a civil lawsuit in South Jakarta District Court and demanded legal compensation from FPH, and claimed and demanded Telkomsel and the Board of Commissioners to be also held liable for FPH's actions. Under the court decision for the criminal case, it has been made clear that the person committing the illegal access was FPH, without any involvement from Telkomsel. To date, the lawsuit is still in the court proceeding stage in the South Jakarta District Court.

### Antitrust Case Related to Netflix Blocking Access

The background for the case was the impermanent block by Telkomsel for any internet access for Netflix video streaming service on 27 January 2016 due to negative content issues and consumer protection terms. Said block was officially reported by Telkomsel to the Ministry of Communication and Information, which appreciated the measure. In 2019, KPPU conducted an investigation concerning said block, and in July 2020 KPPU decided to follow up the investigation into court proceeding with an allegation of discriminatory conduct by Telkomsel in providing internet access service for Netflix. Under KPPU's decision on 29 April 2021, Telkomsel was declared not guilty of any discriminatory conduct towards Netflix.

# 06

## CORPORATE SOCIAL RESPONSIBILITY



# Corporate Social Responsibility

## FOUNDATIONAL PRINCIPLES AND OBJECTIVES

### CSR TO EMPOWER THE NATION'S DEVELOPMENT

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

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

### TELKOMSEL CSR OBJECTIVES

Telkomsel's objectives in conducting its CSR programs are:

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

## STRATEGY AND SUSTAINABILITY

Generating shared value to improve economic and social conditions of society has been the focus of Telkomsel CSR since 2017. By aligning corporate assets to create lasting impact, Telkomsel's CSR orchestrates them through strategic programs directed at communities to encourage digital competence and capability, promote sustainable growth in digital ecosystem, and set better standards for digital business implementations. Furthermore, Telkomsel's CSR programs supports global efforts to achieve the UN SDGs by linking advancements made in digital connectivity, digital platform, and digital services to specific SDG areas.

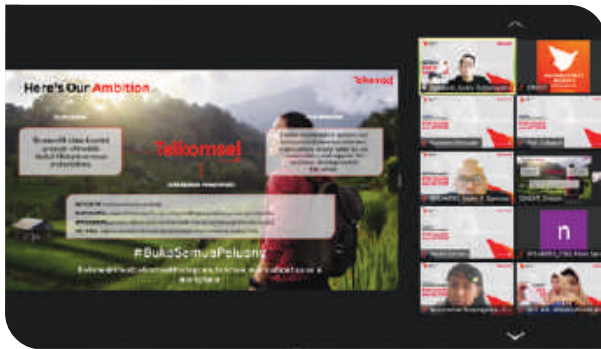
To attain its 2021 goals and targets, in particular to strengthen its role as a world-class digital telco company, Telkomsel has established key programs for building efficient, ICT-powered CSR platforms with long-term, sustainable impacts. These strategic CSR initiatives are grouped into four pillars: Education, Digital Citizenship, Community Empowerment & Wellbeing, and Philanthropy. Our key programs in each of these pillars in 2021 are detailed in the next four sections.

## EDUCATION

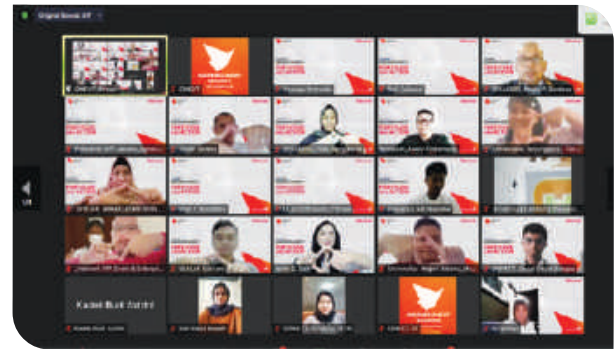
### INDONESIA NEXT

IndonesiaNEXT is one of Telkomsel's CSR Masterpiece programs in the field of education. It aims to improve young people's skills and competence in dealing with globalisation and the "new normal", by providing training with





IndonesiaNEXT Season 6



international certifications. Since its inception in 2016, Indonesia NEXT has garnered more than 62,702 registrants from 2,046 universities and 4 vocational high schools, and produced more than 4,378 internationally-certified students.

IndonesiaNEXT season 6 began on 19 August 2021, with the theme “We Are the Next”, and was attended by 10,504 registrants from 695 higher-learning institutions from 34 provinces in Indonesia. The program was held entirely online and divided into several stages: Webinar Series, Course & Quiz (Asynchronous Learning), Training & Exam Preparation, International Certification, Soft Skills Training, Area Bootcamp & Qualification Panel, National Bootcamp & Qualification Panel, and Reward Program.

### WEBINAR SERIES

IndonesiaNEXT season 6 commenced with a Webinar Series to provide insight to participants regarding the skills and criteria needed in the digital industry today. Themed “Fortitude and Action”, the series comprised five sessions that featured experts from Telkomsel presenting various topics, ranging from leadership, user experience, to data science.

### MOOC (MASSIVE OPEN ONLINE COURSE)

The next stage for participants who had attended the webinar was a MOOC training through [indonesianext.id](https://indonesianext.id). The training consisted of e-modules and online quizzes in each module chapter. The objective of this training was to analyse their own abilities and determine the competence they wish to master. By default, the system selected 2,000 participants (student segment) and 200 participants (lecturer segment), with the best scores to take part in the Technical Skill/Hard Skill Training stage.

### HARD SKILL TRAINING

The Hard Skill Training stage involved participants who passed the MOOC stage and consisted of trainings for Microsoft Office and Adobe applications. It was held online in an open class method, about 3-4 days/session with a duration of 120-180 minutes/session/day. This method was chosen to address the tight academic calendar of the university, implementation of SFH (study

from home), and students being located all over Indonesia. Participants who passed the technical skills training received an e-certificate of Training Completion. In addition, the participants obtained the opportunity to take part in the international certification examination from Microsoft and Adobe.

## DIGITAL CITIZENSHIP

### INTERNET BAIK

With technology developing in a rapid pace, parents and educators are facing increasingly tough challenges to prepare their children for the digital world in a balanced and BAIK (Bertanggung Jawab, Aman, Inspiratif, dan Kreatif—responsible, safe, inspirational, and creative) way.

Internet BAIK is one of Telkomsel's CSR programs in Digital Citizenship that aims to foster the character of internet users. This program consists of Roadshow Education, Seminars & Webinars, Training of Trainers, Workshops, and Employee Volunteer Participation. Since the program's start in 2016, it has impacted more than 27 cities across Indonesia, involving more than 84 schools, 6,759 students, 5,897 parents and teachers, and 1,613 #InternetBAIK ambassadors.

In 2021, the program emphasised the use of internetBAIK in family and school, as well as educational programs in the form of webinars, which were held in various cities across Indonesia. InternetBAIK also launched its own application in collaboration with siberkreasi and the Ministry of Communication and Information. InternetBAIK application offers various video contents on digital literacy, covering topics ranging from parenting and productivity to content creation and education.

### THE NEXTDEV

Since 2015, Telkomsel has consistently held The NextDev program, which focuses on unlocking the potential of early-stage digital startups in making social impact. In 2021, the NextDev offered a more comprehensive program, especially to tackle various social issues and challenges which are the focus of the 2030 SDGs. Through The NextDev, Telkomsel seeks to empower early-stage digital startups by increasing the capabilities and competency of these startups in creating change on four SDG themes: Economic Empowerment, Edtech for Change, Health Revolution, and Tourism & Ecotourism.



Internet BAIK 2021



The NextDev 2021

## THE NEXTDEV TALENT SCOUTING

The NextDev Talent Scouting is a nationwide online pitching competition to choose the 12 best Minimum Viable Product (MVP) startups in Indonesia. Started in 2015 in various cities in Indonesia, The NextDev Talent Scouting entered its seventh year in 2021, and has involved more than 5,000 startups in Indonesia.

## THE NEXTDEV ACADEMY

The NextDev Academy is a follow-up to The NextDev Scouting. It provides a comprehensive curriculum and mentoring program for the startups selected from The NextDev Talent Scouting. Its four-month incubation program develops the capacity of digital startups and the digital ecosystem as a whole. In 2021, 26 startups participated in the program, with two startups nominated as the “evangelists”.

## THE NEXTDEV SUMMIT

The NextDev Summit is a tech conference held as the closing event of The NextDev program. In 2021, there were more than 40 speakers, 50 startups, and 1,000 attendees at The NextDev Summit. The program consisted of several masterclass sessions, panel discussions, and keynote speeches.

## THE NEXTDEV HUB

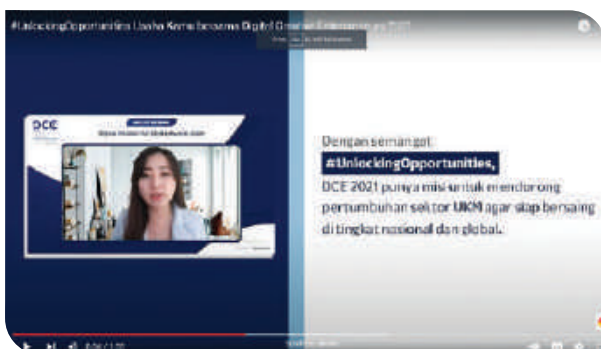
The NextDev Hub builds active connectivity between startups and digital talents with stakeholders from various sectors. Through The NextDev Hub, Telkomsel provides opportunities to startups to connect and gain access to learn and build network from stakeholders in Indonesia’s digital ecosystem. The NextDev Hub’s two main programs are The NextDev Hub Database Center and The NextDev Digitalent Academy.

## DIGITAL CREATIVE ENTREPRENEURS (DCE)

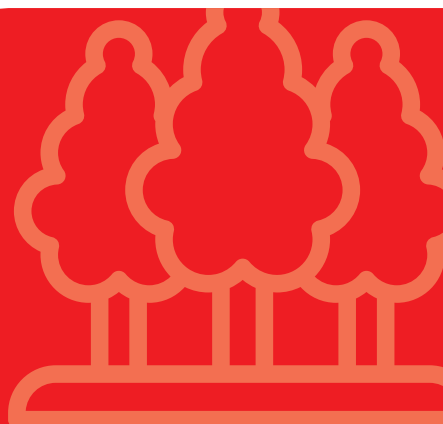
DCE is an initiative to empower the SME sector by unlocking its digital capacity and capability through a series of webinars, workshops, and mentoring.

In 2021, 150 SMEs were selected to participate in this program. They underwent a three-week orientation and mentoring period and gained access to hundreds of learning modules accessible on [www.dce.co.id](http://www.dce.co.id).

DCE 2021 also collaborated with other Telkomsel business units, such as 99% Usahaku, Kuncie, and MyAds to optimise the benefits obtained by the participants. At the end of the program we held a Virtual Festival, where more than 1,000 attendees, including the SME participants, visited the UMKM booth in the Virtual Reality 360° arena.



Digital Creative Entrepreneurs 2021



**Baktiku Negeriku movement harnesses the digital revolution to drive environmental sustainability in a more measurable way.**

## COMMUNITY EMPOWERMENT AND WELL-BEING

### BAKTIKU NEGERIKU

Telkomsel started an unprecedented collective effort to restore the use and state of natural resources by measuring our ecological footprint. This is critical to ensure that we and our future generations can have a better life in the future. A key to eliminating environmental problems is digital transformation. In light of this, our Baktiku Negeriku movement harnesses the digital revolution to drive environmental sustainability in a more measurable way, through several case studies detailed below.

On 27 November 2021, we launched an online Focus Group Discussion (FGD) about data digitisation as a basis for improving community welfare in conservation areas. This FGD focused on the role of digital data in environmental sustainability. Presented by agricultural practitioners—Head of Ujung Kulon National Park, Head of Peat Restoration Planning and Mangrove Rehabilitation, Smart Solusi Nusantara Foundation, Head of Center for Tropical Animal Studies IPB, and Director of Animal Husbandry, Fisheries and Forestry Statistics from the Central Bureau of Statistics—this event involved around 200 people from numerous backgrounds.



