Telkomsel

by Telkom Indonesia

Reach Beyond, Empowering the Nation

2022

2022
Annual Report

#openawor

Telkomsel
by Telkom Indonesia
rldofmore

Reach Beyond,
Empowering
the Nation

Telkomsel encourages digitalization of telecommunications to empower the nation, support sustainable development

The digital transformation has entered a phase that demands real benefits not only for customers, but also for wider Telkomsel stakeholders. We responded to this evolution by encouraging the development of technology, business processes, and related products and services, reaching beyond, getting out of the comfort zone, creating value for shareholders and stakeholders in a sustainable manner.

In 2022, Telkomsel presented 5G digital technology in use cases that became the pride of the country, starting from the first 5G Smart Underground Mining in Southeast Asia to telecommunications support for international events such as the Mandalika MotoGP in Lombok and the G20 Summit in Bali. Furthermore, we were also driving digital technology-based business and CSR convergence, empowering the carbon offset movement, precision agriculture, and Grand Forest Park (Tahura) management with very high biodiversity. All of this is expected to encourage sustainable development and further empower the nation.

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01

Telkomsel
by Telkom Indonesia

Highlights of the Year

2022 Performance Highlights

Digital Business Revenue

72.9 trillion rupiah

▲ 6.9%

Data

62.9 trillion rupiah

▲ 7.5%

Digital Services

10.0 trillion rupiah

▲ 3.0%

Digital Business Contribution

81.9 %

▲ 3.9 ppt

Data User Consumption

11,962 megabyte

▲ 16.1%

Data User

120.9 million

0.3%

Total BTS

265,194 units

5.6%

Data Traffic

16,042 PB

18.7%

3G/4G/5G BTS

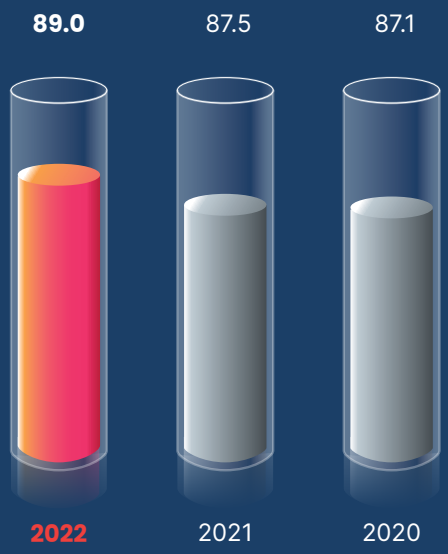
215,036 units

7.0%

Key Performance

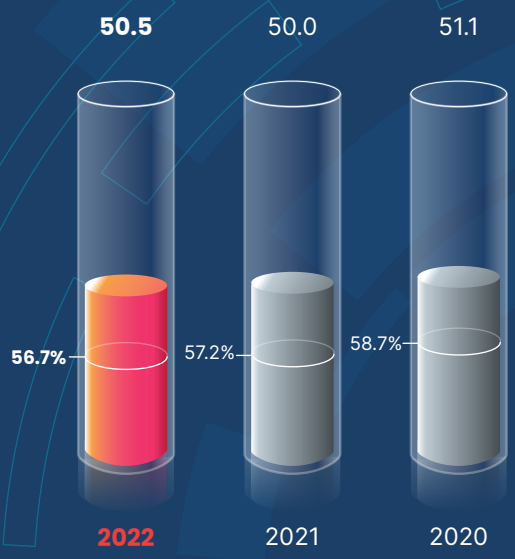
Revenues

in trillion Rupiah



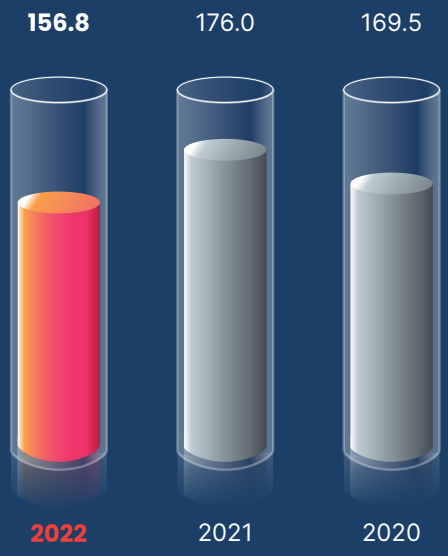
EBITDA & EBITDA Margin

in trillion Rupiah



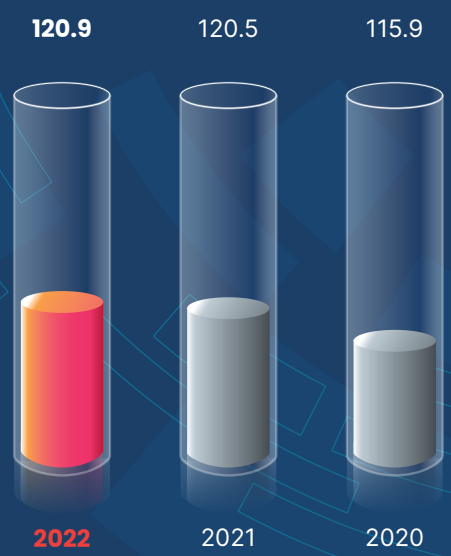
Total Customer Base

in million



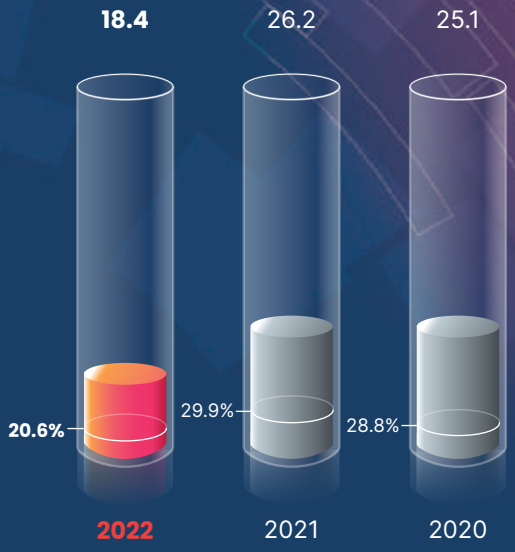
Data Users

in million



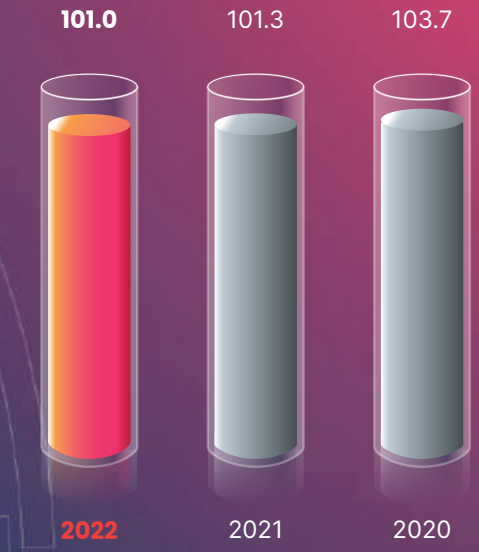
Net Income & Net Income Margin

in trillion Rupiah



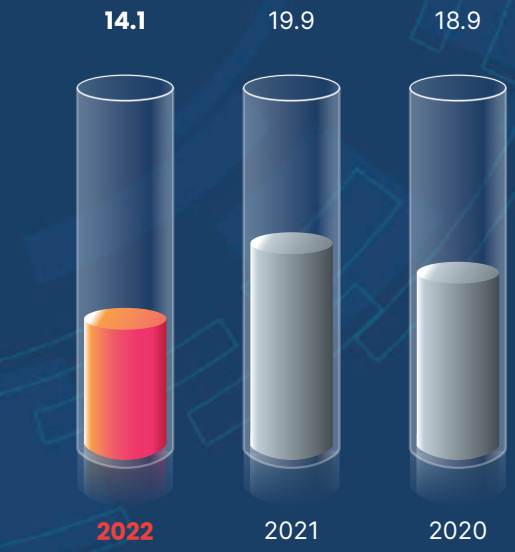
Total Assets

in trillion Rupiah



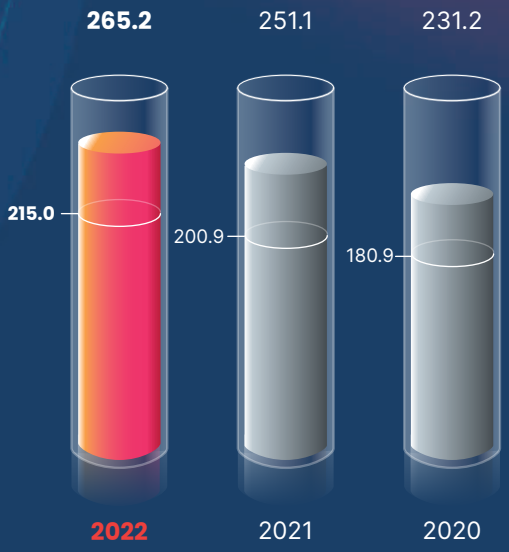
Total BTS Roll Out

in thousand



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

in thousand



Financial Highlights

Financial Position

in billion Rupiah

Description	2022	2021	2020	2019	2018
Current Assets	16,290	12,288	19,488	18,657	16,836
Fixed Assets	73,755	71,598	74,901	55,229	56,899
Other Non-Current Assets	10,946	17,416	9,263	8,844	8,916
Total Assets	100,991	101,302	103,652	82,730	82,650
Current Liabilities	32,241	31,654	28,997	20,892	20,737
Non-Current Liabilities	38,708	30,205	23,568	12,629	10,767
Equity	30,042	39,443	51,088	49,209	51,147
Total Liabilities and Equity	100,991	101,302	103,652	82,730	82,650

Profit and Loss

in billion Rupiah

Description	2022	2021	2020	2019	2018
Revenues	89,039	87,506	87,103	91,088	89,246
Expenses (include Depreciation & others)	62,827	52,524	54,000	56,134	54,707
EBITDA	50,488	50,021	51,094	49,218	47,439
Net Income	18,367	26,160	25,062	25,799	25,536

Cash Flows

in billion Rupiah

Description	2022	2021	2020	2019	2018
Cash Flows from Operating Activities	43,022	40,982	39,770	41,478	36,910
Cash Flows for Investing Activities	(8,652)	(12,943)	(10,923)	(13,448)	(16,095)
Cash Flows from (for) Financing Activities	(3,804)	1,983	(6,976)	439	2,998
Cash Dividend	(26,980)	(36,410)	(21,301)	(26,382)	(27,865)
Cash and Cash Equivalents at End of Year	6,352	2,766	9,154	8,583	6,497

Financial Ratios

Description	2022	2021	2020	2019	2018
EBITDA Margin[1]	57%	57%	59%	54%	53%
Net Income Margin[2]	21%	30%	29%	28%	29%
Return on Assets[3]	18%	26%	27%	31%	30%
Return on Equity[4]	53%	58%	50%	51%	49%

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

Customer

in thousand

Description	2022	2021	2020	2019	2018
Postpaid	**7,111**	7,201	6,495	6,376	5,400
Prepaid	**149,702**	168,776	163,046	164,729	157,587
Total	**156,812**	175,977	169,542	171,105	162,988