*Baktiku Negeriku 2021*







### **CASE STUDY #1: DIGITALISATION OF FOREST HONEY HUNTERS IN UJUNG KULON NATIONAL PARK**

Residents around Ujung Kulon National Park work mainly as farmers in the rice fields during the rainy season and honey farmers during the dry season. In 2019, a fire incident occurred on Panaitan Island in the park, caused by natural burning of dry topsoil due to the long dry season, visitor negligence, and forest honey harvesting activities that use smokers and fire. Due to this incident, since 25 Agustus 2020, Ujung Kulon National Park has been closed for forest honey harvesting activities.

In this case study, the team carried out tracking and checking (Tagging) using RFID sensors installed at the location of the honeycombs in the trees. Digital solutions using a simple RFID application is expected to become a staple in the standard operating procedures (SOP) for Ujung Kulon National Park honey harvesters. This is because RFID allows precise trail tracking, monitoring of access by the authorities, easy registration and coordination of farmers, and higher harvesting efficiency, among others.

### **CASE STUDY #2: DIGITALISATION OF TRADITIONAL BUFFALOES IN PAGUYANGAN FOREST**

Buffalo is a native Indonesian livestock whose population must be maintained, as the animal adapts well to environmental conditions. They have a higher ability than cattle in terms of digesting poor quality of food, making them suitable to extensive forest grazing. Traditional buffalo breeding is found in the village of Paguyangan in Bantarbolang, Pemalang, Central Java.

Livestock play a central role in the SDGs, as they are closely related to food security & livelihoods, health, and ecosystem sustainability & climate change. Digitalising the process of buffalo raising brings numerous benefits, such as avoiding incestuous mating, more effective mating scheduling, more precise monitoring of growth, vaccinations, and health conditions, as well as tracing grazing trails to enable rotational management between shepherd groups.





### CASE STUDY #3: DIGITALISATION OF MONITORING IN MUARA GEMBONG MANGROVE AREA

Peat and mangrove ecosystems are two far-reaching ecosystems due to their superior ability as carbon sinks. Digitalisation is critical to evaluate and monitor activities in both ecosystems, to facilitate accurate tracking of carbon trading commitments, among others.

Muara Gembong area in Bekasi, West Java, is one of the areas that had experienced severe abrasion. Soil rehabilitation from damages due to abrasion also supports the recovery of the aquatic ecosystem underneath. Our Baktiku Negeriku program team is currently collecting data with local community to obtain information on mangrove quality, water quality, and the right time for sowing seeds.

### CASE STUDY #4: MILLENNIAL FARMERS IN MARGINAL LANDS

A land is considered marginal when it has low potential and productivity in terms of soil fertility, considering its chemical, physical, and biological state of the soil. Digitisation in this arena brings about change in the culture and characteristics of the young ("millennial") farmers, as cultivation of this type of land requires special treatment and discipline, which can be immensely assisted by digital tools. Processes such as seeding and fertiliser use can be scheduled properly by digital means.

The short-term goal of digitising agricultural processes is to foster changes in farmers which encompass their knowledge, skills, abilities, attitudes, and motivation. These changes, we believe, will lead to the long-term improvement of farming communities' living standards.

## PHILANTHROPY

### TERRA DISASTER RELIEF

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

TERRA employs digital technology to expedite the disaster management process. In 2021, TERRA focused on developing an Android-based digital

application to assist in handling natural disasters on a national scale. Throughout the year, TERRA contributed to three flooding evacuations (in Jakarta, West Java, and Central Java), as well as in evacuations, trauma healing, and recovery following three other natural disasters (Mamuju and Majene earthquake, Seroja tropical cyclone, and Semeru eruption).

### TELKOMSEL SIAGA RAFI 2021

In accordance with the government campaign to reduce Covid-19 cases, and as part of the #BukaPintuKebaikan (#OpenTheDoorOfVirtue) Telkomsel Ramadhan campaign, we held a virtual ceremonial handover of donations by our management to the representatives of beneficiaries, through a video conference.



Naru 2021



Iduladha 2021



RAFI 2021



TERRA 2021

CSR Telkomsel Siaga Ramadhan & Idul Fitri (RAFI) is a yearly CSR program to welcome the Islamic holy month of Ramadan and show our determination to aid the wider community, especially the underprivileged. Telkomsel donated to 2,600 orphans and underprivileged children, 260 foundations and mosques, 26 grand mosques, 2,600 health workers, and 260 business funding packages for MSMEs affected by the pandemic.

### TELKOMSEL SIAGA IDUL ADHA 2021

Welcoming the Idul Adha 1442 Hijriyah, Telkomsel donated 906 sacrificial animals to approximately 56,200 beneficiaries in 800 locations across the country. The sacrificial animals, comprising 129 cows and 777 goats, were handed over symbolically by Telkomsel to representatives of beneficiaries from all over Indonesia on 19 June 2021 through a video conference.

To distribute the donation, Telkomsel collaborated with partners such as Telkomsel Taqwa Assembly (MTT), platforms such as Kitabisa.com, digital startup Ternaknesia, and other trusted social institutions, foundations, crowdfunding, and SMEs local breeders. Ternaknesia is one of

Telkomsel's NextDEV program participants in the field of animal husbandry. It runs a profit-sharing scheme between the farmers and investors. Through Ternaknesia, Telkomsel employees participated in procuring sacrificial animals, which were then distributed to mosques, hospitals, Islamic boarding schools, social institutions, orphanages, foundations, and community settlements around our offices and operational infrastructure in various parts of the country.

### TELKOMSEL SIAGA NARU 2021

Along with "Terus Nyalakan Semangat" ("Keep the Spirit Alive") year-ending campaign, Telkomsel donated to 260 children orphaned by Covid-19, 260 packages to the vulnerable and sick, 2,600 food and health packages to health workers and underprivileged community, business funding for 260 MSMEs affected by the pandemic, and also 260 orphanage and churches across the country. "Terus Nyalakan Semangat" is a campaign to encourage people to advance, help others, and welcome Christmas and New Year with high hopes to seize opportunities.

# 07

## MANAGEMENT DISCUSSION AND ANALYSIS





 **fita**

 **kuncie**

# Management Discussion and Analysis

## MACROECONOMIC REVIEW

In the pandemic's second year, the global economy showed encouraging signs of improvements. Many countries experienced a sturdy recovery, to a large extent supported by quick and widespread vaccination programmes rolled out across the globe. Yet uncertainties lingered, as new varieties of the virus, chief of which being the Delta and Omicron, emerged and resulted in far greater case counts than in 2020. Prolonged lockdowns and stresses in the global supply chain were exacerbated by pent-up demand. This, in turn, drove up inflation rates, most prominently in developed economies.

An unprecedented amount of government stimulus enabled the global economy to rebound. Global GDP grew by a staggering 5.9% in 2021, according to IMF data. This economic recovery however was marked by record-high global debt levels, reaching up to 256% of total world GDP by the end of 2021. Global economic output, having nosedived in 2020, were quickly and robustly returning to pre-pandemic levels. Concurrently, international trade picked up amidst substantially elevated commodity prices, especially for food and energy.

In the first months of 2022, as Covid-19 flare-ups became more commonplace, even with high vaccination rates. With this as the backdrop, governments' fiscal support have been diminishing as central banks set higher interest rates to combat inflation. The gap between advanced economies (including middle-income countries) and lower-income developing countries remains glaring, in particular in terms of securing progress toward full recovery against the headwinds. Exigent challenges in the near

future now range from unchecked and de-anchored inflation, geopolitical tensions, and supply uncertainties. These factors are set to shape the world's economy in 2022, where growth is slated at around 4%.

## INDONESIA'S ECONOMIC JOURNEY

Indonesia's economic recovery in the final quarter of 2021 grew by 5.02%, significantly improving from the previous quarter's 3.51%. With this growth, Indonesia for the full year recorded GDP expansion of 3.69%, a reversal from the previous year's 2.07% contraction. This growth was propped by a gradual return to normalcy post the destructive Delta wave of Covid-19 mid-year.

By end of 2021, recovery was seen across most components of Indonesia's GDP. Household consumption grew by 3.55% alone in the final quarter, far above the previous quarter's 1.02%. Increased mobility, with the phasing out of enforced restrictions on community activities, played a substantial role in this recovery. Investments soared by 9.0% over the course of 2021. And thanks to a buoyant commodity market, Indonesia's exports rose 41.9% in 2021. On the back of this, Indonesia posted the highest trade account surplus in 15 years and its first current account surplus in a decade.

Entering 2022, as businesses large and small reclaim their stronger footing, the government and financial authorities continue to shore up the market with further stimulus programmes to strengthen consumer demand. The scale of Indonesia's national economic recovery programme and its interplay with global developments, especially in the commodity market, will drive Indonesia's economy to grow by 5.4% for the year.



## INDUSTRY OUTLOOK AND BUSINESS REVIEW

The telecommunications industry has persistently shown strong potentials to thrive throughout the pandemic. Among the pandemic's sweeping impacts on global society was how it underscored the urgency and importance of broadband-based telecommunications in supporting every facet of life in the pandemic.

People adopted broadband services in droves at the height of social distancing, expanding the customer base of telecommunications providers. Yet as this shift from legacy to digital carries on, enormous headwinds remain. Competition among providers to secure revenue has been increasingly rife, with the public's purchasing power dwindling in this drawn-out crisis.

Telecommunications' changing landscape over the past years has prompted service providers to strategically innovate along multiple axes to stay relevant in the business. As its evolution shifted focus towards full-fledged digital services, Indonesia's telecommunications industry in 2021 saw two large players consolidating, as we at Telkomsel unveiled our game-changing 5G broadband service as the first in the country.

In 2021, Telkomsel continued its transformation journey by enacting strategic improvements across many aspects: from pricing and cost optimisation, to product and customer satisfaction.

Telkomsel has been consistently pushing the industry towards healthier conduct by leveraging on our market-leading prominence in the market. To address the intensifying competition, Telkomsel pursued a product simplification strategy that integrated existing prepaid products to one monolithic all-encompassing brand: Telkomsel Prabayar. Meanwhile, our flagship postpaid brand of kartuHalo was revamped as Telkomsel Halo, following Telkomsel's own identity rejuvenation as a digital telco company that opens a world of new possibilities.

Both Telkomsel Prabayar and Telkomsel Halo now come with an optimised price structure and vast offering that eventually seek to elevate customer experience. This digital-oriented mosaic of services are delivered on the back of an industry-leading and award-winning network infrastructure, supported by extensive sales touchpoints.

Telkomsel took advantage of its market superiority to re-evaluate its cost structure. This strategic measure allowed us to secure and even improve profitability as we streamlined operational expenses and focused our assets on augmenting our digital offerings. With a strong broadband connectivity across the archipelago, Telkomsel continued to widen its broadband delivery to various customer segments.

Given the telecommunications industry's robust prospects for further growth in 2022 and onwards, Telkomsel aims to seize this massive momentum by complementing our Digital Services portfolio with differentiated and value-added Digital Lifestyle offerings.

## 2021 PERFORMANCE

Telkomsel closed the year with a 0.5% year-on-year (YoY) growth in total revenues and 4.4% increase in net income. Our profitability margins in 2021 remained solid, primarily bolstered by the new growth engines of Data and Digital Services, with both showing promising potential for future growth.

Our customer base had increased to 176 million subscribers, most of whom are now more productive and engaged in Data services.

We carry on enhancing our industry-leading network, both in terms of quality and coverage, as evidenced in our delivery of 5G in various points in 9 cities across Indonesia. As many as 80% of our BTS are now operating on 3G/4G/5G infrastructure, with more than 137 thousand 4G and 100 5G BTS operating as at the end of the year.

## OPERATIONAL RESULTS

Telkomsel recorded a total of 176.0 million subscribers, up by 3.8% YoY from 2020. Most of whom are now actively engaged in Data services. This is reflected in the Data payload, number of Data users, and payload per Data user metrics. Such achievement is in alignment with our corporate strategy to support healthy growth in the industry, while maintaining our leadership.

A major change that came with Telkomsel's brand rejuvenation in 2021 was enhancement in information technology (IT) platform. We have improved our customer analytics capability

to offer more personalised products to our customers. More importantly, our IT infrastructure has allowed us to pursue bolder and more advanced digitalisation initiatives, therefore shaping our customers' digital experience for the better. Additionally, we rehailed the MyTelkomsel app and our Telkomsel.com official website, to improve their value proposition and support our corporate wide programs. Our MyTelkomsel app in 2021 had on average around 30 million monthly active users.

Having covered most of the Indonesian population with 4G LTE network, our efforts in terms of network development in 2021 were focused on improving quality and capacity, in order to support our Digital Business in the long term. Our total BTS on air by end of year stood at more than 250,000 units, an increase of 8.6% YoY, of which more than 200,000 were 3G/4G/5G BTS.

## 5G AND ASSOCIATED SERVICES

A groundbreaking achievement in 2021 was our official launch of 5G in May 2021. This made Telkomsel the first cellular operator to offer 5G in Indonesia. 5G commercialization is now available at selected points across Jakarta, Surabaya, Makassar, Denpasar, Batam, Medan, Solo, Balikpapan, and Bandung.

With the deployment of 5G, we have initiated strategic collaborations in the B2C and B2B segments to expand 5G use in the coming years. These include:

- Partnership with Schneider Electric Manufacturing in Batam to accelerate its digital transformation and smart factories for industry 4.0.
- Collaboration with Peplink, a world-class reliable connectivity company, to strengthen Telkomsel IoT Smart Connectivity service ecosystem, which at the same time creating opportunity for Telkomsel to present SD-WAN with the first 5G network support for the corporate segment in Indonesia.

- 5G rollout in Telkom University and Bandung Institute of Technology (ITB) to support research development for innovation, including IoT-based healthcare, preventive & post-disaster network recovery, and autonomous robots.

Telkomsel captured the momentum of the 20<sup>th</sup> National Games (PON) in Papua in October 2021 to showcase its 5G technology at the Telkomsel 5G Experience Centre. Featured in this event were live 5G virtual reality (VR)-based drones and tourism. This is in line with our initiative to promote an inclusive and sustainable digital ecosystem in the eastern regions of Indonesia.

Finally, our 5G Experience Centre also supported the launch of Indonesia Digital Industry Center 4.0 (PIDI 4.0). This showcase demonstrated Indonesia's digital technology capabilities to delegations at the G20 Sherpa's Meeting in December 2021, in support of Indonesia's G20 Presidency in 2022.

## FINANCIAL RESULTS

| Key Indicators<br>(Rp Bn)          | YOY    |        |         |
|------------------------------------|--------|--------|---------|
|                                    | FY21   | FY20   | Growth  |
| Revenues                           | 87,506 | 87,103 | 0.5%    |
| Legacy                             | 19,275 | 24,775 | -22.2%  |
| Digital Business                   | 68,231 | 62,328 | 9.5%    |
| Expenses incl. Depr. & others      | 52,524 | 54,000 | -2.7%   |
| EBITDA                             | 50,021 | 51,094 | -2.1%   |
| EBITDA Margin (%)                  | 57.2%  | 58.7%  | -1.5ppt |
| Net Income                         | 26,160 | 25,062 | 4.4%    |
| Net Income Margin (%)              | 29.9%  | 28.8%  | 1.1ppt  |
| Proportion of Digital Business (%) | 78.0%  | 71.6%  | 6.4ppt  |

## REVENUE

Telkomsel's revenues over the years have been increasingly dominated by Digital Business, as the transition from Legacy to Data continues. In 2021, 78.0% of total revenue came from the Digital Business, with the remaining from the Legacy Business.

Our initiatives to manage our legacy revenue in 2021 were directed towards prolonging the tail with personalised marketing approach. We catered our customers' needs with better value packages in both Voice and SMS. Our Legacy revenue in 2021 reached Rp19,275 billion, a 22.2% decline from 2020's revenue of Rp24,775 billion.

On the other hand, our Digital Business have been consistently expanding alongside the digital ecosystem, propped up by our initiatives in enhancing and enriching our digital offerings. As detailed in the previous section, these digital offerings range from broadband connectivity to more advanced applications of cloud computing, IoT, and more. As a result, our Digital Business revenue in 2021 reached Rp68,231 billion, a 9.5% increase from Rp62,328 billion in 2020.

As the dominant part of our Digital Business, Data revenue grew by 6.9% YoY to Rp58,541 billion, with 120.5 million Data users (+3.9% YoY) & 3G/4G-capable devices of 132.1 million (+3.7% YoY and 75.1% penetration). We recorded a healthy growth of 43.3% YoY in Data payload, reaching 13,837,050 terabytes (TB). Meanwhile, payload consumption was at 10,307 megabytes (MB) per Data user (+34.0% YoY).

Another arm of Digital Business, Digital Services grew by 28.1% YoY to Rp9,690 billion. Digital Services in particular have been the key driver for Telkomsel's transformation towards a full-fledged digital telco company, and are slated to carry on with initiatives to optimize and accelerate their adoption in the population. Products & services in this segment, as detailed in other sections in this Annual Report, include Digital Lifestyle, Digital Advertising, Digital Enterprise Solutions, and IoT.

## OPERATING EXPENSES

Total expenses including depreciation, amortization and others (net) decreased by 2.7% YoY in 2021 to Rp52,524 billion. This streamlining of expenses resulted mainly from inorganic initiatives and shows our success in ensuring cost leadership. We managed to keep our operational & maintenance cost stable with efficient network design and technology, while continuing to expand our network coverage to reach 251,116 total BTS (+8.6% YoY). We also carried out further asset optimisation measures, including another transfer of ownership of towers to our affiliated company, Mitratel.

Telkomsel's lower marketing cost in 2021 was primarily due to effective distribution cost and successful shift from traditional to modern channels. Our cost of services in digital was higher, as we pursued expansionary initiatives to improve contents and partnerships, in line with

the increase in Digital Services revenue. Telkomsel remains committed to expanding Digital Services portfolio to complement connectivity while capturing growth opportunities through digital initiatives.

## EBITDA AND NET INCOME

Cost leadership initiatives to effectively manage operating expenses led to healthy profitability, with EBITDA margin recorded at 57.2% and net income margin at 29.9%.

We booked net income of Rp26,160 billion and Rp25,062 billion in 2021 and 2020, respectively (+4.4% YoY). This income also included the one-off gain on sale and leaseback of towers and changes in fair value of investment in GoTo. Normalised from the one-off gains in both years, net income in 2021 and 2020 reached Rp21,777 billion and Rp23,225 billion, respectively (-6.2% YoY). Healthy levels of profitability were still maintained, with 24.9% net income margin in 2021.

## CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

Telkomsel's total assets as at the end of 2021 reached Rp101,302 billion, 2.3% lower than at the end of 2020. The 36.9% YoY reduction in current assets was mainly owing to the decrease in cash and cash equivalents. Meanwhile, higher non-current assets (+5.8% YoY) were due to additional long-term investment.

Total liabilities stood at Rp61,859 billion, 17.7% higher than at the end of 2020. Current liabilities increased by 9.2%, driven by short-term loans, while the 28.2% increase in non-current liabilities was due to the increase in lease liabilities.

Total equity as at the end of 2021 stood at Rp39,443 billion, a 22.8% reduction from the position one year prior, mainly because of a decline in retained earnings.

| Description (Rp Bn)                   | Dec-21         | Dec-20         | Growth       |
|---------------------------------------|----------------|----------------|--------------|
| Current Assets                        | 12,288         | 19,488         | -36.9%       |
| Non-Current Assets                    | 89,014         | 84,164         | 5.8%         |
| <b>Total Assets</b>                   | <b>101,302</b> | <b>103,652</b> | <b>-2.3%</b> |
| Current Liabilities                   | 31,654         | 28,997         | 9.2%         |
| Non-Current Liabilities               | 30,205         | 23,568         | 28.2%        |
| Equity                                | 39,443         | 51,088         | -22.8%       |
| <b>Total Liabilities &amp; Equity</b> | <b>101,302</b> | <b>103,652</b> | <b>-2.3%</b> |

## CONSOLIDATED STATEMENTS OF CASH FLOWS

| Description (Rp Bn)   | FY21           | FY20       | Growth     |
|---|----------------|------------|------------|
| Cash Flows from Operating Activities                          | 40,795         | 39,770     | 2.6%       |
| Cash Flows for Investing Activities                           | (12,943)       | (10,923)   | 18.5%      |
| Cash Flows for Financing Activities                           | (34,239)       | (28,277)   | 21.1%      |
| <b>Net (Decrease)/Increase in Cash &amp; Cash Equivalents</b> | <b>(6,388)</b> | <b>571</b> | <b>N/A</b> |
| Cash & Cash Equivalents at Beginning of Year                  | 9,154          | 8,583      | 6.6%       |
| Cash & Cash Equivalents at End of Year                        | 2,766          | 9,154      | -69.8%     |

Telkomsel recorded Rp6,388 billion of net decrease in cash and cash equivalents in 2021, and thus its cash and cash equivalents at end of year stood at Rp2,766 billion, 69.8% lower than at the beginning of 2021.

Higher cash generated from operations was mainly due to increase in cash receipts from operating activities. Meanwhile, Telkomsel's strategic investment in PT Aplikasi Karya Anak Bangsa (Gojek) resulted in higher cash outflow for investing activities. Finally, cash flows for financing activities were primarily for payments of short- and medium-term loans and payment of dividend.

### Debt Profile

As at 31 December 2021, Telkomsel's total outstanding loans stood at Rp3,000 billion, from the utilisation of revolving credit facilities. This translated to a Debt to Equity Ratio (DER) of 7.6% (excluding lease liabilities).

Telkomsel maintains several financial covenants related to its loans and debts. As at 31 December 2021, the covenants were as follows:

| Covenants to be Maintained       | Required | Actual |
|----------------------------------|----------|--------|
| EBITDA to Debt Service           | ≥1.25    | 2.31   |
| Total Debt to Tangible Net Worth | ≤2.00    | 0.09   |

Notes: Debts in covenants exclude lease liabilities.



### Credit Quality (Ratings)

Telkomsel retained its excellent credit quality, making it one of the most highly-rated companies in Indonesia. Fitch Ratings Indonesia most recently on 22 October 2021 issued the AAA (National Long Term) with Stable Outlook for Telkomsel.

## FUTURE GROWTH TRAJECTORIES

With the rapidly evolving customer needs and digital transformation taking place in the society, Telkomsel is committed to enhancing product offerings and digital capabilities. These, we believe, will propel us in our journey to go beyond connectivity, while accelerating and expanding our digital ecosystem. Telkomsel is opening up and exploring opportunities in the new digital initiatives and solutions, supported by a superior network quality as a means to sustain our long-term growth.

### DIGITAL LIFESTYLE ENRICHMENT

A major digital initiative of ours is enriching Digital Lifestyle video and games content. We are reinforcing MAXstream's position in video streaming industry. We now have over 8 million monthly active users and are expanding our partnerships with major content providers while also developing our own MAXstream originals. In the mobile gaming industry, Telkomsel is expanding our footprint by providing a complete solution for gaming, cultivating gamers' communities, and stepping into game publishing under Dunia Games brand, which now boasts more than 18 million monthly active users.

We also continue to enhance by.U, our fully-digital prepaid product offering integrated services based on fully customisable digital applications. Currently, by.U has more than 3.7

million customers and counting. Telkomsel Orbit, a home wireless broadband internet service, will also feature prominently in our future plans. We intend to further expand Telkomsel Orbit's coverage, leveraging on our superior network capacity, in the coming years.

### STRATEGIC PARTNERSHIP WITH GoTo

In November 2020 and May 2021 Telkomsel made two strategic investments in Gojek—the region's leading on-demand multi-services platform and digital payment technology company.

Going forward, Telkomsel and Gojek will continue to strengthen this synergic partnership to deliver attractive value-added benefits to customers. Certain initiatives rolled out via this synergy will push and accelerate the digitisation of micro, small and medium enterprises (MSMEs).

In this collaborative synergy, we seek to increase Telkomsel users' participation in Gojek's ecosystem, while facilitating Gojek's MSME partners to be onboarded as Telkomsel reseller partners. Our outlets and resellers now are connected with GoShop, through which both Gojek and Telkomsel customers can obtain convenient access. Meanwhile, our Number Masking feature embedded into Gojek's plethora of services is improving customer experience and safety when performing transactions in the ecosystem.

Gojek-Tokopedia merger into GoTo in 2021 further reinforced Telkomsel's investment case in Gojek. Telkomsel and GoTo is set to unveil the first super-app in Indonesia that will offer a full range of digital solutions that are in synergy with the companies' interests and expertise.

## VENTURE CAPITAL STARTUPS

Through our subsidiary, Telkomsel Mitra Inovasi (TMI), we are committed to accelerating the development of domestic and global startups. Telkomsel via TMI provides funding support and empowerment that prioritises synergy for stronger long-term partnerships.