Legacy Business Drivers

Description	2022	2021	2020	2019	2018
MoU Total (in billion minutes)	**92**	123	151	179	207
SMS Total (in billion units)	**11**	27	39	54	77

Core Business Drivers

Description	2022	2021	2020	2019	2018
Data-enabled Users (in thousand)	**120,907**	120,516	115,938	110,253	106,553
Data Payload (in TB)	**16,426,853**	13,837,050	9,654,742	6,715,227	4,373,077

ARPU

in thousand Rupiah

Description	2022	2021	2020	2019	2018
Blended	**44**	44	44	46	41

Network

in units

Description	2022	2021	2020	2019	2018
Total BTS - 2G	**50,158**	50,241	50,252	50,297	50,310
Total BTS - 3G/4G/5G	**215,036**	200,875	180,920	161,938	138,771
Total BTS	**265,194**	251,116	231,172	212,235	189,081

Employee Data

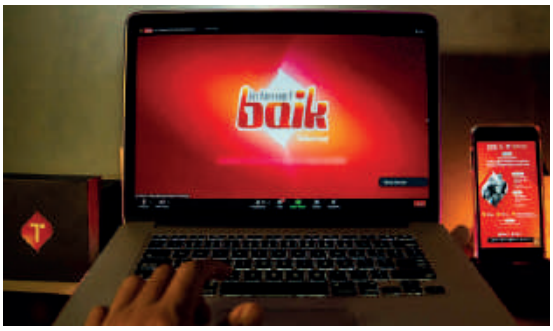
Description	2022	2021	2020	2019	2018
Total Employees (incl. subs & associated co)	**5,658**	5,535	5,371	5,465	5,535

Event Highlights

January

Execute Together Accomplish Better

Starting 2022 with enthusiasm, Telkomsel holds Execute Together Accomplish Better virtual conference as a forum for the Directors and employees to build the commitment to execute all plans together and achieve better results than the previous year. In the event we reflect on 2021 achievements and make early plans for 2022.



The #InternetBAIK Festival: Opens Possibility for Parents' Roles as Agent of Change in the Digital Era

Telkomsel rolls out the #InternetBAIK Festival that opens the possibility of elaborating parents' roles as agents of change in the digital era, through a series of seven monthly webinars from January to July 2022. #InternetBAIK is one of Telkomsel's superior CSR programs and in 2022 carried the theme of "The Good of the Internet starts with #InternetBAIK" and for the first time was organized together with the National Digital Literacy Movement Siberkreasi.

February

Digitalizing the Jababeka Area

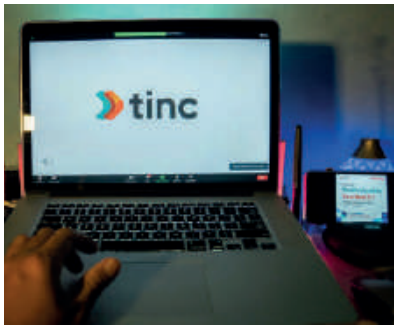
Telkom and Telkomsel signed an MOU with Jababeka Infrastruktur to develop a 5G network in the pilot area of Jababeka, Cikarang, as a first step to conduct a 5G trial use case. The 5G network development is a joint effort to develop the Jababeka Digitalized Township Ecosystem.

Kuncie and Fita Become Vertical Business Entities of INDICO

Kuncie (PT Kuncie Pintar Nusantara) operating in the education-sector and Fita (PT Fita Sehat Nusantara) operating in the health-sector became Telkomsel subsidiaries in 2022. Previously, both were part of Telkomsel's digital service innovation business unit.

Majamojo: A joint venture of Telkomsel Ekosistem Digital and AMAB

PT Telkomsel Ekosistem Digital and PT Aplikasi Multimedia Anak Bangsa (a subsidiary of GoTo) established a joint venture, PT Games Karya Nusantara, with the aim to strengthen Southeast Asia's gaming industry development. The joint venture, with the brand name "Majamojo" will focus on mobile game development in Indonesia and Southeast Asia and looks for partnerships with third-party game developers that leverage Telkomsel Ekosistem Digital and GoTo's strengths including their digital capabilities, technology assets, and wide-reaching ecosystems.



Tinc Batch 7: Potential Startups that are Ready to Collaborate with Telkomsel to Present Digital Solutions

129 startups signed up to participate in Batch 7 of the Telkomsel Innovation Center (Tinc) program. 50 were selected to go to the video pitch screening stage; 21 to the interview & demo stage; 9 to the pitch day stage; and finally, 5 were selected to join the onboarding stage where they had the opportunity to forge collaborations with Telkomsel. The Batch 7 Tinc Startups are conducting business in the fields of Education, Agriculture, Software as a Service (SaaS), Smart City & Environment, Logistics and Transport, Healthcare, Finance, and Media & Certification.

March

INDICO Announced as Brand Name of PT Telkomsel Ekosistem Digital

PT Telkomsel Ekosistem Digital officially launched the INDICO logo and brand name, strengthening the commitment to increase opportunities and possibilities to innovate by leveraging the latest digital technology. The new identity is hoped to be a game-changer and to attract digital startup talents to collaborate across sectors, thereby enhancing their contribution to the national digital economy.

The Telkomsel – PT Angkasa Pura II Collaboration in Expanding 5G Service Experience

Telkomsel and PT Angkasa Pura II signed an MOU in the frame of expanding 5G service experience access at the International Airport of Soekarno-Hatta. In the initial stage, the 5G-based collaboration consists of 5G Fixed Wireless Access, 5G Experience Corner, and 5G Solution that support PT Angkasa Pura II's operations. The collaboration also manifests Telkomsel's commitment to expand Telkomsel Hyper 5G services in national vital objects and other strategic places.

Telkomsel's support at the MotoGP 2022 Mandalika

Telkomsel strengthened and added the 4G/LTE BTS capacity of Mandalika, Lombok, to support the organizing of the 2022 MotoGP in the area. Furthermore, Telkomsel also extended 5G BTS support and presented the "Telkomsel 5G Experience" showcase. The support realizes Telkomsel's commitment as the leading digital telco in Indonesia to accelerate digitalization throughout the territory of Indonesia.

April

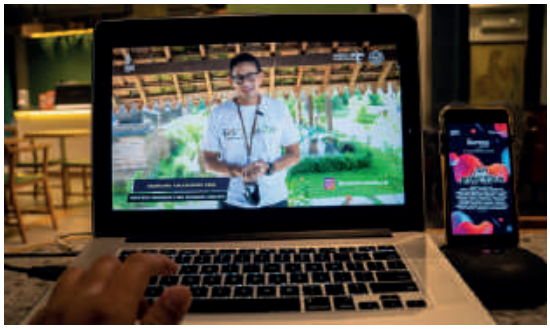
3G to 4G LTE Network Upgrade

Telkomsel's staged process of upgrading network services from 3G to 4G/LTE has received full support from the Ministry of Communication and Informatics. This network service upgrade is a part of Telkomsel's commitment to continuously enhance comfort and experiences in adopting a digital lifestyle for all customers.

May

Telkomsel's 27th Anniversary Celebration

In its 27th year Telkomsel embraces a new spirit and strengthens its corporate values. Providing functional solutions and strengthening digital capabilities, answering a call from the heart. Reinforcing the commitment to push forward the nation's digital ecosystem development. With all the assets, solutions, and digital services at hand.

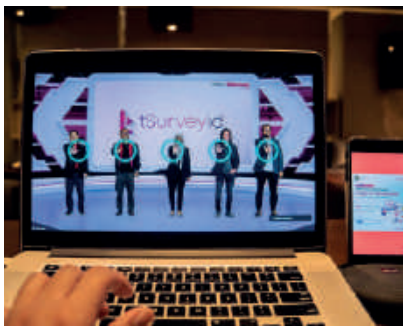


The NextDev Summit 2022

The NextDev Summit 2022 #UnleashImpactWithDigital is Telkomsel's annual conference that facilitates collaborations and promotes Indonesia's digital ecosystem. The event was held online through summit.thenextdev.id and managed to introduce The NextDev startups to stakeholders and experts.

Siaga RAFI 2022

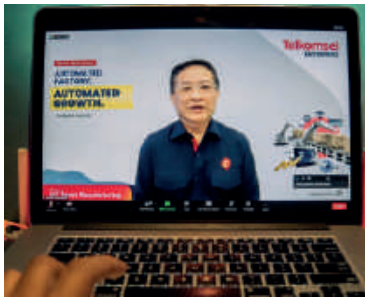
During the 2022 Ramadhan and Eid al-Fitr (RAFI) period, a part of Indonesia's society still struggled to cope with COVID-19 and Telkomsel prolonged its commitment to provide the infrastructure, products, and services needed to celebrate Ramadhan and Eid al-Fitr in good spirit and comfortably. Telkomsel encourages Indonesians to uphold the spirit of Ramadhan, to embrace each other and share goodness.



The tSurvey.id Platform, Platform to Open Innovative Digital Research Opportunities

Telkomsel expanded its digital service business portfolio by launching the tSurvey.id platform at the annual event *Insight for Indonesia 2022: Consumer Insight by Telkomsel Survey.id*. The platform offers solutions for academic research, commercial cross-industry, social, and others; and is a product of Telkomsel's Data Solution Group business incubation.

June



IoT Smart Manufacturing Launching

Telkomsel accelerates the cross-sector industrial transformation of Indonesia through advanced technologies, including by delivering the Telkomsel Internet of Things (IoT) Smart Manufacturing service. This is an end-to-end solution that is aimed to manufacturing industries that are moving towards digitalization and is equipped with connected sensors and collected data in data platforms that encompass whole supply chains of companies.

Telkomsel Authentication Protection-Mobile Network Verification (TAP-MNV), Digital Security Solution for Corporation

Telkomsel launches Telkomsel Authentication Protection – Mobile Network Verification (TAP-MNV) to enhance security of digital information. TAP-MNV is an advanced authentication technology that prevents cybercrime such as social engineering, phishing, and even malicious scams; a must for enterprise customers that deal with massive and complex digital information data in the daily operations.

Purpose Statement: *Terus Lampaui Batas* - Reach Beyond

Telkomsel inaugurated its purpose statement namely Terus Lampaui Batas - Reach Beyond which will become the vital force for an organization and have an impact on the people of Indonesia. A reason why Telkomsel should exist, a reason that will fuel enthusiasm for all employees to keep moving forward to welcome a future full of opportunities and a 'northstar' or pointer that will guide every step and effort in working at Telkomsel.

July

Telkomsel strengthens its role as the Official Mobile Partner of the XI ASEAN Para Games 2022 through the Telkomsel DCE program

Telkomsel is the Official Mobile Partner of the XI ASEAN Para Games 2022 through the Telkomsel DCE Business Workshop to Realize Equal Capabilities for MSMEs from the Disability Community. The Digital Creative Entrepreneur (DCE) of 2022 was held in Solo with the spirit of #DreamsComeTrue and the workshop theme of "Strategies to Become a Creative MSME in the Digital Era".