TMI is also empowering digital-preneurs, especially those with startups that possess the potential to thrive in Indonesia. We invest in and collaborate with them, embedding them into our vast digital ecosystem and equipping them with our Telkomsel's assets and competencies. Through TMI, Telkomsel has invested and supported notable startups that include Kredivo, PrivyID, Qlue, Halodoc, Tanihub, Tada, SiCepat, and Inspigo.

## LONG-TERM DIGITAL TRANSFORMATION

Telkomsel's long-term transformation roadmap towards becoming a leading digital telco company in Indonesia has been amplified with the founding of PT Telkomsel Ekosistem Digital (INDICO).

INDICO is a vehicle through which Telkomsel is expanding its Digital Business portfolio by building an inclusive and sustainable digital ecosystem. This overarching initiative will benefit from Telkomsel's digital trifecta of Digital Connectivity, Digital Platform, and Digital Services.

INDICO is slated to play an increasing role as a holding company that enables and orchestrates Telkomsel's wide-ranging digital initiatives carried out by subsidiaries, to be integrated into a cogent vertical business portfolio in the digital sector. Their subsequent developments will be further optimised by the synergy with Telkomsel's superior asset ecosystem.

In its first wave, INDICO will focus on three digital industry sectors: edu-tech, health-tech, and gaming. The three businesses possess enormous potential to drive the national digital economy, and will be part of Telkomsel's emerging digital business portfolio to be scaled up in the future.

## 5G EXTENSIFICATION AS THE PATH FORWARD

Finally, Telkomsel will bank on the transformational capabilities of 5G to elevate lives among the Indonesian population. In our vision of the digital future, 5G will be the backbone for the proliferation of digital connectivity, digital platform, and digital services in Indonesia. 5G will also catalyse the development of future technology solutions, such as artificial intelligence, cloud computing, and IoT.

Telkomsel has made various investments integrated into its roadmap. The scale and speed of future expansions of these investments will be phased in stages, based on considerations including maturity of the ecosystem. This, we believe, is our path forward in our transformation & digitalisation journey. We aim to blaze a trail along this path with powerful and highly-personalised digital telecommunications services that will enrich the daily lives of our subscribers across the nation.

## Responsibility for the 2021 Annual Report

This Annual Report including the accompanying consolidated financial statements and related financial information for the year ended December 31, 2021 was authoritatively signed by members of the Board of Commissioners and the Board of Directors of PT Telekomunikasi Selular.

Jakarta, May 2022

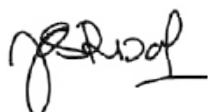
### BOARD OF COMMISSIONERS



**Wishnutama Kusubandio**  
President Commissioner



**Heri Supriadi**  
Commissioner



**Yose Rizal**  
Commissioner



**Nanang Pamuji M.**  
Commissioner



**Yuen Kuan Moon**  
Commissioner



**Anna Yip**  
Commissioner

## BOARD OF DIRECTORS



**Hendri Mulya Syam**  
President Director



**Mohamad Ramzy**  
Director of Finance &  
Risk Management



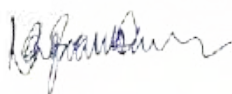
**Adiwinahyu Basuki Sigit**  
Director of Sales



**Nugroho**  
Director of Network



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



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



**Bharat Alva**  
Director of IT



**Derrick Heng**  
Director of Marketing



## Abbreviations

|                |   |              |  |
|----------------|---|--------------|--|
| <b>3G</b>      | 3 <sup>rd</sup> Generation of wireless mobile telecommunications technology | <b>ICT</b>   | Information and Communication Technology           |
| <b>4G</b>      | 4 <sup>th</sup> Generation of broadband cellular network technology         | <b>IFRS</b>  | International Financial Reporting Standards        |
| <b>APEC</b>    | Asia Pacific Economic Cooperation   | <b>IoT</b>   | Internet of Things                                 |
| <b>API</b>     | Application Programming Interface   | <b>IT</b>    | Information Technology                             |
| <b>ARPU</b>    | Average Revenue Per User  | <b>LTE</b>   | Long Term Evolution                                |
| <b>ATM</b>     | Automated Teller Machine  | <b>M2M</b>   | Machine to Machine                                 |
| <b>BTS</b>     | Base Transceiver Station  | <b>MHz</b>   | Megahertz  |
| <b>CPaaS</b>   | Communication Platform as a Service   | <b>MMS</b>   | Multimedia Messaging Service                       |
| <b>Capex</b>   | Capital Expenditure   | <b>MSME</b>  | Micro, Small and Medium Enterprises                |
| <b>CBTA</b>    | Conditional Business Transfer Agreement                                     | <b>MoU</b>   | Minute of Usage                                    |
| <b>CFMP</b>    | Capital Expenditure, Financing, and Management Process                      | <b>NCDP</b>  | No Code Development Platform                       |
| <b>COMBAT</b>  | Compact Mobile Base Station   | <b>OTT</b>   | Over The Top                                       |
| <b>CSR</b>     | Corporate Social Responsibility   | <b>PAYU</b>  | Pay As You Use                                     |
| <b>CRM</b>     | Customer Relationship Management  | <b>PSAK</b>  | Pernyataan Standar Akuntansi Keuangan              |
| <b>CVM</b>     | Customer Value Management   | <b>SIM</b>   | Subscriber Identity Module                         |
| <b>DGL</b>     | Dunia Games League  | <b>SME</b>   | Small Medium Enterprise                            |
| <b>EBITDA</b>  | Earning Before Interest, Tax, Depreciation, and Amortization                | <b>SMS</b>   | Short Messaging Service                            |
| <b>Fintech</b> | Financial Technology  | <b>SOA</b>   | Sarbanes–Oxley Act                                 |
| <b>GB</b>      | Gigabyte  | <b>TADEX</b> | Tanah Air Digital Exchange                         |
| <b>GCG</b>     | Good Corporate Governance   | <b>TERRA</b> | Telkomsel Emergency Response and Recovery Activity |
| <b>GHz</b>     | Gigahertz   | <b>TMI</b>   | Telkomsel Mitra Inovasi                            |
| <b>GPRS</b>    | General Packet Radio Service  | <b>Tinc</b>  | Telkomsel Innovation Center                        |
| <b>GSM</b>     | Global System for Mobile communication                                      | <b>USO</b>   | Universal Service Obligation                       |
| <b>HCM</b>     | Human Capital Management  | <b>USSD</b>  | Unstructured Supplementary Service Data            |
| <b>HSDPA</b>   | High Speed Downlink Packet Access   | <b>VoLTE</b> | Voice over Long-Term Evolution                     |
|                |   | <b>WAP</b>   | Wireless Application Protocol                      |



## List of GraPARI

| REGIONAL  | SITE NAME                 | ADDRESS  |
|-----------|---------------------------|--|
| Sumbagsel | GraPARI Alang-Alang lebar | JL. PALEMBANG BETUNG KM.15 NO.10 KE. SUKJADI KEC. TALANG KELAPA                                    |
| Sumbagsel | GraPARI Bandar Jaya       | JL. PROKLAMATOR RAYA NO. 71C KEL. BANDAR JAYA BARAT  |
| Sumbagsel | GraPARI Bandar Sribawono  | JL.JEND.SUDIRMAN NO.16A KEL.SRIMENANTI KEC.BANDAR SRIBAWONO LAMPUNG TIMUR 34399                    |
| Sumbagsel | GraPARI Bangka            | JL JEND SUDIRMAN KOMP RUKO PERMATA BLOK C NO. 2  |
| 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 GUMAWANG BK. 10   |
| 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 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 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   |
| Sumbagsel | GraPARI Muara Enim        | JL. JENDRAL SUDIRMAN TALANG JAWA ATAS KEL PAAR III   |
| Sumbagsel | GraPARI Natar             | JL RAYA NATAR NO 78E KELURAHAN MERAK BATIN KECAMATAN NATAR LAMPUNG SELATAN                         |
| Sumbagsel | GraPARI Palembang Square  | JL. POM IX KOMPLEK RUKO MALL PALEMBANG SQUARE BLOK R NO.125 PALEMBANG                              |
| Sumbagsel | GraPARI Prabumulih        | JL.JENDRAL SUDIRMAN NO.02  |



| REGIONAL   | SITE NAME                           | ADDRESS  |
|------------|-------------------------------------|--|
| Sumbagsel  | GraPARI Pringsewu                   | Jl. Sudirman No. 1145 Pringsewu Barat Kec. Pringsewu 35373   |
| Sumbagsel  | GraPARI Woltermongonsidi            | Jl. Wolter Monginsidi No. 100B   |
| Sumbagsel  | GraPARI Rimbo Bujang                | JL. PAHLAWAN (DEPAN POLSEK) KEL. WIROTHO AGUNG   |
| 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. G26RT. 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                | JLN. JEND. SUDIRMAN NO.88A, AMAR SAKTI, KEL. PONDOK TINGGI   |
| 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 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 Jambi                       | JL.HM YUSUF SINGADEKANE NO.09 TELANAIPURA, JAMBI 36122   |
| 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 Muara Bungo                 | JL. JENDRAL SUDIRMAN NO 76, MUARA BUNGO 37214  |
| Sumbagsel  | GraPARI Palembang                   | MALL PALEMBANG ICON. LANTAI.3 . JALAN POM IX LOROK PAKJO, KOTA PALEMBANG. SUMATERA SELATAN 30127                                   |
| Sumbagsel  | GraPARI Telkom Group Palembang      | JL JEND. SUDIRMAN NO 459, 20 ILIR (SAMPING KODAM II SRIWIJAYA) KOTA PALEMBANG KODE POS 30129, SUMATERA SELATAN                     |
| Sumbagsel  | GraPARI Telkom Group Pangkal Pinang | JL. RUSTAM EFFENDI NO. 3 . DEPAN ALUN-ALUN KOTA PANGKAL PINANG, BATIN TIKAL , PANGKAL PINANG-33121                                 |
| 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.  |

| REGIONAL   | SITE NAME                      | ADDRESS   |
|------------|--------------------------------|---|
| Sumbagteng | GraPARI Bangkinang             | Jl. DI. Panjaitan Depan Bengkel Adebe Junior Kel. Langgini Kec. Bangkinang kota, 28412                          |
| Sumbagteng | GraPARI Batu Sangkar           | Jln ahmad yani pincuran 7 kecamatan lima kaum batusangkar, 27211 kab tanah datar sumatera barat                 |
| Sumbagteng | GraPARI Bengkulu               | Jl. A Yani Depan Kantor Bupati, Bengkulu 28712  |
| Sumbagteng | GraPARI Bintan                 | Jl.Permaisuri Ruko Taman Rhaodah No.II Tanjung Uban   |
| Sumbagteng | GraPARI Bukit Tinggi           | Jl ahmad Karim No 8c, Kel. Benteng Pasar Atas, Kec. Guguk Panjang, Bukittinggi 26100                            |
| Sumbagteng | GraPARI Dabo Singkep           | Jl.kartini no.17A, Kec.singkep kab.lingga, Dabo singkep 29871   |
| Sumbagteng | GraPARI Duri                   | Jl. Hangtuh No. 10 RT 02 RW 10 kel. Duri Barat Kec. Mandau Duri Riau 28884. Tlp 0765-594168                     |
| 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 Panbil Batam      | Lt. Dasar KD 2.Panbil Mall muka kuning, batam 29433   |
| Sumbagteng | GraPARI Natuna                 | Jl. datok kaya wan mohd. benteng no.116, kec. bunguran timur, kota ranai, kab natuna                            |
| 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 Payakumbuh             | Jl soekarno Hatta no 37-39 kelurahan padang tengah kecamatan payakumbuh barat Sumatera Barat                    |
| 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 Sungai Rumbai          | Jl. Lintas Sumatera Simpang 3 Kantor GraPARI Sungai Rumbai , Kec. Sungai Rumbai, Kab. Dharmasraya. -Pos : 27684 |