August

Telkomsel – Mitratel Corporate Actions, Add Ownership Diversion of 6,000 Telecommunication Towers

Telkomsel and PT Dayamitra Telekomunikasi (Mitratel) continue the series of corporate actions that transform and strengthen the business portfolio of the companies. In 2022, the diversion of the telecommunication towers' ownership to Mitratel has reached 6,000 units, in accordance with the Sale and Purchase Agreement.

September

Southeast Asia's First 5G Underground Smart Mining

Telkomsel and PT Freeport Indonesia partner up to implement Southeast Asia's first 5G Underground Smart Mining, enabling automatization and remote operations, and enhancing work safety and productivity. President Joko Widodo, joined by the Minister of SOEs, the Minister of EMR, the Minister of Investment/Head of BKPM, and the Minister of State Secretary, launched the 5G Underground Smart Mining in Tembagapura, Papua.

T-Connext, Connecting Startups and Digital Ecosystem Practitioners

Telkomsel optimizes its role as a digital ecosystem enabler through T-Connext, a program that supports growth by connecting Telkomsel's digital ecosystem, its innovation portfolio, and investments, with perpetrators of the ecosystem. T-Connext encourages members of the ecosystem to participate in the network development, capacity enhancement, and the facilitation of added value creation within the ecosystem.

October

Network and Broadband Services Optimalization for the 17th G20 Heads of State and Government Summit in Bali

Telkomsel optimizes advanced broadband network and services in preparations for the G20 Summit in Bali, enacting its role as a leading digital connectivity enabler in the course of supporting efforts to "recover together, recover stronger" that was called for by the Government of Indonesia.

Dunia Games Awards 2022

Telkomsel Dunia Games holds the Dunia Games Award (DGA) 2022 that is streamed live exclusively through the Dunia Games MAXstream application, YouTube channel, and TikTok. In the event, Telkomsel awarded the winners in 20 DGA 2022 categories that were voted directly by the people through the DG Verse – a virtual world with 3D metaverse that has been developed by Telkomsel.

CSR Program "Telkomsel Jaga Bumi" Initiation

Strengthening its position as a leading telco company in Indonesia, Telkomsel launches the CSR Umbrella Program Telkomsel Jaga Bumi – Telkomsel is always at the forefront in creating positive impacts for the nation as a company that is committed to sustainable development, opening opportunities for all Indonesians to become directly involved in natural conservation and encouraging companies to improve their ESG performances. At the launch, Telkomsel Jaga Bumi collaborated with the PlusTik platform to recycle the plastic waste of the Telkomsel starter pack cards.

November

5G Showcase at the G20 Summit, Promoting Indonesia's Digital Ecosystem Potential and Capabilities

Reaffirming its support for Indonesia's G20 Presidency, Telkomsel presents 5G showcases at the G20 Summit in Bali, 13-17 November. The showcases comprise Virtual Reality (VR), Augmented Reality (AR) of Mangrove Forest Conservation, Artificial Intelligence (AI) Robot, 5G in the Box, Cloud Gaming, and 5G Holographic Communications. The six showcases reflect Telkomsel's commitment to open wider opportunities for investment and collaboration across the nation, and enhanced the trust of G20 members towards Indonesia's digital ecosystem capabilities.

Paket Halo+, Telkomsel's Newest Postpaid Package

The Halo+ Telkomsel Postpaid Package, launched in October 2022, realized a significant increase in subscribers. Telkomsel continues to deliver ever increasing benefits that add value to our products and services, including the flexibility to choosing digital connectivity packages that best suit their needs of telephony, SMS, internet, and digital entertainment.

Telkomsel PayLater and Kredivo Collaborates to Strengthen the Nation Financial Digital Ecosystem

Telkomsel launches the first telco Buy-Now-Pay-Later (BNPL) financial digital solution in Indonesia, collaborating with Kredivo, with the brand of Telkomsel PayLater. This strategic initiative is a manifestation of Telkomsel's commitment as a digital ecosystem enabler to open more chances to advance for all levels of Indonesia's society.

December

IndonesiaNEXT Season 7, Open Possibilities to Increase Indonesia's Upcoming Digital Talents Competencies, Skills, and Capabilities

Telkomsel's CSR program that opens a world of possibilities for Indonesia's upcoming digital talents, IndonesiaNEXT has entered Season 7. This year, participants have the chance to obtain international certificates for User Interface & User Experience (UI/UX), Google Search Engine Optimization (SEO), Adobe Illustrator & Photoshop, Microsoft PowerPoint & Excel, and also national digital marketing certificates from the National Professional Certification Body (BNSP). Season 7 carries the theme "We are NEXT".

The Carbon Offset program, Telkomsel Jaga Bumi Initiatives Encourages its Customers to Contribute in Environmental Digital Movement

Telkomsel launches the Carbon Offset program to help customers compensate carbon emissions. Together with the Jejakin platform, Telkomsel's CSR Umbrella Program Jaga Bumi enables customers to trade their Telkomsel Poin with contributions equivalent to one tree.

Telkomsel Siaga NARU 2022

Telkomsel Siaga NARU (Christmas and New Year Eve) becomes a social event and a moment of realizing the Telkomsel Purpose mission. In the Christmas and New Year Eve celebrations, the Board of Directors strengthened their ties with the T-Flyers.

Awards & Accolades

> 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.

2022 Asia-Pacific Stevie Awards

HR Asia – Best Companies to Work for in Asia 2022

GTI Awards 2022

ORIGIN Innovation Awards 2022

CX Asia Excellence Awards 2022

Indonesia Technology Excellence Awards 2022

OOKLA Speedtest Awards 2022

Indonesia WOW Brand 2022

Snow Technology Intelligence Awards 2022

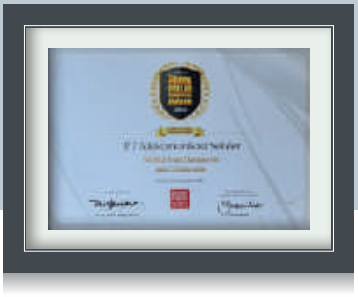
HerStory Women Empowerment Companies Awards (WECA) 2022

NEX-BE Fest Award 2022

The 19th Annual Selular Award 2022

CNBC Indonesia Awards 2022

Uzone Choice Award 2022

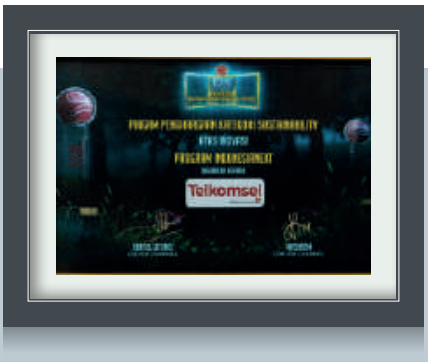


Brand Collab Champions Award 2022

Corporate Image

1. **2022 Asia-Pacific Stevie Awards** - Telkomsel for Innovation in Human Resources Management, Planning & Practice - Telecommunications Industries.
2. **HR Asia–Best Companies to Work for in Asia 2022** - Telkomsel in Indonesia region.
3. **GTI Awards 2022** – Telkomsel in recognition of Development of 2.3 GHz industry.
4. **ORIGIN Innovation Awards 2022** – Telkomsel as Outstanding Accelerator & Incubator in Ecosystem Leaders Category.
5. **Indonesia WOW Brand 2022** - Telkomsel with Gold Champion in Cellular Operator category.
6. **Snow Technology Intelligence Awards 2022 -** Telkomsel in SAM Excellence (Honorable Mention).
7. **BUMN Entrepreneurial Marketing Awards 2022 -** Telkomsel as The Most Promising Company in Strategic Marketing (BUMN Subsidiary category).
8. **HerStory Women Empowerment Companies Awards (WECA) 2022 -** Telkomsel as Best Women Empowerment Companies with Outstanding Gender Inclusive Workplace.
9. **Indonesia Millenial Women Brand Choice Awards 2022 –** Telkomsel as Top 5 Millenial Women Favorite Brand 2022 in Category Cellular Telecommunication Provider.
10. **The 19th Annual Selular Award 2022** for Telkomsel in Best Mobile Innovation for the Connected Human (IoT), Best Video Performance Experience, Best Home Internet Solution for Telkomsel Orbit, Best Gaming Performance Experience, Best Digital Services and Best Initiative for Digital Transformation.
11. **NEX-BE Fest Award 2022 –** Telkomsel as The Best Synergy Performance.
12. **CNBC Indonesia Awards 2022 –** Telkomsel as Best Telco Provider Company.
13. **Uzone Choice Award 2022 –** Telkomsel as Best Operator Service.
14. **Brand Collab Champions Award 2022 –** Telkomsel as The Best Brand Champion for Sales Collaboration.

TJSL & CSR Award 2022



IDX Channel Anugerah Inovasi Indonesia 2022

Indonesia DEI & ESG Awards 2022

Indonesia PR of The Year 2022

Corporate Social Responsibility

15. **TJSL & CSR Award 2022 -** The NextDev (Pilar Ekonomi), IndonesiaNEXT (Pilar Sosial) and TERRA (Pilar Lingkungan).
16. **IDX Channel Anugerah Inovasi Indonesia 2022** - IndonesiaNEXT program (Sustainability category).
17. **Indonesia DEI & ESG Awards 2022** - Kategori Terpopuler di Media Online 2021 (Sub Kategori Anak Usaha BUMN).

Customer Experience

18. **CX Asia Excellence Awards 2022 –** Telkomsel as Best Omni-Channel Experience (Honorary Mention) and Best Digital Experience (Bronze).

Public Relations

19. **PR Indonesia Awards (PRIA) 2022 -** Telkomsel with PopCorn Magazine - December 2021 edition (Gold Winner in E-Magazine category).
20. **Indonesia PR of The Year 2022 -** The Best PR Program of The Year 2022 in Marketing PR Program (Telkomsel Brand Rejuvenation Campaign) and The Best Outtakes PR Program 2022 (Owned Media).
21. **PR Indonesia Most Popular Leader in Social Media 2022 -** Kategori CEO Anak Usaha BUMN.

PR Indonesia Most Popular Leader in Social Media 2022

SME Enablers Award 2022

Indonesia Sales Team Champions 2022

Technologue Award 2022

Product & Marketing

22. Indonesia Technology Excellence Awards 2022 - Telkomsel in IoT Telecommunications and Robotics Telecommunications in Indonesia.
23. Brand Choice Award 2022 - Telkomsel with Kartu Perdana by.U.
24. SME Enablers Award 2022 – Telkomsel with 99% Usahaku (Marketing & Growth Enabler) and Digital Creative Entrepreneurs (IT Infrastructure Enabler).
25. Indonesia Sales Team Champions 2022 - Telkomsel Orbit & Telkomsel Digipos.

Network

26. OOKLA Speedtest Awards 2022 – Tekomsel with Fastest Mobile Network, Best Mobile Coverage, Best Mobile Network, Best Latency Network (Marketing Claim – National).
27. Technologue Award 2022 – Telkomsel with Best Network Quality & Best Telco Brand.

02

Remarks from the Management

Remarks from the President Commissioner

Reaching Beyond to Empower the Nation

Dear Shareholders,

2022 turned out to be another challenging year – challenging, not because there was a lack of opportunities but because there were many. As Indonesia digitalized rapidly, from the financial to the mining sectors and of course also the people, Telkomsel – as the country's leading mobile cellular telecommunications operator – was looked upon to lead the way in the business and industry realms. And leading the way we did, by encouraging all of our stakeholders to reach beyond and empowering the nation.

In 2022, we saw Indonesia's economic resilience at play. Industry rationalization shifted valuable means to more efficient businesses. Globally, the telecommunication sector excelled in its role of mobilizing resources amidst challenges from macroeconomic and geopolitical uncertainties. At home, telecommunications connected people and businesses better, thereby supporting sustainable growth. The Government of Indonesia stated the country's economic growth of 2022 at 5.3% (GDP, YoY). Improved domestic demand and external balance played an important role. Another factor was the larger increase of private consumption, from 2.0% in 2021 to 4.9% in 2022, led by the leisure-related activities of transportations and hospitality.

“Telkomsel - as the country’s leading mobile cellular telecommunications operator - was looked upon to lead the way in the business and industry realms by encouraging all of our stakeholders to reach beyond and empowering the nation.

Wishnutama Kusubandio
President Commissioner

Telkomsel's Progress in 2022

Telkomsel maintained its position as Indonesia's best provider of empowerment and inspiration. We were able to ride headwinds in the telecommunication market – which impacted consumer spending on telecommunication and telecommunication infrastructure – and continued to innovate and make positive changes. In fact, we continued to strive for excellence in serving telecommunication needs in Indonesia.

We saw that the reopening of public facilities after COVID-19 mobility restrictions led to increased mobility of both people and resources, while government policies and post-pandemic handling helped to sustain the upsurge. The telecommunication industry responded with optimism and rationalizing the competition, which in turn led to growth away from the Legacy business.

Throughout 2022, our management worked diligently, hard and smart, so that Telkomsel was able to continue leading healthy conduct and improved customer quality. Enhanced personalization and operational excellence were not the least details in this development. And the Board of Commissioners believes, based on the results, the Board of Directors has effectively managed the Company in 2022. The Company reflected and built upon the required business fundamentals to thrive in the Digital Business and to keep its dominance in the Indonesian telco industry.

Telkomsel outperformed the industry in terms of revenues, with a healthy level of profitability. We also maintained network leadership, strengthen core broadband and digital services portfolios, while securing long-term growth through new digital initiatives.

All of these achievements were sustained by human resources development and good corporate governance implementation, towards sustainable growth and continuously delivering meaningful value to the shareholders and stakeholders.

Reaching Beyond to Empower the Nation

The Board of Commissioners believes that the Board of Directors strategy to consistently optimize fundamentals while accelerating digital initiatives allows Telkomsel to reach beyond and empower the nation. We agree that there is merit in Telkomsel continuing to empower its digital business by enhancing product offerings and digital capabilities beyond connectivity, while expanding the existing digital ecosystem.

The Board of Commissioners also shares the view of strengthening the commitment to open more opportunities for the development of Indonesia in three areas that are most important for the people: healthy habits, adequate education, and constructive entertainment. Telkomsel has established INDICO – to become the leading platform of the Indonesia Digital Ecosystem that effectively leverages its assets – in the course of accelerating Indonesia's digital economy growth.

We believe that this is the right path in the Company's transformation and digitalization journey, which brings long-term growth to the Telkomsel and simultaneously provides differentiation for subscribers across the Nation.

Corporate Governance

The Board of Commissioners maintains good corporate governance as a key priority of Telkomsel, and is responsible for its supervision and implementation. Within this responsibility, the Board of Commissioners has extended advice and supervised the Board of Directors through regular meetings, reports, and discussions throughout 2022.

The Audit, Remuneration, and Capital Expenditure, Financing and Management Process (CFMP) Committees helped the Board of Commissioners to effectively fulfill its duties. The committees also assisted the Board of Commissioners by overseeing important corporate governance aspects, to ensure that the Company runs its business in a sustainable manner.

Related to the results of these efforts, I am pleased to report that Telkomsel's financial statements once again received an unqualified opinion by the external auditor in 2022.

Changes to the Board of Commissioners

There were no changes to the Board of Commissioners of PT Telekomunikasi Selular in 2022. I am pleased to report that all members of the Board of Commissioners conducted their duties and responsibilities with flying colors.

Acknowledgements

On behalf of the Board of Commissioners, I extend our gratitude to the management for their leadership in this challenging year, and to our employees for their hard and smart work, their diligence towards Telkomsel's success. We also appreciate the shareholders' unwavering support and all the stakeholders who have been working together with the Company, paving the ground for an exciting digital future of Indonesia and the region.

Sincerely Yours,

Wishnutama Kusubandio
President Commissioner

Board of Commissioners

Left to Right:

Yose Rizal
Commissioner

Heri Supriadi
Commissioner

Yuen Kuan Moon
Commissioner

Left to Right:

Wishnutama Kusubandio
President Commissioner

Anna Yip
Commissioner

Nanang Pamuji Mugasejati
Commissioner

Profile of the Board of Commissioners

Wishnutama Kusubandio

President Commissioner

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

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 Kumparan, 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 Bubu Awards Indosat Ooredoo IDByte 2017, The Best Chief Strategy Execution Officer Across All Industries on The Annual Strategy-Into- Performance Execution Excellence (SPEX2) Awards 2016 from Tempo Media Group, The 500 Most Influential CEOs in The World according 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.

Heri Supriadi

Commissioner

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.

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.

Yuen Kuan Moon
Commissioner

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

Moon began his career at Singtel in 1993 and has held several leadership roles in Marketing, Business Development and Sales. Prior to his appointment as Singtel's Group CEO, Moon was CEO, Consumer Singapore (2012-2020) and 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).

Moon is a Board member of GSMA and the Singapore Institute of Management. Moon is the Council Chair of Ngee Ann Polytechnic Council. He is also a member of Singapore's Ministry of Communications and Information's Digital Readiness Council and the Monetary Authority of Singapore's Payments Council. He is a former Board member of SkillsFuture Singapore.

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.

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, focusing to strenghten Singtel's market position with network superiority and customer centricity.

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.

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 member of Singapore Cancer Society Council.

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

Reach Beyond, Empowering the Nation

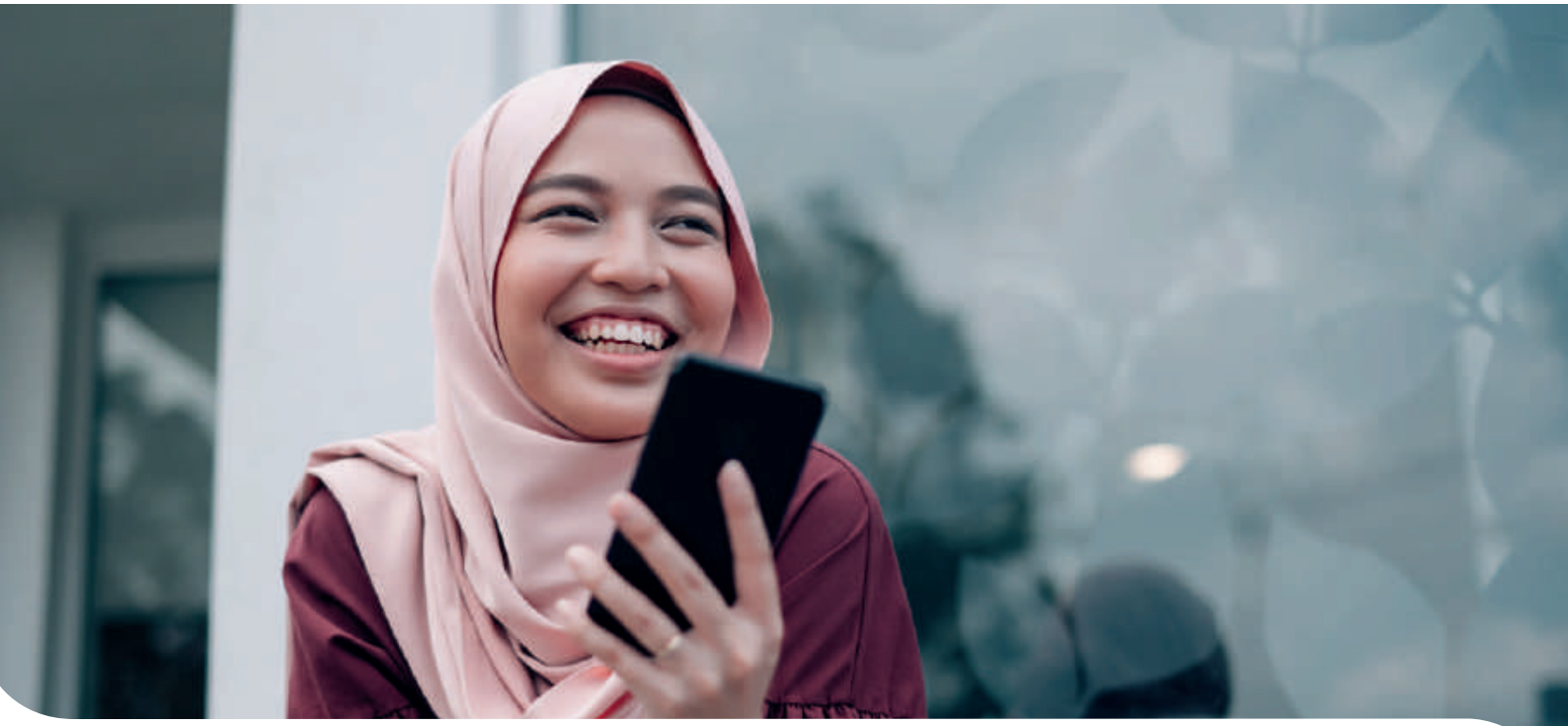
Valued Shareholders and Stakeholders,

In 2022, Telkomsel's focus on the Digital business, our efforts to drive the development of a healthier market, and the enhancement of customer experience rewarded us with remarkable results that match our tagline "Reach Beyond, Empowering the Nation."

2022 was still marked by uncertainties of the global economy, with the disruption of supply chains due to geopolitical conflicts and high inflation rates. Nevertheless, the world's telecommunication industry maintained a relatively strong growth mainly driven by Internet users and digital services. In Indonesia, which managed a relatively sound economic growth level at 5.3%, measured inflation rates, and a spike in mobility, the telecommunication market continued to grow but in a condition that was not the most conducive for a sustainable growth.

“Our efforts to drive the development of a healthier market and the enhancement of customer experience rewarded us with remarkable results that match our tagline Reach Beyond, Empowering the Nation.

Hendri Mulya Syam
President Director



Performance Highlights

Telkomsel delivered a positive revenue growth that outperformed the industry in Q4-2022 (+1.3% QoQ) with healthy levels of profitability, due to the consistent growth of the Digital Business (+4.8% QoQ). The achievements were supported by the enhanced productivity and quality of customers, as indicated by the higher payload (+3.6% QoQ and +18.7% YoY) and solid ARPU growth (+7.3% QoQ), aligned with the Company's strategy of leading industry rationalization.

The Digital Business remained Telkomsel's engine of growth towards becoming Indonesia's leading digital telecommunication company, with the focus of maintaining dominance in network supply. This segment recorded a positive performance with 6.9% YoY growth and reaching a revenue of Rp72,930 billion; increasing its contribution to total revenue from 78.0% to 81.9%, driven by the healthy growth of Data. Furthermore, the digital drivers' potency indicate there is room for future growth.