| REGIONAL   | SITE NAME                     | ADDRESS   |
|------------|-------------------------------|---|
| 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 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 Batam Center          | Jl. Engku Putri Batam Centre Batam 29432  |
| Sumbagteng | GraPARI Dumai                 | Jl. Jendral Sudirman No.153 Dumai - Riau 28812  |
| Sumbagteng | GraPARI Grand Batam Mall      | Grand Batam Mall lantai L2-08 ,Jalan pembangunan kelurahan batu selicin kecamatan Lubuk Baja kota batam         |
| Sumbagteng | GraPARI Mall SKA Pekanbaru    | Mall SKA Jl Soekarno Hatta Lt II Unit 23 - 26 Pekanbaru Riau  |
| Sumbagteng | GraPARI Padang                | Gedung Telkomsel, Jl. Khatib Sulaiman No. 51 Padang 25135   |
| Sumbagteng | GraPARI Pekanbaru             | Gedung Graha Merah Putih, Jl. Jend. Sudirman No. 199 Pekanbaru  |
| Sumbagteng | GraPARI Tanjung Pinang        | Jl. Basuki Rachmat No. 9 Tanjung Pinang 29124   |
| Sumbagut   | GraPARI Aceh Besar            | Ruko 1 : Jl. Soekarno Hatta (Depan BNI 46), Desa Lambaro Kec. Ingin Jaya Kab. Aceh Besar Prov. Aceh             |
| Sumbagut   | GraPARI Balige                | Jl. SM. Raja No. 70C, Balige  |
| 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.2 Kel Pasar Gunungsitoli, Kec. Gunung Sitoli, Kab Nias-22813                               |
| Sumbagut   | GraPARI Kabanjahe             | Jl. Veteran No. 25 BC Kabanjahe   |
| Sumbagut   | GraPARI Kota Pinang           | Jl. Bukit Kotapinang Kel. Kotapinang Kec. Kotapinang Kab. Labuhanbatu Selatan                                   |
| Sumbagut   | GraPARI Langsa                | Jl. Ahmad Yani No.4 Langsa  |
| 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 Karya Jasa      | Jl.Tritura , Ruko Titi Kuning Mas B-3, Medan  |
| Sumbagut   | GraPARI Medan Marelan         | Jl. Platina Raya, Medan Marelan (depan kantor JNT dan SICEPAT) Titi Papan, Kec. Medan Marelan, Kota Medan 20245 |
| Sumbagut   | GraPARI Panyabungan           | Jl.Willem Iskandar No. 117 , Panyabungan Kota, Kab. Mandailing Natal, Sumatera Utara 22913                      |

| REGIONAL | SITE NAME                             | ADDRESS  |
|----------|---------------------------------------|--|
| Sumbagut | GraPARI Plaza Millenium Medan         | Jl. Kapten Muslim NO 111 Plaza Millenium Lt Dasar No 4-5 Medan                                       |
| Sumbagut | GraPARI Rantau Prapat                 | Jl. Ahmad Yani No.31 Rantau Prapat   |
| Sumbagut | GraPARI Sabang                        | Jl . Tengku Chik Ditiro, Kel. Kuta Ateueh, Kec. Sukakarya, Kota Sabang, 23511                        |
| 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. Lebee Kadir No.243, Takengon, Blang Kolak, Bebesan, 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-22412                            |
| Sumbagut | GraPARI Tebing Tinggi                 | Jl. Jend. Sudirman No. 405F Tebing Tinggi  |
| Sumbagut | GraPARI Wahidin Medan                 | Jl. Dr. Wahidin No. 46 / 4-AA Medan 20211  |
| Sumbagut | GraPARI Banda Aceh                    | Jl. Tgk. H. M. Daud Beureueh No. 23 Banda Aceh   |
| Sumbagut | GraPARI Binjai Supermall              | Jl. Soekarno Hatta No. 14 Binjai, Binjai Super Mall Upper Ground Ground, 01-03. Binjai               |
| Sumbagut | GraPARI Centre Poin Mall Medan        | Jl. Jawa No.8, Gg. Buntu, Kec. Medan Tim., Kota Medan, Sumatera Utara 20236                          |
| Sumbagut | GraPARI GMP Medan                     | Graha Merah Putih Lt. Dasar Jl. Putri Hijau No.1 Medan, 20111  |
| Sumbagut | GraPARI Kisaran                       | Jl. HOS. Cokroaminoto No 30,32 Kel.Kisaran Kota Lk. IV Kec. Kisaran Barat                            |
| Sumbagut | GraPARI Lhokseumawe                   | Jl. Tgk. Chik Ditiro Desa Lancang Garam Kec. Banda Sakti No. 1                                       |
| Sumbagut | GraPARI Mall RCW Medan                | Jl. Ring Road No.7, Sunggal, Kec. Medan Sunggal, Kota Medan, Sumatera Utara 20128                    |
| 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 Sibolga                       | Jl. Zainul Arifin No.33, Sibolga   |
| Sumbagut | GraPARI Telkom Group Medan            | Graha Merah Putih Lt. 1 Jl. Putri Hijau No.1 Medan, 20111  |
| Sumbagut | GraPARI Telkom Group Pematang Siantar | Jl. W. R. Supratman No.11, Proklamasi, Siantar Bar., Kota Pematang Siantar, Sumatera Utara 21146     |
| Central  | GraPARI Bassura City Mall Jakarta     | Lantai 1, Jl Basuki Rahmat No.1A Rt.008 Rw.010 Jatinegara, Cipinang Besar Jakarta Timur, DKI Jakarta |





| REGIONAL | SITE NAME                                   | ADDRESS  |
|----------|---|--|
| Central  | GraPARI Cengkareng                          | Ruko Mutiara Palem Blok A 2 No.11 Cengkareng   |
| Central  | GraPARI Emporium Pluit Jakarta              | Mall Emporium Lt.1 Jl. Pluit Selatan Raya, kec .<br>Penjaringan Jakarta Utara 14440  |
| Central  | GraPARI ITC Fatmawati Jakarta               | Gd. Duta ITC Fatmawati Lt. Dasar No. 118, Jl. RS.<br>Fatmawati No. 39, Jakarta Selatan 12150   |
| Central  | GraPARI Mall Ambassador Jakarta             | Mall Ambassador Lt. 3 No.1 , Jl. Prof.Dr. Satrio, Jakarta<br>Selatan   |
| Central  | GraPARI Mall Cijantung Jakarta              | Mall Cijantung Lantai 1 No.1-4, Cijantung, Jakarta Timur   |
| Central  | GraPARI Mall Kelapa Gading Jakarta          | Mall Kelapa Gading 3, Lt. 2 Jl. Boulevard Kelapa Gading<br>blok M RT 13/ RW 18, Kelapa Gading Timur, JKT 14240                       |
| Central  | GraPARI PGC Jakarta                         | PGC Lt. 3A Jl. Mayjen Sutoyo No. 76 Cililitan Kramat Jati<br>Jaktim  |
| Central  | GraPARI Pondok Indah Mall Jakarta           | Street Gallery Lantai 2 No.205, Pondok Indah Mall 3,<br>Jalan Metro Pondok Indah Blok IIIB, Kebayoran Lama,<br>Jakarta Selatan 12310 |
| Central  | GraPARI Roxy Mas Jakarta                    | Komp. Ruko ITC Roxy Mas Blok DI No.1-7,Jl. KH. Hasyim<br>Ashari, Jakarta Pusat   |
| Central  | GraPARI Central Park Jakarta                | Mall Central Park Lt. 3 Lot 116-118, Jl. Letjen S. Parman,<br>Jakarta Barat, Jakarta 11480   |
| Central  | GraPARI Mall Kota Kasablanka Jakarta        | Jl. Casablanca Raya Kav.88, Lt. 2, Jakarta Selatan   |
| Central  | GraPARI Wisma Alia Jakarta                  | Gedung Wisma Alia, Jl. M. Ridwan Rais 10-18, Jakarta<br>Pusat  |
| Central  | GraPARI Telkom Group The Telkom Hub Jakarta | Jl. Jendral Gatot Subroto Kav. 52 Jakarta Selatan 12710  |
| East     | GraPARI Bogor                               | Plasa Telkom, Jl. Raya Pajajaran No. 37 Bogor 16143  |
| East     | GraPARI Cibinong                            | Komplek Ruko Permata Cibinong 3A Jl. Mayor Oking<br>No. 60 Kel. Cirimekar Kec. Cibinong Bogor 16917                                  |
| East     | GraPARI Cicurug                             | Ruko Cicurug City Jl. Siliwangi No.48 Blok B15 Cicurug<br>Sukabumi 43359   |
| East     | GraPARI Cikampek                            | Jl. Ir H. Juanda No. 404 Jomin Barat, Kotabaru,<br>Kabupaten Karawang, Jawa Barat 14373  |
| East     | GraPARI Cikarang                            | Komplek Ruko 21, Jalan Raya Cibarusah No.21H Kel<br>Sukaesmi, Kec Cikarang Selatan, Kab Bekasi (17530)                               |
| East     | GraPARI ITC Depok                           | Mall ITC Depok, Jl. Margonda Raya No 56 Lt Dasar Blok<br>5A ( letak persisnya di sebelah kanan Lobi Utama ITC<br>Depok) Depok 16423  |
| East     | GraPARI Jampang Kulon                       | Jl. Raya cinageun No.89 Kp. cinageun Rt 01<br>Rw 01 Desa. Ciparay Kec. Jampangkulon Kab.<br>Sukabumi (samping mexico fashion store)  |

| REGIONAL | SITE NAME                         | ADDRESS  |
|----------|-----------------------------------|--|
| East     | GraPARI Dramaga                   | Jl.Raya Cibanteng Rt.02/Rw.05 Desa Cihideung Ilir,Kecamatan Ciampea,Kabupaten Bogor (sebelah DR.Chicken Cibanteng)             |
| East     | GraPARI Mall Cinere               | Mall Cinere Lantai 2 No. 9, Jl. Cinere Raya No. 1 . Cinere Depok   |
| East     | 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 |
| East     | GraPARI Pelabuhan Ratu            | GraPARI Plasa Telkom Jl. Siliwangi No. 11 Pelabuhan Ratu Kode Pos : 43364  |
| East     | GraPARI Purwakarta                | Jl terusan Ibrahim Singadilaga, Ruko Pembaharuan No 12, Kec. Nagrikaler, Kab Purwakarta (41115)                                |
| East     | GraPARI Tambun                    | Ruko Metlan Tambun Blok A3 No. 12. Kel Tambun, Kec. Tambun Selatan. Bekasi. Jawa Barat 17510                                   |
| East     | GraPARI Bekasi Cyber Park         | Gedung Bekasi Cyber Park, Jl KH Noer Ali No. 177, Bekasi Selatan 17144   |
| East     | GraPARI Mall Grand Cibubur        | JL. Raya Alternatif Cibubur - Cileungsi Km. 4 , Mall Grand Cibubur Lt.2  |
| East     | GraPARI Mall Technomart Karawang  | Mall Technomart blok A53 dan A51 jalan Arteri Galuh Mas, Puseurjaya, Telukjambe Timur, Kabupaten Karawang, Jawa Barat 41361    |
| East     | GraPARI Sukabumi                  | Jl. RE Martadinata No. 71 Cikole Sukabumi  |
| Jabar    | GraPARI Bandung Elektronik Center | Bandung Electronic Centre LG. Utama, Jl. Purnawarman No.13-15 Bandung  |
| Jabar    | GraPARI Banjar                    | Jl. Perintis Kemerdekaan No. 17 Kota Banjar Barat 46311  |
| Jabar    | GraPARI Bantarkalong              | Bantarkalong Jl. Raya Karangnunggal Kp.Sindangreret, Desa Cikupa, Kab.Tasikmalaya  |
| Jabar    | GraPARI Ciamis                    | Jl. KH Ahmad Dahlan No. 13B Ciamis 46211   |
| Jabar    | GraPARI Ciledug Cirebon           | Jl. Merdeka utara no.192 desa ciledug tengah kecamatan ciledug   |
| Jabar    | GraPARI Cimahi                    | Plasa Sangkuriang Jl.Sangkuriang No.19 Cimahi  |
| Jabar    | GraPARI Cirebon Super Blok        | Cirebon Super Blok, lantai LG 0015 sebelah selatan lobby utama mall CSB. Jl. Doktor Cipto Mangunkusumo , Jawa Barat            |
| Jabar    | GraPARI Garut                     | Gedung Telkom Jalan Pramuka no. 32 Kabupaten Garut   |
| Jabar    | GraPARI Indramayu                 | Jl. DI Panjaitan No.54   |
| Jabar    | GraPARI Jatibarang                | Jl. Mayor Dasuki No. 58/82 Jatibarang, Indramayu 45273   |
| Jabar    | GraPARI Kedawung                  | Jl. Tuparev No. 57 Cirebon   |