Data revenues increased by 7.5% (YoY) and reached Rp62,952 billion. Our number of Data users and 3G/4G-capable device penetration were stable at 120.9 million and 80.3%, respectively. However, our Data payload increased sustainably by 18.7% (YoY) to reach 16,426,853 TB and our payload consumption reached 11,962 MB per Data user, which is a 16.1% (YoY) increase.

Digital Business Growth

4.8%

QoQ

Digital Business Revenue

Rp72,930 billion

6.9% YoY

Data Revenue

Rp62,952 billion

7.5% YoY

Empowering the Nation

Telkomsel has been consistently optimizing fundamentals and accelerating digital initiatives, and guarded its commitment to enhance product differentiation and expand the existing digital ecosystem. In other words, we are focused on customer needs and long-term growth, supported by network quality.

Despite the winter in Digital tech, we believe that opportunities will still arise as long as we execute with finesse. Our commitment to create new growth opportunities has been reflected by the creation and development of INDICO, TMI, and LinkAja. Moreover, as INDICO has been positioned as the centerpiece of the Indonesia Digital Ecosystem, and is expected to optimally leverage Telkomsel's assets to deliver best-in-class digital solutions at the same time, we will continue to provide differentiated services beyond connectivity.

Furthermore, to guard our market leadership and continuously enhance our service to customers, Telkomsel will deliver seamless and unlimited play through FMC. In April 2022, Telkomsel, Telkom, Singtel, and the SOE Ministry of Indonesia signed an MOU that signifies all party's commitment to collaborate and deliver the integration of Fixed and Mobile Service (FMC) through Telkomsel. The integration of fixed and mobile assets and services will fundamentally transform customer experiences, and create enormous operational efficiency. Therefore, this transformational initiative will benefit Telkomsel as a company, Telkom Group as a holding, and Indonesia as a nation.

Telkomsel also leads efforts in Indonesia to provide 5G services to society, industry, and government. We are the first cellular operator to offer 5G services in Indonesia and will continue our strategy of accumulating quality 5G use cases through selective 5G deployment, with a B2C and B2B demand-based approach, with partnerships in the manufacturing and infrastructure sectors, supporting the educational sector, and participating in national events. In November 2022, we presented a 5G showcase during the G20 Summit, thereby also promoting the Indonesia Digital Ecosystem. The 5G showcase manifested Telkomsel's commitment to open wider investment and collaboration opportunities throughout the country and won the trust of G20 members towards Indonesia's digital capabilities.

As for Telkomsel's investment in GoTo, we aim to create potential strategic partnership initiatives that will create more synergy values by elaborating each other's capabilities and business advantages. We also aim to help in the acceleration of micro, small, and medium enterprises' (MSMEs') digitization, which is expected to move the national economy through Ecosystem collaboration.

> We have been taking the lead in the transformation that aims to deliver the best telco experiences in Indonesia

Transformation Programs

Telkomsel is aware that transformations are conducted through people-led and oriented changes and innovations. We have been taking the lead in the transformation that aims to deliver the best telco experiences in Indonesia. Within this role, we have conducted a range of breakthroughs initiatives related to people, processes, and technology.

- **Culture** – we kicked off the change by articulating our Purpose & Culture Transformation as the foundation for fixing Telkomsel's fundamentals.
- **People** – Telkomsel always takes the initiative to develop talent capabilities, not only through internal and external recruitment but also through improving the quality of all Indonesian talents. Several important initiatives were launched in 2022 during Indonesia's march towards massive digitalization.
- **Process** – Telkomsel drives transformation both internally and externally to keep enhancing services to customers in the Digital era, where companies compete to enhance efficiencies in the delivery of top-notch services by leveraging the latest technology and high-end enablers.
- **Technology** – we continue to be at the forefront of providing digital services and to be a pioneer of developing and integrating today's advanced technologies in Indonesia. To this end, Telkomsel has launched several products to enhance performance and to provide meaningful values to the customers.

Corporate Social and Environmental Responsibilities

With our vision to be a world-class, trusted provider of mobile Digital Lifestyle services and solutions, and the mission to deliver Mobile Digital Services and solutions that exceed customers' expectations, create value for our stakeholders, and support the economic development of the nation, Telkomsel has been carrying the CSR tagline '#Making Social Impact Through Technology and Environment' in 2022.

Telkomsel's CSR and Environment program consists of Philanthropy, Climate Change Action, Community Empowerment & Wellbeing, Digital Citizenship, and Education. In 2022, some of the noteworthy initiatives were:

- **Philanthropy** – Telkomsel conducts the TERRA and religious programs to help communities in meeting their needs in post-disaster and religious holiday periods.
- **Climate Change Action** – Telkomsel Jaga Bumi is an umbrella campaign for the green initiatives of Waste Management, Carbon Offset, and Tahura Digitalization Support. In 2022 we collaborated with stakeholders to better manage great forest parks, overcome plastic waste problems, and reducing Telkomsel customers' carbon footprints.
- **Community Empowerment & Wellbeing** – Telkomsel is committed to uphold national food security through the BaktiKu NegeriKu program that in 2022 included among others the use of IoT by farmer groups in the management of their agricultural fields.
- **Digital Citizenship** – Telkomsel supports a learning system for youths (10-30 years old) – from InternetBAIK, NextDev, to Digital Creative Entrepreneurs – to understand human, cultural, and social issues of the digital world.
- **Education** – IndonesiaNEXT has become one of Indonesia's foremost digital talent development program and in 2022 handled 10,504 participants to generate 34 best talents of Indonesia.

Changes to the Board of Directors

There were no changes to the Board of Directors of PT Telekomunikasi Selular in 2022.

Acknowledgement

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

Sincerely yours,

Hendri Mulya Syam
President Director

Board of Directors

Left to Right:

Mohamad Ramzy
Director of Finance and Risk Management

Adiwinahyu Basuki Sigit
Director of Sales

Derrick Heng
Director of Marketing

R Muharam Perbawamukti
Director of Human Capital Management

Left to Right:

Hendri Mulya Syam
President Director

Wong Soon Nam
Director of Planning and Transformation

Nugroho
Director of Network

Bharat Alva
Director of IT

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 27 years. His career highlights included several senior leadership roles, such as Vice President of Consumer Products at Singtel (2015-2020), Vice President of Smart and Safe City at NCS Group (2012-2015), Vice President Communication Engineering at NCS Group (2009-2012), Vice President of Consumer Marketing at Singtel (2007-2009), Vice President of Corporate Business Marketing at Singtel (2005-2007), Vice President of Account Management at Singtel (2003-2005) and CEO Singtel Aeradio (2000-2003).

Soon Nam has also held several important positions in various 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).

He earned a Bachelor of Engineering degree from Nanyang Technological University and holds a Master of Science from 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 with Singtel Group; his first 15 years with Consumer Singapore in Marketing delivered key milestones, such as accelerating segment market share and driving brand leadership. Subsequently, in the latter 9 years, he took on regional assignments in Telkomsel and Globe Telecom Philippines. In his last role in Globe, he led the pivot to digital solutions play beyond core connectivity for the Small & Medium Business Group, spearheaded Education and Tourism ecosystem initiatives, and garnered many awards and digital project wins.

Derrick has held several key positions in various organizations, 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 in INDICO's digital ventures (2022 to present).

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 University of Singapore. Derrick has also completed his Executive Development Program from INSEAD – Globe Telecom Executive Course, as well as Game for Global Growth Program – Singtel Executive Course.

03

About Telkomsel

Vision & Mission

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

> We are committed to reach beyond, empowering the nation for all stakeholders.

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 reaches almost 100%, while its 3G population coverage is 71%, and 4G population coverage is 97%. Telkomsel operates over 265,000 BTS that serve around 156 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 82% to total revenue in 2022. 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 2022 Telkomsel - as the country's leading mobile cellular telecommunications operator - was looked upon to lead the way in the business and industry realms by encouraging all of our stakeholders to reach beyond and empowering the nation.

Telkomsel's vast transformation - from identity rejuvenation to launching technological breakthroughs - run from 2021 and continued in 2022, while the landscape of the telecommunications industry was fundamentally changing. This change brought multi-layered challenges, with increasingly fierce competition, even though the impact of the Covid-19 pandemic continued and was exacerbated by economic uncertainty that reduced purchasing power. Digitalization was becoming a giant wave, further accelerating the shift from legacy telecommunications services to data-oriented services. Combined with gradual adaptation to a new lifestyle, driven by widespread vaccination and easing of restrictions on mobility, digitalization was becoming the mainstay of Indonesia's economic renaissance, with positive signals towards a more robust telecommunications industry.

Telkomsel's tactical actions to support business continuity include simpler product offerings, more optimal pricing structures, stronger IT platforms and infrastructure in personalizing customers, improved customer experience in conventional and digital realms, and streamlining costs. All of this is done to strengthen Telkomsel's existence as a full-fledged digital company that is developing beyond telecommunications. The company is also strengthening core broadband connectivity with market-enriching, attractive and useful digital offerings, especially in video and gaming, while fostering innovation to strengthen its digital initiative offerings.

A simpler product offering is developed consistently with the new Telkomsel identity. Prepaid products that were formerly known as *simPATI*, Kartu As, and LOOP were merged to become Telkomsel PraBayar, while kartuHalo became Telkomsel Halo. Furthermore, continuing to launch 5G services, Telkomsel continues to develop 5G solutions and products, unifies the Digital Trifecta of Connectivity, Platforms and Services, and continues to increase the geographical coverage of 4G LTE.

The establishment of PT Telkomsel Ekosistem Digital (INDICO) accelerated the development of Telkomsel's digital footprint, namely through portfolio expansion and the creation of an inclusive and sustainable digital ecosystem. INDICO's creation of a digital ecosystem involves future solutions that connect IoT, AI and cloud computing, thereby improving lives in Indonesia. INDICO will play the role as the holding company for Telkomsel's pilot vertical business in areas related to the Company's superior assets.

With the 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.

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.

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

1995

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

1997

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

2002

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

2003

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

2004

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

2014

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

2015

- Telkomsel launched 3 Masterpiece programs: Digital World, Great Payment Experience and TrueBEx (True Broadband Experience).
- Completed spectrum re-arrangement in 1800 MHz, and launched LTE in 14 cities with 2.2 million LTE users.
- Exceeded 100 Thousand BTS and 150 million customer base.
- Achieved Triple 3 Strategy, with Enterprise Value > Rp300 Tn, 3 Year Cumulative Revenue of 33%, and Digital Business Contribution of 33% of Revenue which was achieved in Q4-15.

2016

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

2017

- Focused on creating a consistently excellent Customer Experience (CX), IoT Digital Ecosystem for Fleet Management and New Talent Management to support Digital Mastery.
- Awarded 30 MHz additional spectrum on the 2300 MHz frequency by the government, which will be used to provide the best Data services to customers and support the 2014-2019 Indonesian Broadband Plan [as part of Telkomsel's commitment to the nation].
- Telkomsel 4G LTE coverage reached 490 *kabupaten*/cities across Indonesia.

2018

- Expanded positioning on Video ecosystem by launching MAXstream, a one stop video portal which aggregates OTT video apps, linear channel and VOD content.
- Launched the first 5G technology experience through the "Telkomsel 5G Experience Center" which was opened to the public during the Asian Games 2018.
- Extended TCASH services to customers of any telecommunication providers so that it can be utilized by everyone and used for diverse types of digital transactions easily, anytime and anywhere.
- Launched first Indonesian original series, Brata, which can be watched on MAXstream
- Published first game, Shellfire, an e-sport game to target the existing gamer communities.

2019

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

2020

- Telkomsel Orbit introduced as premium wireless home connectivity on 4G LTE.
- 6,050 telecommunication towers sold to Mitratel as Telkomsel focused on digital connectivity. The transfer process was carried out in two tranches, starting with 1,911 towers in 2020 and 4,139 towers in 2021.
- Investment made in Gojek, Southeast Asia's leading on-demand and payment platform, further accelerating Indonesia's digital transformation.
- Merdeka Distance Learning (MBJJ) program rolled out to empower students and teachers/educators while staying engaged and connected to carry out productive activities during the pandemic's physical distancing periods.
- 3 exciting new games—Rise of Nowlin, Kolak Express 3, and Three Kingdoms: Quest of Infinity-launched by Dunia Games, strengthening its leadership in mobile gaming application publishing.

2005

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

2006

- The first commercial launch of 3G network services in Indonesia.

2007

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

2008

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

2009

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

2010

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

2011

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

2012

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

2013

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

2021

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

2022

PT Telkomsel Ekosistem Digital officially introduced its logo and brand name INDICO. As a subsidiary of Telkomsel and a holding company for the vertical digital business, INDICO is committed to accelerating more opportunities and possibilities to innovate by leveraging the latest digital technology to empower Indonesia's digital ecosystem and industry.

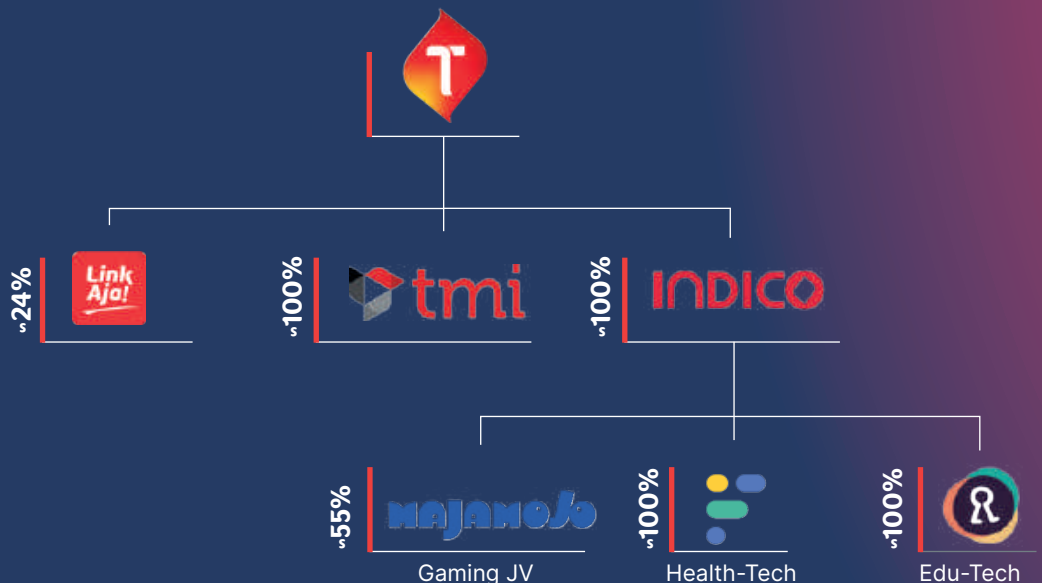
PT Telkomsel Ekosistem Digital (INDICO) completed the transfer of Kuncie and Fita to become part of the company's vertical business entity. Kuncie which operates in edu-tech sector and Fita which operates in health-tech sector, were previously part of the digital service innovation of the business unit at Telkomsel.

The implementation of the upgrade process for all Telkomsel 3G to 4G services has the full support of the Government through the Ministry of Communication and Informatics.

Telkomsel was officially announced as the winner of the mobile network 2.1 GHz bandwidth frequency. The additional spectrum will be utilized to increase capacity and quality of the mobile cellular network to enable leading digital lifestyles while accelerating digital transformation in the industry.

Organization Structure

Corporate Structure



Key Products & Services

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 unparallelled 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.

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.

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 offers home broadband 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

Telkomsel
by Telkom Indonesia

Business Review

Corporate Strategy

Pushing the Boundaries, Digitalizing Indonesia

Telkomsel has been leading the mobile telecommunications market and industry of Indonesia for 27 years. In 2022, facing headwinds of the telco market, we upheld the corporate theme of "Pushing the Boundaries, Digitalizing Indonesia". We worked all out for the successful transformation of Telkomsel towards becoming a fully digital operator.

We executed eight main programs to realize the strategic theme, and at the same time strengthening our core business and building the foundation for Telkomsel's digital business:

- **W**inning on fundamentals of important pillars
- **E**stablish clear and strong 5G leadership
- **Ex**pand the Digital Life offer to 1.2Mn Indonesian Households via Home LTE
- **E**nhance the Digital DX Initiative
- **C**reate Leading Digital Services and New Digital Vertical
- **U**tilize the full potential of DigiCo
- **T**hrive a sustainable data-driven business by leveraging Telkomsel's assets
- **E**mpower TadEx 2.0 as the Largest Premium Programmatic Advertising Exchange

The benefits of the programs is reflected in the results of Telkomsel in 2022. Total revenues increased by 1.8% YoY while the Legacy business revenue was able to slow down the downward trend from 22.2% in 2021 to 16.4% in 2022. Meanwhile, the Data revenue increased by 7.5% YoY within a healthier market climate as shown by Telkomsel's ARPU growth of 1.3% in 2022. Nevertheless, Digital Services revenue grew by 3.0% YoY. As a result, Telkomsel is able to secure healthy EBITDA margin at 56.7%.

Furthermore, Telkomsel has executed some breakthrough initiatives to maintain its leadership and grasp new opportunities in the ever-changing telecommunications market, namely:

INDICO

Telkomsel launched INDICO in March 2022 as the centerpiece of the Indonesia Digital Ecosystem with the hope to optimally leverage our assets to create best-in-class digital solutions.

INDICO was established in December 2021 as PT Telkomsel Ekosistem Digital as a holding company for Telkomsel's digital start-ups. In February 2022, PT Telkomsel Ekosistem Digital and PT Aplikasi Multimedia Anak Bangsa (GoTo) jointly created Majamojo, another Telkomsel digital start-up, joining Fita and Kuncie. Majamojo is directed to become the leading mobile game publisher in Indonesia and Southeast Asia.

Data Revenue

7.5%

YoY

Total Revenues

1.8%

YoY

EBITDA Margin

56.7%

Through these initiatives, Telkomsel strengthens its commitment to open more opportunities for the development of Indonesia in addition for serving as a springboard to accelerate Telkomsel digital initiatives.

FMC Kick-Off

Fixed Mobile Convergence (FMC) is an initiative to integrate IndiHome Fixed Broadband technology and Telkomsel mobile technology. FMC supports Telkomsel's effort to defend its leadership and at the same time opens an opportunity to widen Telkomsel's range of services to the customers.

In April 2022, Telkom and Singtel signed an MoU that signifies all parties' commitment to collaborate and deliver the integration of Fixed and Mobile services (FMC) within Telkomsel. The integration of the Fixed and Mobile assets will transform the customer experience like never before and create efficiency and effectiveness in operation.

5G Deployment Infrastructure

While in 2021 Telkomsel became the first mobile provider in Indonesia to launch a commercial 5G network, in 2022 Telkomsel expanded its 5G services with the commitment to drive the development of the Indonesia Digital Ecosystem. Globally, 5G development serves as a tangible form of transformation for a leading digital telecommunications company. In Indonesia, even though 5G uses cases are still evolving and in various stages of research experimentation and pilot testing (e.g. AR/VR, cloud gaming, etc.), Telkomsel demonstrated its commitment by launching 5G commercial services in more than 40 cities with 284 5G BTS.

Moving forward, Telkomsel will strive to expand its 5G infrastructure through smart deployment and explore more 5G use cases, particularly 5G B2C and 5G B2B.

G20 Support

Telkomsel contributed to the G20 Bali Summit by providing connectivity infrastructure, product access, and digital services. Specifically, we created the "Prabayar Tourist" service with the Hyper-5G Telkomsel network and collaborated with 382 telecom operators from 180 countries to create seamless international roaming operations for the G20 delegates, their entourages, and other related parties.

Furthermore, Telkomsel also assembled the Digital Transformation Expo (DTE) as a part of the Digital Economy Working Group (DEWG). The expo conveyed several innovations, including digital infrastructure (infrastructure availability and BTS deployment), digital governance (smart governance and smart environments), digital economy (digital MSME), and digital consumer.

Tower Divestment

In 2022, Telkomsel completed the sale of its tower assets to PT Dayamitra Telekomunikasi (Mitratel), by transferring the ownership of its 6,000 telecommunication towers to Mitratel. This will allow Telkomsel to focus on its core business.

Spectrum Acquisition

In November 2022, Telkomsel won the 2.1 GHz spectrum auction, legalized by the Ministry of Communications and Informatics.

These acquisitions are in line with the Company's commitment to support digital connectivity throughout Indonesia by providing an optimized network, with superior and equal distribution of network quality.

Looking Forward

Telkomsel will ensure its growth and strengthen its position as the leading telco company in Indonesia through the integration of Mobile and Fixed services and the expansion of its Digital Services.

We will continue to execute our ambition in providing seamless experience by delivering FMC, 5G connectivity, and developing the focal point of the Indonesia Digital Ecosystem.

In addition, Telkomsel will broaden and strengthen its services (beyond Digital Lifestyle, Digital Advertising, IoT, and Big Data) through strategic partnership and the use of its valuable telco assets.

Programs and Strategies

In 2022, digital technology development opened various opportunities post-COVID 19 pandemic, supporting social and economic recovery. Telkomsel rode the digital wave, implementing several marketing and sales programs, as well as sustainable development of products and services.

On the marketing side, Telkomsel implemented nine programs. We reprogrammed smart acquisition and explored new opportunities for Core to defend market share, maintain good customer journeys, and meet customer needs, through the launching of products such as SeruMAX, Prabayar Tourist SIM Card, and Physical Voucher. We also improved Digital Services and explored new vertical solutions, among others by optimizing the game publishing program, the Dunia Games offerings and platform, and by launching the new game Return of Condor Heroes, enriching MAXstream Platform through developing more customer-centric features and releasing more MAXstream Original contents, and monetized existing services with better business models and services, as well as continuous improvements of services and offering channels. Telkomsel also enhanced Digital Customer Interaction through gamification and the revamping of the MyTelkomsel interface, working with outlet partners and their ecosystems to provide digital savvy users the best possible digital experience and for customers the opportunity to independently find and buy packages in our Omni Channel.