| REGIONAL | SITE NAME                          | ADDRESS   |
|----------|------------------------------------|---|
| Jabar    | GraPARI Kuningan                   | Jl. Siliwangi No. 196 Kuningan  |
| Jabar    | GraPARI Lembang                    | Jl. Raya Lembang No 241   |
| Jabar    | GraPARI Majalaya                   | Ruko Permata Majalaya Blok B No.2 Jl.Tengah 3 Majalaya 60882  |
| Jabar    | GraPARI Majalengka                 | Jl. KH. Abdul Halim No 158, Majalengka 45418  |
| Jabar    | GraPARI Metro Trade Center Bandung | Jl.Soekarno Hatta No.590, Ruko MTC Blok C-27, Bandung 40286   |
| Jabar    | GraPARI Miko Mall Bandung          | Jalan kopo no.599. Miko mall Lantai 1 blok 10-20 kel cirangrang kec babakan ciparay                         |
| Jabar    | GraPARI Padalarang                 | Jl. Rancabali No.78a Padalarang   |
| Jabar    | GraPARI Pamanukan                  | Jl. Ion Martasasmita No. 36, Pamanukan-Subang 41254   |
| Jabar    | GraPARI Pangandaran                | Jl. Merdeka KM 0,5 RT. 03 RW. 03 Desa. Pananjung. Kec. Pangandaran Kab. Pangandaran                         |
| Jabar    | GraPARI Rancaekek                  | Jl. Raya Rancaekek (Talun) km 20.5 Ds. Jelegong Kec. Rancaekek Kab. Bandung 40394                           |
| Jabar    | GraPARI Singaparna                 | Jl. Raya Timur No. 49 RT 002/003, Cikiray, Desa Sukamulya, Kec .Singaparna, Kab Tasikmalaya                 |
| Jabar    | GraPARI Soreang                    | JL. Al-fathu Ruko Bale Sakanca Blok A No. 3 desa pamekaran kec Soreang , Kab Bandung - 40912                |
| Jabar    | GraPARI Subang                     | Jl, Kapten hanafiah komplek ruko rawa badak regency block.C no.8 kel karang anyar. Subang                   |
| Jabar    | GraPARI Sumber                     | Ruko grand duta no.14A Jl. P. Cakrabuana Kemantren-Sumber 45611   |
| Jabar    | GraPARI Sumedang                   | Jl. Pangeran Geusan Ulun No. 29 Kec. Sumedang Selatan Kab. Sumedang   |
| Jabar    | GraPARI Trans Studio Mall Bandung  | Jalan Jendral Gatot Subroto No. 289, Kota Bandung, Jawa Barat 40273   |
| Jabar    | GraPARI Cianjur                    | Jl. Abdullah bin Nuh No.64-66 Cianjur   |
| Jabar    | GraPARI Dago                       | Jl. Ir. H. Juanda no. 252 Bandung 40134   |
| Jabar    | GraPARI Tasikmalaya                | Jl. Panglayungan II No. 3 - 5 Tasikmalaya 46134   |
| Jabar    | GraPARI Telkom Group Lembong       | Jl. Lembong No. 11, Jawa Barat  |
| West     | GraPARI Balaraja                   | Komp Ruko Saga Indah Jl. Raya Kresek Kp Saga RT 06/04 Dusun Tobat Kec Balaraja Kab Tgr 15610                |
| West     | GraPARI Bintaro Jaya Xchange       | Mall Bintaro Jaya Xchange,CBD Bintaro Jaya Sektor VII Lantai G No.121 Tangerang Selatan 15227               |
| West     | GraPARI Cikupa                     | Citra Raya Food Festival blok A no 07/03G & A. 07/03F, Jl Boulevard Raya row 42 Citra Raya cikupa Tangerang |
| West     | GraPARI Ciputat                    | Jl. Dewi Sartika No. 71 D, Ciputat - Tangerang Selatan  |
| West     | GraPARI Labuan Pandeglang          | Jl. Perintis Kemerdekaan No.24 C-D Desa Teluk Kec. Labuan Kab.Pandeglang 42264                              |

| REGIONAL  | SITE NAME                              | ADDRESS   |
|-----------|--|---|
| West      | GraPARI Mall Tangerang City            | Mall Tangerang City Lt.LG Blok C.61 Jl. Jend Sudirman No. 1, RT/RW 001/005.   |
| West      | GraPARI Pandeglang                     | Jl. Raya Serang – Pandeglang Km 2 Kp. Cikondang, Pandeglang – Serang  |
| West      | GraPARI Rangkasbitung                  | Ruko Rabinza Jl.Rt. Hardiwinangun Blok A.No.15 Kel.MC Timur Kec.Rangkasbitung   |
| West      | GraPARI Sumarrecon Mall Serpong        | Mall Summarecon Serpong 2 Lt. Unit 2 F-239 Tangerang Banten   |
| West      | GraPARI Supermall Karawaci             | Supermall Karawaci e-Center, Lt. LG Blok A5/4-A5/7 Jl. Boulevard Diponegoro, Tangerang  |
| West      | GraPARI Cilegon                        | Graha Sucofindo Lt.1, Jl. Jendral A. Yani No.106 Cilegon 42426  |
| West      | GraPARI MOS Serang                     | Mall of Serang (MOS) Lt. 1 Jl. Lingkar Kemang, Kotabaru Panancangan, Cipocok Jaya Serang 42112 – Banten                                 |
| West      | GraPARI Terminal 3 Bandara Soetta      | Bandara Soekarno-Hatta Terminal 3, Gate Kedatangan 2 Lt. GF 19120 Jl. Pajang, Kecamatan Tangerang Kota – Tangerang                      |
| West      | GraPARI Telkom Group BSD               | Graha Telekomunikasi Lt.Dasar Jl Raya Serpong Sektor IV BSD Tangerang 15322   |
| BaliNusra | GraPARI Atambua                        | Jl. Adam Malik No. 5, Kelurahan Beirafu, Kec. Atambua Barat, Kabupaten Belu 85711   |
| BaliNusra | GraPARI Bima                           | Jl. Soekarno Hatta kelurahan Pane (depan Gedung Koni lapangan manggemaci) Kota Bima   |
| BaliNusra | GraPARI Cellular World Kupang          | Jl. Jenderal Sudirman, No.60, Kuanino, Kec. Kota Raja, Kota Kupang, Nusa Tenggara Timur. Kode Pos 85119                                 |
| BaliNusra | GraPARI Gianyar                        | Jl. By Pass Darmagiri Desa Buruan Kecamatan Blahbatuh Kabupaten Gianyar (Dewatacom)   |
| BaliNusra | GraPARI Gunung Agung Denpasar          | Jl. Gunung Agung 125B, Denpasar (80118)   |
| BaliNusra | GraPARI Karangasem                     | Jl. Jendral Sudirman No.98 C Amlapura, karangasem, 80813  |
| BaliNusra | GraPARI Kefamenanu                     | Jl. Basuki Rahmat Kel. Benpasi, Kec. Kota Kefamenanu  |
| BaliNusra | GraPARI Labuan Bajo                    | Jl. Soekarno Hatta, Kelurahan Labuan Bajo, Kecamatan Komodo, Kabupaten Manggarai Barat, Labuan Bajo, Nusa Tenggara Timur (Lantai GF-A8) |
| BaliNusra | GraPARI Lombok Epicentrum Mall Mataram | Jalan Sriwijaya No. 333, Mataram, NTB   |
| BaliNusra | GraPARI Lombok Timur                   | Jl. Pejanggik No.53 Pancor (Komplek Pertokoan Yanmar baru) Kelurahan Majidi, Kecamatan Selong, Lombok Timur 83611                       |
| BaliNusra | GraPARI Lombok Utara                   | Jl. Raya Tanjung komplek Pertokoan (Depan Lap Umum Super Semar) Tanjung-Lombok Utara, 83352   |
| BaliNusra | GraPARI Maluku                         | Jl. Raya Maluku no. 141 Maluku-Sumbawa Barat 84357  |



| REGIONAL  | SITE NAME                        | ADDRESS  |
|-----------|----------------------------------|--|
| BaliNusra | GraPARI Maumere                  | Jl Ahmad Yani Kelurahan Nangameting Kecamatan Alok Timur Kabupaten Sikka 86111                     |
| BaliNusra | GraPARI Negara                   | Jl. Ngurah Rai 86–Negara 82217   |
| BaliNusra | GraPARI Nusa Dua                 | Jl. Bypass Ngurah Rai No. 122, Mumbul, Nusa Dua 80363  |
| BaliNusra | GraPARI Ruteng                   | Jl. Kartini No. 2, Desa Lawir, Kec. Langke Rembong, Kab. Manggarai 86516                           |
| BaliNusra | GraPARI Singaraja                | Jl. A. Yani No. 72 Singaraja 81116   |
| BaliNusra | GraPARI Soe                      | Ruko Baru Soe JL.Hayam Wuruk No.16A Kelurahan Taubneno, Kota Soe Kabupaten TTS–NTT 85511           |
| BaliNusra | GraPARI Sumbawa                  | Jl. Mangga No.09 Kel.Umasima Sumbawa Besar, NTB  |
| BaliNusra | GraPARI Tabanan                  | Jl. Ir. Soekarno No. 99D (Bypass Kediri), Kec. Kediri, Tabanan 52151                               |
| BaliNusra | GraPARI Taliwang                 | Jl. Jendral Sudirman No 30 Taliwang, Sumbawa Barat 84355   |
| BaliNusra | GraPARI Waingapu                 | Kompleks Pertokoan Permata Sari Jl. Ahmad Yani No.4, Blok A2, Mentawai, Waingapu 87111             |
| BaliNusra | GraPARI Kupang                   | Jl. WJ. Lalamentik No 88, Oebufu, Kupang   |
| BaliNusra | GraPARI Kuta                     | Jl. By Pass I Gusti Ngurah Rai, Simpang Dewa Ruci Kuta – Bali (Simpang Siur), Bali                 |
| BaliNusra | GraPARI Mataram                  | Jl.Pejanggik No 47F, Mataram, Lombok   |
| BaliNusra | GraPARI Renon Denpasar           | Jl. Raya Puputan Renon No. 33, Renon, Denpasar   |
| Jateng    | GraPARI Banjarnegara             | Ruko Atrium Blok B–5, Jl HOS Cokroaminoto Banjarnegara No.39 53412 Jawa Tengah                     |
| Jateng    | GraPARI Banyumanik               | Jl. Jati Raya Blok C–17 Banyumanik , Kabupaten Semarang, Jawa Tengah                               |
| Jateng    | GraPARI Batang                   | Jl. Raya Limpung (Jl. Jend Sudirman) Ruko no 6 Limpung (selatan SD N 1 Limpung), Batang            |
| Jateng    | GraPARI Boyolali                 | Jl. Pandanaran No.23, Ngrancah, Siswodipuran, Kec. Boyolali, Kabupaten Boyolali, Jawa Tengah 57311 |
| Jateng    | GraPARI Cepu                     | Jl. Ronggolawe No. 67 Cepu–Blora   |
| Jateng    | GraPARI Cilacap                  | Jl. S. Parman No 30 Cilacap, Sidanegara, Cilacap Tengah, Kabupaten Cilacap, Jawa Tengah 53212      |
| Jateng    | GraPARI Demak                    | Ruko C Jl Sultan Fatah Demak   |
| Jateng    | GraPARI Gedong Kuning Yogyakarta | Jl. Gedong Kuning No. 94B, Rejowinangun,Kota Gede,Yogyakarta–55171.                                |
| Jateng    | GraPARI Gunung Kidul             | Jl KH Agus Salim No 6 Kepek Wonosari   |
| Jateng    | GraPARI Hartono Mall Solo        | Jl. Ir. Soekarno Madegondo Solo Baru, Grogol Sukoharjo 57552 (Hartono Mall Solo GF –C09)           |
| Jateng    | GraPARI Jepara                   | Jl. Pemuda Ruko Pemuda Square 3B Jepara, Jawa Tengah   |