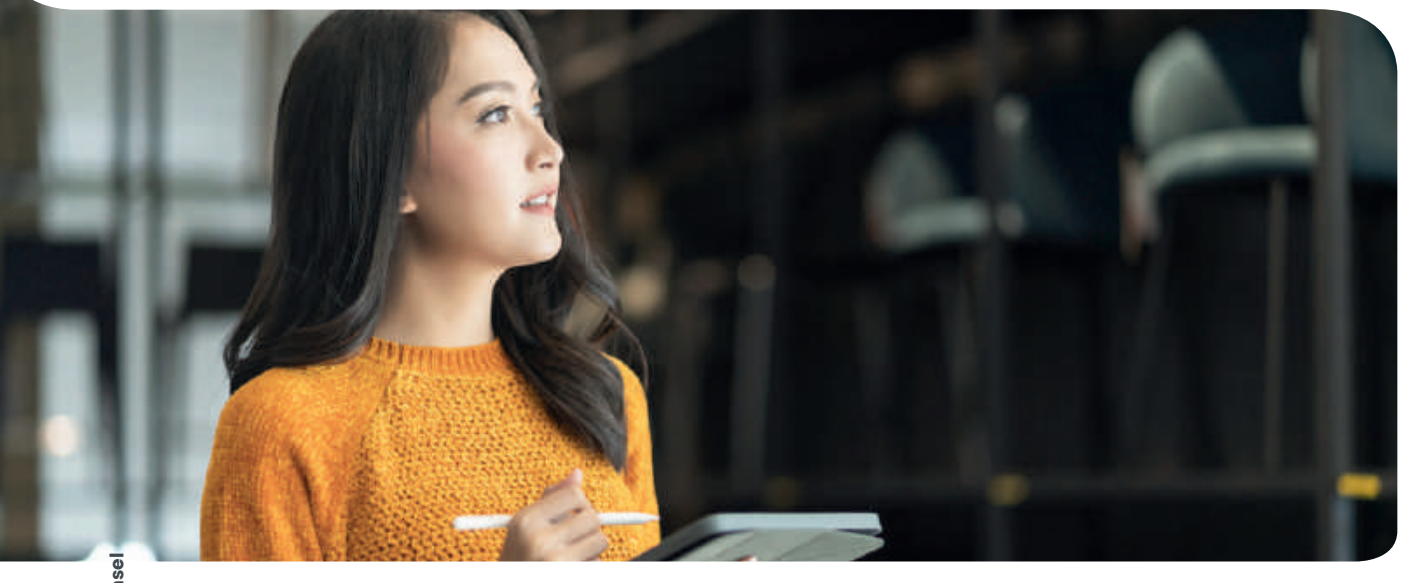
At Telkomsel, we are constantly looking for ways to improve customer journeys & experiences and conduct several activities to reduce customers complaints and boost satisfaction. To enhance data processing, we classify the voices of customers into specific topics with a UI/UX survey revamp, use NLP for topic category automation, with the results of qualified customer voice, acceleration of root cause analysis, and the delivery of solutions that promise the best possible experience for customers. Furthermore, Telkomsel uses growth hacking strategies to improve hyper-personalized Customer Value Management (CVM), following both monetization targets and shifting customer expectations towards ample product information access and the demand to stay connected online. We use advanced analytics with machine-learning models to leverage data as business assets and simultaneously enhance customer experiences, while maintaining customer data security/ privacy at all times.

Lastly, we also initiated Cloud Enablement to support digital connectivity and to accelerate digital transformation, as well as to enhance efficiency in scalability. To overcome the dynamics and granularization of the Broadband competition, Telkomsel monitored price competition information and harmonized product portfolios to provide better service packages and, at the same time, balance profitability across products. It is also worth mentioning that in 2022 Game Publishing explored a new partnership model, namely Co-Publishing. Dunia Games collaborated with other game publishers to enhance the game performances of AFK Champions and Lokapala.

In 2022, our sales activities are focused on the improvement of sales conduct to become healthier and drove renewal programs to avoid rotational churn. We also conducted activities that enhance the efficiency in new customer acquisition. At the same time, we also improved sales digitalization that is used by resellers for transactions and accelerated the Omni Channel as a gate for customer transactions, whether through offline or online channels. Related to this program, Telkomsel enabled the Omni landing page platform to overcome the limited capabilities of external Point of Sales (PoS) and launched the Telkomsel Indirect Partnership in the effort to get most suited and qualified partners in terms of distribution and sales.

In 2022, Telkomsel digitalized the fronting customer application (ordering, payment, complaint handling), improved customer data quality, enhanced B2B tools to accelerate processes, and adopted Robotic Process Automation (RPA) to improve accuracy and productivity of managing enterprise customer experience. We also reverted to our fundamental of serving all customers under the “serving with heart” principle in

our customer care management, which enables not only customer service but also drives all employees to give their best to deliver the best experience for customers. We also streamlined and revamped our assisted channels to optimize service capacity and transformed our customer experience centers. And, in addition to running the abovementioned customer care management programs, we also enhanced area account management, particularly in the Broadband business segment, which remains Telkomsel's largest business contributor. Here, we are continuously seeking new opportunities to support society through programs such as providing data packages – collaborating with BKKBN – customizing connectivity packages through a collaboration with Ruang Guru, and developing MSMEs with our 99%usahaku, as well as providing special roaming packages such as RoaMAX. Furthermore, in line with our focus on Industry 4.0 development, we are creating Digital Enterprise Solutions (DES) with IoT products and network solutions. These solutions include industrial area digitalization, providing Infrastructure as a Service (IaaS) and private networks, especially in remote areas, and form partnerships to provide vaccination monitoring.



Key Products

Telkomsel Halo (Postpaid)

In 2022, Telkomsel conducted several programs to enhance the Postpaid business performance, which included products, channels, campaigns, customer experience and customer journeys. We have also strengthened partnerships with third parties to round off the Postpaid business ecosystem, such as the partnerships with banks for payment and co-branding programs that use e-commerce to expand channels,

and also the collaboration within the Telkom Group for managing prepaid customers that migrate to postpaid services by making outbound calls.

We developed a self-service channel for postpaid customers on the Telkomsel website and the MyTelkomsel apps. We launched Halo+ to strengthen Telkomsel Halo brand position with upgraded internet access, voice and SMS quota to all domestic operators, roaming quota in more than 100 countries, premium digital lifestyle contents, more Telkomsel Poin, and priority services. We also built effective partnerships by focusing on strategic partners. We also updated bundling packages that are more suitable to customers' needs.

To appreciate loyal customers, the Telkomsel loyality program offers Telkomsel Poin, which can be redeemed by customers to get various benefits such as vouchers, lucky draws, and to make donations.

We have also organized program such as Movie Gala Premieres that are linked to Telkomsel Poin redemption to retain HVC customers.

Telkomsel Prabayar (Prepaid)

Prepaid is our largest key product and is situated in a highly competitive environment. In 2022, our prepaid strategy was adjusted to the recovery phase of COVID-19 pandemic. We have implemented a range of product innovations and, at the same time, repaired the market to make it healthier.

We maintained sustainable growth through smart acquisition programs and explored new opportunities for core in both Broadband and the Legacy business. Customer-centricity and hyper-personalization was improved through dynamic segmentation and hyper-personalized CVM.

We launched SeruMAX with package consist of main quota (national and local), local unlimited applications quota, additional main quota in certain packages, and video streaming quota.

We also strengthened the business foundation through Bolster Technological Leadership which delivered 5G Ecosystem & Build Up Strategic Partnership in the youth segment, collaborating with Edutech partners.

by.U

In 2022, we strengthened the by.U product positioning as a brand that stands for true freedom in the youth market segment through the #SemuanyaSemaunya campaign and managed to reached 4.8 million subscribers.

by.U's main strategy in 2022 was conducting smart acquisition through hard-bundling programs, promotional offerings, and product features.

As the COVID-19 pandemic seemed to near its end, by.U strived to enhance its brand visibility in the everyday life of youth through sponsorships and the campus "invasion" program.

Telkomsel Orbit

Telkomsel Orbit delivers wireless home broadband services by using Telkomsel's nationwide 4G and 5G networks. The product empowers families in Indonesia to be connected and stimulates economic growth. Telkomsel Orbit is different to other broadband services in Indonesia, because it delivers instant and all digital onboarding journeys, prepaid product schemes, advanced modem management, an easy-to-use app, and access to modem use statistics.

In 2022, Telkomsel Orbit launched the Orbit Entertainment Package and empowered customers to use Telkomsel Orbit as a home productivity center with the statistic feature that visualizes data use.

Key Services

Legacy

In 2022, Telkomsel aimed to slowdown the downturn of Legacy revenues, by facing the challenge of customer behavior change from traditional Voice to OTT and overcoming the challenge of acrimonious competition with a range of product such as Nelpon Sakti and RoaMAX.

Broadband

In 2022, Telkomsel faced the challenge of increasing competition and the challenge of maintaining customer satisfaction levels, with demands of perfect cellular services at the right price. Our strategy included dynamic segmentation and hyper personalized CVM, which was manifested in the form of several packages such as Combo Sakti, Internet Sakti, GigaNet, Hot Promo, and Promo Sakti, while maintaining profitability with cross-product strategies.

We also executed a smart acquisition strategy to maintain market share by providing a variety of physical vouchers, core packages, implemented loyalty programs and benefits, and used advanced analytical tools to maximize customer experience.

Digital Service

Over the past years, Telkomsel has been gradually changing from a traditional telecommunications operator into a digital company that provides a full range of high-quality digital services from value added services to music, games, and video as a home entertainment. We have been always at the forefront of the industry, introducing digital products and services that meet customers' digital preferences, by upscaling, innovating, and partnering with both local and global players in the world of digital content, thereby enhancing Digital Services in Indonesia.

On the gaming side, we established partnership with key game publishers and developers, increased gaming performance, and launched the GamesMAX Booster nationwide. The Dunia Games platform maintained its position as the favorite games' portal of Indonesia. We also published The Return of Condor Heroes as Telkomsel's sixth game title – winning the Indonesia Game of the Year Award 2022.

In the Video business, Telkomsel enriched content and improve the platform and its features, not only on mobile apps but also in movie theaters.

In 2022, Telkomsel improved the content offering of MAXstream through the release of new MAXstream Original contents, the new partnerships with giant OTT and VOD platform and the broadcast of prominent live event such as the 2022 FIFA World Cup.

Meanwhile, Telkomsel enhanced the user experience of Langit Musik and maintained its RBT platform, worked together with OTT platforms, content providers, and service providers, and also launched the Indonesian Music Awards 2022.

Furthermore, Telkomsel enhances MyTelkomsel by improving the digital experiences of customers with various innovations. In 2022, MyTelkomsel had 32 million monthly active users and won the Bronze Award in the Best Digital Experience category at the CX Asia Excellence Awards 2022.