| REGIONAL | SITE NAME                     | ADDRESS  |
|----------|-------------------------------|--|
| Jateng   | GraPARI Jogja City Mall       | Jogja City Mall Lt. 1 No.AB22 Jl. Magelang KM.6 Sinbduadi Mlati, Sleman – Jogjakarta                                 |
| Jateng   | GraPARI Karanganyar           | Jl. Kauman RT 2 RW 14 Cangakan, Lawu Barat, Karanganyar  |
| Jateng   | GraPARI Kebumen               | Jl. H.M Sarbini No.15A Kebumen 54311   |
| Jateng   | GraPARI Kendal                | Jl. Soekarno Hatta No.70 B Weleri – Kendal 51355   |
| Jateng   | GraPARI Klaten                | Jl. Veteran No.22, Barenglor, Bareng Lor, Kec. Klaten Utara, Kabupaten Klaten, Jawa Tengah 57414                     |
| Jateng   | GraPARI Kroya                 | Jl. Jend Soedirman No 43, Kroya Cilacap 53282  |
| Jateng   | GraPARI Kulonprogo            | Jl. Sutidjab 74, Kel. Wonosari Lor, Kec. Wates, Kulon Progo.   |
| Jateng   | GraPARI Magelang              | Jl. Panglima Sudirman No. 375 Tidar Selatan Magelang   |
| Jateng   | GraPARI Pati                  | Jl Kamandowo Ruko Kamandowo no 3. kel Pati kidul, kecamatan Pati Kab Pati  |
| Jateng   | GraPARI Pekalongan            | Jl. Merdeka No.3 D Pekalongan  |
| Jateng   | GraPARI Pemalang              | Jl. Jend. Sudirman, Ruko Swalayan Pemalang Permai Blok F, Pemalang   |
| Jateng   | GraPARI Purbalingga           | Jl. MT Haryono No. 18 Purbalingga Jawa Tengah  |
| Jateng   | GraPARI Purwodadi             | Ruko Grand City No, Jl. R.Suprpto No.60  |
| Jateng   | GraPARI Purworejo             | Jl. KHA Dahlan No. 141   |
| Jateng   | GraPARI Rembang               | Jl. Kartini Ruko 1A Rembang  |
| Jateng   | GraPARI Salatiga              | Jl.Diponegoro, Ruko Wijaya Square Blok A No 5 , Salatiga   |
| Jateng   | GraPARI Sragen                | Jl. Raya Sukowati No.28E (ruko depan samsat sragen), Sine, Kec. Sragen, Kabupaten Sragen, Jawa Tengah 57213          |
| Jateng   | GraPARI Temanggung            | Jl. Jend. Sudirman No. 95, Ruko 1,Jampiroso, Temanggung.   |
| Jateng   | GraPARI Ungaran               | Jl. Diponegoro No 158 Ungaran  |
| Jateng   | GraPARI Wonogiri              | Jl. RM Said No.19, Ngaliyan, Kaliancar, Kec. Selogiri, Kabupaten Wonogiri, Jawa Tengah 57652                         |
| Jateng   | GraPARI Wonosobo              | Jl. RSU Setjonegoro No. 10 B, Wonosobo   |
| Jateng   | GraPARI Kudus                 | Jl. Jenderal Sudirman No.66–68 Nganguk Kramat Kudus  |
| Jateng   | GraPARI Mall Ciputra Semarang | Mall Ciputra FL. UG, No. 62, Jl. Simpang Lima No 1, Semarang   |
| Jateng   | GraPARI Pahlawan Semarang     | Jl. Pahlawan No 10, Semarang   |
| Jateng   | GraPARI Purwokerto            | Gedung Telkom, Jl. Merdeka No.26, Brubahan, Purwanegara, Kec. Purwokerto Tim., Kabupaten Banyumas, Jawa Tengah 53116 |

| REGIONAL | SITE NAME                      | ADDRESS   |
|----------|--------------------------------|---|
| Jateng   | GraPARI Solo                   | Jl. Slamet Riyadi No 265, Sriwerdari, Solo  |
| Jateng   | GraPARI Tegal                  | Jl. Gajah Mada No 77, Tegal   |
| Jateng   | GraPARI Yogyakarta             | Jl. Diponegoro No.97 - Yogyakarta   |
| Jatim    | GraPARI Atom Mall Surabaya     | JL. Bunguran45 Lt 1 Blok A-85 Surabaya  |
| Jatim    | GraPARI Bangkalan              | Jl. Trunojoyo 39C, Bangkalan  |
| Jatim    | GraPARI Batu                   | Jl. Dewi Sartika No. 1 Batu   |
| Jatim    | GraPARI Blitar                 | Jl. Mohammad Hatta no 10 Kepanjen Kidul Blitar                                      |
| Jatim    | GraPARI Bojonegoro             | Jl. Dr Wahidin No. 9B Bojonegoro  |
| Jatim    | GraPARI Bondowoso              | Ruko. Mastrip Jl. Mastrip ( Depan Indomaret Nangkaan) Bondowoso                     |
| Jatim    | GraPARI Caruban                | Jl. Panglima Sudirman No.16 Caruban, Madiun 63153                                   |
| Jatim    | GraPARI Ciputra World Surabaya | Ciputra World Surabaya Lg -30 Jl. Mayjend Sungkono 89 Surabaya                      |
| Jatim    | GraPARI Malang Kawi            | Jl. Kawi no 28 Kauman, Kec. Klojen , Malang - Jatim                                 |
| Jatim    | GraPARI Galaxy Mall Surabaya   | Jalan Dharmahusada Indah Timur No.35 - 37 Galaxy Mall 1 lt.2 unit 228 Surabaya      |
| Jatim    | GraPARI Genteng                | Jl. Wahid Hasyim 1 ,ruko jinggo no 4 genteng kulon Banyuwangi                       |
| Jatim    | GraPARI Jombang                | Jl. KH Wachid Hasyim No. 136E Jombang   |
| Jatim    | GraPARI Kepanjen               | Jl. Panji 154 Kepanjen 65163  |
| Jatim    | GraPARI Kraksaan               | Jl. Raya Panglima Sudirman nomor 55-56 Pertokoan Diva Swalayan Kraksaan             |
| Jatim    | GraPARI Lamongan               | Jalan Veteran No. 12 (depan SMAN 2 Lamongan)  |
| Jatim    | GraPARI Lumajang               | Jl. A Yani No 18 ( kantor bekas BPJS Lama , depan kantor RSUD Haryoto ) Lumajang    |
| Jatim    | GraPARI Magetan                | Jl. Monginsidi No. 30 Magetan   |
| Jatim    | GraPARI Mojokerto              | Jl. Gajah Mada 98A Mojokerto  |
| Jatim    | GraPARI Muncar                 | Jl. Brawijaya no. 27 Muncar Banyuwangi  |
| Jatim    | GraPARI Nganjuk                | Jl. Diponegoro No 75 Nganjuk  |
| Jatim    | GraPARI Ngawi                  | Jl. A Yani No 97, Ngawi   |
| Jatim    | GraPARI Pacitan                | Jl. P. Sudirman 180 Pacitan 63511   |
| Jatim    | GraPARI Pamekasan              | Gedung Telkom, Jl. Trunojoyo No. 67 Pamekasan                                       |
| Jatim    | GraPARI Pandaan                | Ruko Central Niaga Blok A No 3 Jl. A. Yani No 321 Pandaan                           |
| Jatim    | GraPARI Pare Kediri            | Jl.Ahmad Yani No.7 Pare Kediri  |
| Jatim    | GraPARI Pasuruan               | Jl. Panglima Sudirman No. 122, Pasuruan   |
| Jatim    | GraPARI Perak Surabaya         | Jl. Perak Timur No.98, Perak Timur, Kec. Pabean Cantian, Kota SBY, Jawa Timur 60177 |

| REGIONAL   | SITE NAME                     | ADDRESS  |
|------------|-------------------------------|--|
| Jatim      | GraPARI Plaza Marina Surabaya | Plaza Marina Lt.1, Blok : A.05 - A.07, Jl. Margorejo Indah 97-99 Surabaya                                      |
| Jatim      | GraPARI Ponorogo              | Jl. Diponegoro No 42 Ponorogo  |
| Jatim      | GraPARI Sampang               | Jl. J.A. Suprpto No. 50, Sampang   |
| Jatim      | GraPARI Situbondo             | Jl. Kenanga no 94 Situbondo  |
| Jatim      | GraPARI Sumenep               | Ruko Adi Poday, JL TRUNOJOYO NO. 214   |
| Jatim      | GraPARI TLT Manyar Surabaya   | Gedung Telkom Landmark Tower Jl. Dr.Ir.H. Soekarno No.175, Surabaya  |
| Jatim      | GraPARI Trenggalek            | Jl. Jaksa Agung Suprpto No. 7 Kel. Surondakan Trenggalek 66316   |
| Jatim      | GraPARI Tropodo Sidoarjo      | Ruko Tropodo Dian Regency Jl. Raya Nusantara no 199 Tropodo Sidoarjo   |
| Jatim      | GraPARI Tuban                 | Jl. Brawijaya No. 26 Tuban   |
| Jatim      | GraPARI Tulungagung           | Jl Supriyadi Ruko Nirwana Plasa Blok A4 Jepun, Tulungagung   |
| Jatim      | GraPARI Banyuwangi            | Jl. DR. Sutomo No.63 Banyuwangi  |
| Jatim      | GraPARI Bukit Darmo Surabaya  | Ruko Puncak Bukit Golf unit RBI-RBJ, Jl. Bukit Darmo Boulervard No. 1, Pradahkalikendal, Dukuh Pakis, Surabaya |
| Jatim      | GraPARI Gresik                | Jl. Usman Sadar No 81, Gresik  |
| Jatim      | GraPARI Jember                | Jl Kartini No 4-6 Jember   |
| Jatim      | GraPARI Kediri                | PT. Telkom Kediri , Jl. Hayam Wuruk 45-47 Kediri   |
| Jatim      | GraPARI Madiun                | Gedung Telkom , Jl. Pahlawan No 59, Madiun   |
| Jatim      | GraPARI Malang                | Jl. S.Parman No 47 Malang  |
| Jatim      | GraPARI Pemuda Surabaya       | Jl. Pemuda No. 181, Surabaya   |
| Jatim      | GraPARI Pondok Jati Sidoarjo  | Jl. Raya Pondok Jati Blok BE no. 12A Sidoarjo  |
| Jatim      | GraPARI Probolinggo           | Jl. Suroyo No 16, Probolinggo  |
| Jatim      | GraPARI WTC Surabaya          | Gedung WTC Lt.1 No. 164 - 171 . Jl. Pemuda 27-31. Surabaya   |
| Jatim      | GraPARI Telkom Group Surabaya | Jl. Raya Dinoyo No.48, Keputran, Tegalsari, Kota SBY, Jawa Timur 60265   |
| Kalimantan | GraPARI Amuntai               | Jl. A.Yani KM 1 Kec. Amuntai Tengah Kab. Hulu Sungai Utara, Kalsel   |
| Kalimantan | GraPARI Banjarbaru            | Jl A Yani km 36, kel Mentaos kec Banjarbaru utara 70711  |
| 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 Batulicin             | JL.Raya Batulicin RT.13 Tanah Bumbu Kal-Sel  |
| Kalimantan | GraPARI Hr Arahman Pontianak  | Jl. H.R.Arahman No. 168 Pontianak, Kal-Bar 78113   |

| REGIONAL   | SITE NAME                     | ADDRESS  |
|------------|-------------------------------|--|
| Kalimantan | GraPARI Kandangan             | Jl. Panglima Batur No. 36 Simpang 4 BRI Kandangan, Kal-sel 71212                                 |
| Kalimantan | GraPARI Kasongan              | Jl. Cilik Riwt KM 1 Kasongan, Kalteng  |
| Kalimantan | GraPARI Ketapang              | Jl. Sisingamangaraja No. 22 Kel. Sampit Kec. Delta Pawan -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 |
| Kalimantan | GraPARI Kuala Kapuas          | Jl. Jend. A. Yani No. 37 RT. 12 Kel. Selat Hilir Kuala Kapuas 73513, Kal-Teng                    |
| Kalimantan | GraPARI Lojangan              | 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 Melak                 | Jl. K.H Dewantara No 55 AB RT 26 Melak Ulu 75765 Kutai Barat                                     |
| Kalimantan | GraPARI MT Haryono Balikpapan | Jl. Jend. Sudirman Komplek Ruko BSB Blok A 09-10 Balikpapan Selatan 76114                        |
| Kalimantan | GraPARI Muara Jawa            | Jl. M. Hatta (Handil 3), Kecamatan Muara Jawa Kal-Tim  |
| Kalimantan | GraPARI Nunukan               | Jl. Tien Soeharto Rt.13 No.14 Kel. Nunukan Timur Kec. Nunukan Kab. Nunukan 77482 Kal-Tara        |
| Kalimantan | GraPARI Pangkalan Bun         | Jl. Iskandar No. 99C Kel. Madurejo, Pangkalan Bun - Kalteng                                      |
| Kalimantan | GraPARI Pelaihari             | Jalan H.Boejasin No.09 RT.26 ( samping Bank Mandiri Syariah ) Pelaihari 70814 kalimantan selatan |
| Kalimantan | GraPARI Penajam               | Jl Provinsi km.18 Kelurahan Petung Kec. Penajam Kab Penajam Paseur Utara Kaltim 76143            |
| Kalimantan | GraPARI Pulau Irian Samarinda | Jl. Pulau Irian No. 67, Samarinda  |
| 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.Parman Banjarmasin  | Jl. S. Parman Ruko No. 4D Rt. 20/01 Pasar Lama. Banjarmasin Tengah                               |
| Kalimantan | GraPARI Sambas                | Jl. Pendidikan DS Jagur ( Samping Optik 35 ) Kec. Sambas 79400                                   |
| Kalimantan | GraPARI Sampit                | Jl. Cilik Riwt KM 1.5 RT 15 Sampit - Kalimantan Tengah   |
| Kalimantan | GraPARI Sangatta              | Jl. APT Pranoto No 98D, Sangatta 15611, Kaltim   |
| Kalimantan | GraPARI Sanggau               | Jl. Jend. Sudirman No. 13 Kel. Beringin Kec. Kapuas - Sanggau 78512                              |
| Kalimantan | GraPARI Sei Danau             | Jl. Propinsi KM 167, Sei Danau, Kec. Satui, Kab. Tanah Bumbu, Kal-sel 72257                      |

| REGIONAL    | SITE NAME                   | ADDRESS  |
|-------------|-----------------------------|--|
| 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 RT 4 Tanah Grogot Kal-Tim  |
| Kalimantan  | GraPARI Tanjung Redep       | Jl. Niaga 1 RT 1 No. 19 Tj. Redep – Berau 77311  |
| Kalimantan  | GraPARI Tanjung Selor       | Jl. Duku Rt. 15 Komp. Ruko No. 2 (Samping Star Swalayan) Tanjung Selor 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 Tenggarong          | Jl. Patin No.09 Rt.28 Kel. Timbau Kec. Tenggarong Kab. Kutai Kartanegara Kalimantan Timur 75511                            |
| Kalimantan  | GraPARI Banjarmasin         | Jl. Ahmad Yani Km 5,7 Banjarmasin  |
| Kalimantan  | GraPARI Bontang             | Jl. Brigjend Katamso No.10 Bontang Plaza, Bontang  |
| Kalimantan  | GraPARI Palangkaraya        | Jl. Ahmad Yani No. 45 Pahandut, Palangkaraya   |
| Kalimantan  | GraPARI Pontianak           | Jl. Gusti Sulung Lelanang No.5A, Pontianak   |
| Kalimantan  | GraPARI Samarinda           | Mall Lembuswana Blok AC 16-18 Jl. S Parman Samarinda Utara   |
| Kalimantan  | GraPARI Sudirman Balikpapan | Ruko Mall Balikpapan Baru Blok A37 – 38, Balikpapan Utara 76136  |
| Kalimantan  | GraPARI Tarakan             | Jl. Mulawarman No. 1 Tarakan   |
| PapuaMaluku | GraPARI Abepura             | Jl. Raya Abepura Plasa Telkom  |
| PapuaMaluku | GraPARI Biak                | Jl. Jendral Sudirman Ruko Pemda No. 4, Biak 98112  |
| PapuaMaluku | GraPARI Fakfak              | Jl. Fakfak – Torea, Wagom Sel., Kec. Fakfak, Kabupaten Fakfak, Papua Bar. 98651  |
| PapuaMaluku | GraPARI Masohi              | Jl. Imam Bonjol (Belakang Bank Maluku Lama) Kec. Masohi Kab. Maluku Tengah   |
| PapuaMaluku | GraPARI Merauke             | Jl. Raya Mandala, Merauke 99616  |
| PapuaMaluku | GraPARI Nabire              | Jl. PEPERA Kantor Telkom Kelurahan Karang Mulia(depan dinas kehutanan) Nabire 98815  |
| PapuaMaluku | GraPARI Ridge Camp          | Super Block Ridge Camp Mile 72 Tembagapura   |
| PapuaMaluku | GraPARI Saumlaki            | Jl. Mathilda Batlayeri No.8 Saumlaki Kec. Tanimbar Selatan Kelurahan/Kota: Saumlaki 97464, Kepulauan Tanimbar              |
| PapuaMaluku | GraPARI Sentani             | Jl. Raya Sentani Pojok ( Kompleks Ruko BRI unit Hawai), Sentani 99352  |
| PapuaMaluku | GraPARI Tembagapura         | Retail Center – Mile 68 , Tembagapura, Timika – Papua 99930  |



| REGIONAL    | SITE NAME                        | ADDRESS   |
|-------------|----------------------------------|---|
| PapuaMaluku | GraPARI Tual Kepulauan Kei       | Jl. Dr. Leimena, samping Pegadaian Werhir Tual, Kel. Ketsoblak, Kec. Pulau Dullah Selatan 97611, Kabupaten Kepulauan Kei                    |
| PapuaMaluku | GraPARI Wamena                   | Jln.Tamberin Plasa Telkom Wamena  |
| PapuaMaluku | GraPARI Ambon                    | Jl. J.B Sitanala no 9 A, Talake, Ambon  |
| PapuaMaluku | GraPARI Mall Jayapura            | Mall Jayapura – Lt GF 12-13 Jl. Sam Ratulangi APO Jayapura – Papua  |
| PapuaMaluku | GraPARI Manokwari                | Jl. Merdeka No. 66, Manokwari   |
| PapuaMaluku | GraPARI Timika                   | Jl. Hasanuddin, Timika, Mimika Baru, Nawaripi, Mimika Baru, Kabupaten Mimika, Papua 99910   |
| PapuaMaluku | GraPARI Telkom Group Sorong      | Jl. Ahmad Yani No. 16 Sorong Manoi  |
| Sulawesi    | GraPARI Amurang                  | Jl. Kantor Pos Lingk III, Uwuran 1, Kec. Amurang, Minahasa 95354  |
| Sulawesi    | GraPARI Banggai                  | J. Kol. Sugiono Komplek Ruko Lalong, Luwuk Banggai Sulawesi Tengah 94715  |
| Sulawesi    | GraPARI Bau Bau                  | Jl. WR. Monginsidi ( Pertigaan SPBU H. Karim ) Kel. Bataraguru, Kec. Wolio, Bau Bau 93714   |
| Sulawesi    | GraPARI Bitung                   | Jl. Sam Ratulangi, Kompleks Ruko Baru (Samping Kantor Pajak) Bitung   |
| Sulawesi    | GraPARI Bone                     | Jl. Ahmad Yani (depan Alfamart) Kel. Jeppe E Kec. Tanete Riattang Barat, Kab Bone   |
| Sulawesi    | GraPARI Bulukumba                | Jl. Sam Ratulangi, Bulukumba  |
| Sulawesi    | GraPARI Sudiang Makassar         | Jl. Perintis Kemerdekaan Km. 15 Ruko Kimia Square B.A16, Makassar   |
| Sulawesi    | GraPARI Gowa                     | JL. Poros Sultan Hasanuddin No.146 B, Gowa ( Depan Patung Adipura Gowa )  |
| Sulawesi    | GraPARI Kolaka                   | JL. Pramuka No. 30, Kolaka  |
| Sulawesi    | GraPARI Kotamobagu               | Jl. Adampe Dolot No. 168 Kel. Mogolaing (Depan Lapangan Mogolaing) Kotamobagu   |
| Sulawesi    | GraPARI Mall Panakukang Makassar | Jl. Adhyaksa No. 1, Panakukkang Square Lt. 2 Blok SF 03 Makassar  |
| 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 Marisa                   | Jl.Trans Sulawesi No. 133 Komplek Ruko Vanda Indah Kab. Pohuwato/Jl.Trans Sulawesi Kab. Pohuwato depan PT. Cargill                          |
| Sulawesi    | GraPARI Maros                    | Jl Chrisant No 5 Ruko PTB Pettuadde   |

| REGIONAL | SITE NAME              | ADDRESS   |
|----------|------------------------|---|
| Sulawesi | GraPARI Palopo         | Jl. Andi Djemma Kel. Tompotika Ruko 3-4 (Ruko Sinar Galesong) Palopo  |
| Sulawesi | GraPARI Pangkajene     | Jl. Kemakmuran No. 5B ( Ruko Abadi ), Pangkep   |
| Sulawesi | GraPARI Parigi Moutong | Jl. Trans Sulawesi Kel. Masigi Kec. Parigi Kab. Parigi, 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 Poso           | Jl. P. Irian Jaya No 8 (Samping Bank BNI), Kel. Kayamanya Sentral, Kec. Poso Kota, Kab. Poso, Sulawesi Tengah |
| Sulawesi | GraPARI Raha           | Jl. Lakilaponto kel. Mangga kuning kec. Katobu  |
| Sulawesi | GraPARI Selayar        | Jl. KH. Hayyung No. 97, Selayar   |
| Sulawesi | GraPARI Sinjai         | Jl. Persatuan Raya No. 13, Sinjai   |
| Sulawesi | GraPARI Soroako        | Jl. Gamalama No. 1, Soroako   |
| Sulawesi | GraPARI Ternate        | Jl. Kapitan Pattimura No. 124 Kel. Kalumpang Ternate  |
| Sulawesi | GraPARI Tobelo         | Jl. Bayangkara Ruko Amazi. Gamsungi Tobelo 97762  |
| Sulawesi | GraPARI Toli-Toli      | Jl. Ahmad Yani (depan Alfamart) Kel. Jeppe E Kec. Tanete Riattang Barat, Kab Bone                             |
| Sulawesi | GraPARI Tomohon        | Jl. Raya Tomohon Kel. Kakaskasen, Lk. VI No. 238 Kec. Tomohon Utara, Tomohon                                  |
| Sulawesi | GraPARI Toraja         | Jl. Pongtiku lemb. Rinding Batu Kec. Kesu (Samping Bank Pundi)  |
| Sulawesi | GraPARI Wajo           | Jl. Jawa no.2 kel lapongkoda kec tempe kab wajo   |
| Sulawesi | GraPARI Gorontalo      | Jl. Jaksa Agung Suprpto No. 22, Limba U dua, kota selatan, Gorontalo  |
| Sulawesi | GraPARI Kendari        | Jl. A Yani No.8 Kendari   |
| Sulawesi | GraPARI Makassar       | Jl. AP. Pettarani No.2 Makassar   |
| Sulawesi | GraPARI Manado         | Jl. Pemuda No.2 Sario Manado  |
| Sulawesi | GraPARI Palu           | Jl. Towua No. 43 (Gd. Ex Alkom) Palu, Sulawesi Tengah 94113   |
| Sulawesi | GraPARI Pare-Pare      | Jl. BAU MASSEPE no. 108 kel. Cappa Galung kec. Bacukiki Barat kota Parepare                                   |



## Corporate Data

Telkomsel's shareholders are PT Telekomunikasi Indonesia Tbk (TELKOM) and Singapore Telecom Mobile Pte Ltd (Singtel Mobile). TELKOM, which owns 65% of Telkomsel's issued share capital, is the largest full-service telecommunications operator in Indonesia. TELKOM is listed on the Indonesia Stock Exchange (IDX:TLKM) and the New York Stock Exchange (NYSE:TLK) and is majority owned by the Government of Indonesia. Singtel Mobile owns 35% of Telkomsel's issued share capital and is a wholly-owned subsidiary of Singapore Telecommunications Limited (Singtel). Singtel is Asia's leading communications group with a network of offices in the US, Europe, Asia-Pacific and Middle East. Singtel is listed on the Singapore Exchange (SGX:ST).

### ADDRESSES OF SHAREHOLDERS



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