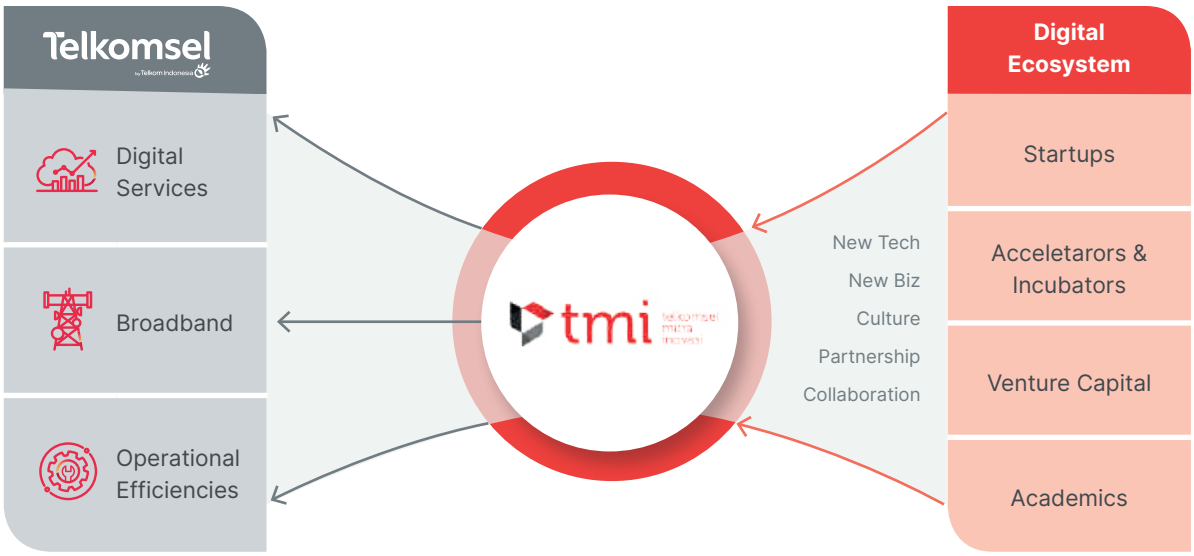
Telkomsel's digital advertising utilizes Legacy and Digital Media assets, and is equipped with a robust Ads platform that has a targeting capability based on demographic, location, and user behavior characteristics. In 2022, we increased our Ads solution, and worked together with more than 80 local premium publishers.

Telkomsel's Data solutions include API Insights and tSurvey have helped corporate clients to accelerate their business by using our powerful insight and consultative service. While in the consumer side, we helped increasing financial inclusion through our products, such as Mobile Loan Service, Telkomsel Paylater and Telkomsel Klop!. In 2022, we accelerated Go-To-Market with financial and non-financial institutions, enhanced the OOH measurements capabilities, and worked together with market research and consultancy companies to deepen the tSurvey penetration. We have also migrated our Mobile Loan Service – commercially known as Paket Darurat – to a new platform that performs at lower latency collection, resulting in growth of transactions. We also forged a strategic collaboration with Kredivo to rebrand the services of Telkomsel Paylater, and opened opportunities for customers to access financial service and grow their economies, while delivering 190,000 leads to our partners through Telkomsel klop!.

Telkomsel aims to become a digital transformer of Indonesian enterprises and since the establishment of Telkomsel Enterprise in 2019 we have been striving to develop our business beyond connectivity. Now, the Telkomsel Enterprise portfolio comprises: Connectivity, Network, and Infra; Customer Engagement & Experience; Digital Workplace; Cloud and Apps; Security; Vertical Solution; and Smart Manufacturing. Now, Telkomsel Enterprise serves more than 40,000 accounts that include government, large enterprise, and MSME segments— both human and non human devices. To manage enterprise customers, improve customer experience, and shifting to the digital journey, we continued to leverage MyEnterprise and MyEnterprise Care in 2022.

Telkomsel Mitra Inovasi (TMI)

TMI is Telkomsel's corporate venture arm that invests in promising new companies, accelerating their growth by providing access to Telkomsel's ecosystem, assets and expertise. We seek future champions who advance today's connected society, and networks that empower ecosystems, from devices and content, to commerce, data, and the cloud.



During 2022, TMI's activity and portfolio progressed as follows:

September 2022

- TMI and its portfolio participated in the BUMN Start Up Day 2022 event on the Startup Pitching, Business Matching and MOU signing agenda.
- Signing of a Memorandum of Understanding (MOU Signing) between Feedloop (TMI portfolio) and Telkomsel Enterprise Business Management: Development of Software as a Service (SaaS) for the Small Business Enterprise segment.
- Signing of a Memorandum of Understanding (MOU Signing) between Feedloop (TMI portfolio) and LinkAja: Development of Software as a Service (SaaS) through a Low-Code Platform.
- Signing of a Memorandum of Understanding (MOU Signing) between Feedloop (TMI portfolio) and LinkAja: Development of Software as a Service (SaaS) solutions for the Small Business Enterprise segment.

November 2022

- Signing of a Memorandum of Understanding (MOU Signing) between Feedloop (TMI portfolio) and Telkomsel Data Solutions: Development of new Software as a Service (SaaS) solutions for the enterprise sector in reaching a wider market.
- TMI and its portfolio participated in the NEX-BE Fest 2022 event on the Business Matching and MOU signing agenda.

The Establishment of INDICO

Seeing the great opportunity in Indonesia's development towards the world's leading digital economy country, along with the development of technology and human resources and the spirit of opening up opportunities for all walks of life, Telkomsel established PT Telkomsel Ekosistem Digital, with the trade name INDICO.

INDICO is a manifestation of Telkomsel's determination in expanding the Company's digital business portfolio and proof of building an inclusive and sustainable digital ecosystem by implementing Telkomsel's digital trifecta: Digital Connectivity, Digital Platform, and Digital Services.

This company is a digital ecosystem enabler that carries out a strategic role as well as a holding company and platform. As a holding company, INDICO three digital businesses: edu-tech (Kuncie), health-tech (Fita), and games (Majamojo). As a platform company, INDICO seeks to create a flywheel effect of innovation in developing cross-sectoral digital solutions to strengthen Indonesia's digital economy.

With the purpose of "reaching beyond to empower Indonesians and enable businesses" INDICO aspires to become Indonesia's best value-creator company to accelerate digital wealth distribution by leveraging Telkomsel and its adjacent ecosystem's assets and capabilities beyond telecom use cases.

Following are the highlights of INDICO in 2022:

Q1 2022

February: INDICO completed the transfer of Kuncie and Fita, where Kuncie (managed by PT Kuncie Pintar Nusantara) is engaged in edu-tech and Fita (managed by PT Fita Sehat Nusantara) is engaged in health-tech; previously, both were part of Telkomsel's business unit that conducted digital service innovation. After the integration of Kuncie and Fita, INDICO synergized with GoTo through PT Aplikasi Multimedia Anak Bangsa (AMAB), a subsidiary of GoTo, to develop the gaming business in the Southeast Asian market by forming a joint venture (JV) PT Games Karya Nusantara, with the Majamojo brand.

March: INDICO introduced the company and its potential to global audiences through a talk show themed "Unlocking Indonesia's Digital Potential" at Expo 2020 Dubai. Telkom Group is trusted by the Ministry of SOEs to represent the Indonesian delegation in this event. INDICO showcases the various potentials and advantages of its three digital business entities, Fita, Kuncie, and Majamojo to the global tech and startup community, as well as the global community in general.

Q2 2022

April: Telkomsel, INDICO and PT Melon Indonesia held a game tournament "Lokapala Jawara Nusantara" supported by the Coordinating Ministry for Maritime and Investment Affairs, the Ministry of SOEs, and the Ministry of Tourism and Creative Economy. The collaboration of the parties in this tournament strengthens the shared mission to increase opportunities for local creators and talents to contribute to the national game industry.

May: INDICO's portfolio, Kuncie, partners with Google to launch Gapura Digital and Google Primer learning modules. The collaboration is part of the Grow with Google initiative, which aims to empower all to access a wide range of skills, career and business development training and tools.

Q3 2022

July: INDICO's portfolio, Majamojo, announced a partnership with Agate, one of the largest game developers in Indonesia, to oversee the launching of the interactive visual novel game platform "Memories" in the Southeast Asia region. With the aim of increasing penetration and unlocking the highest potential of locally made games, Majamojo has established strategic partnerships with well-known local game developers to generate interest in national game products and penetrate the Southeast Asian game market. This collaboration will open up opportunities for local creators and talents to contribute to the development of the Indonesian game ecosystem.

Meanwhile, INDICO's portfolio, Kuncie, launched the Mini MBA program with the School of Business and Management of the Bandung Institute of Technology (SBM ITB). This program is designed to respond to the business challenges presented by rapid digitization, with a concentration on business skills to increase effectiveness in managing companies, as well as providing reliable and cost-effective learning instruments. The INDICO SBM ITB Mini MBA is equivalent to a master's degree, and provides opportunities for professionals to develop careers with short and flexible study times, bridging business development and skill development.

August: Majamojo launched the game "Boxing Star: KO Master" with the Chris John Foundation, a non-profit organization that focuses on empowering and developing young Indonesian boxers, as a momentum to revive boxing fans in Indonesia. Part of the profits of "Boxing Star: KO Master" will be donated to the development of the boxing industry and scholarships for young Indonesian boxers.

Meanwhile, Fita received top-of-mind brand awareness recognition as a preventive health-app, outperforming global players who have entered the market before Fita, based on the market surveys of Jakpat, Snapcart and Populix. Fita has been downloaded by more than 2 million users as of July 2022, reflecting on Fita's growth in the past year, Indonesians' concern and need for healthy living and a healthy lifestyle is increasing continuously. Fita is constantly working to improve its application technology to provide a more integrated and continuous experience for its users.

Q4 2022

November: Fita launches the Coach at the Center of Health (CATCH) platform for Fita VIP members. This platform provides 1-on-1 coaching and empowers coaches to involve users in their fitness journey, from reviewing their health goals to monitoring their exercise activities, all on one platform, realizing Fita's commitment to invite more Indonesians to achieve their health goals them accurately and measurably.

December: Fita secures a strategic investment from INDICO of US$1.9 million, equivalent to Rp30 billion, for the development of key products, thereby further enhancing Fita's health ecosystem that focuses on users and completes value added features for professional coaches.

INDICO celebrates its first anniversary by hosting an Industry Networking Night. This event involves strategic stakeholders to connect, network, and work together in order to strengthen Indonesia's digital ecosystem.

Majamojo introduced the Boxing Star e-sport tournament at the 2022 Telkomsel Jakarta Cup. Through this tournament, Majamojo continues its commitment to developing the Indonesian game industry and local talent in order to represent Indonesia at a global level. As a game publisher, Majamojo aims to improve the Indonesian game ecosystem by involving various stakeholders, from developers to professional gamers. This tournament is a momentum for the revival of the Indonesian game ecosystem.

5G Development in 2022

Telkomsel has launched its 5G services in May 2021 and since then continued to develop its 5G ecosystem in terms of network, devices, and use cases. In December 2022, Telkomsel's 5G has been delivered in more than 40 cities and 284 BTS, with a Non-Stand Alone (NSA) 5G architecture and the FDD NR 2100 MHz & TDD 2300 MHz frequency spectrum.

To increase the awareness of Telkomsel's 5G, in 2022 we participated in national and international events, such as the Mandalika MotoGP and the Bali G20 Summit; worked together to deliver 5G services at the Ngurah Rai Airport and PIDI-4.0 – Jakarta; and created a 5G Showcase at the Roundtable of the President of the Republic of Germany and Indonesian Business Experts.

Furthermore, Telkomsel collaborated with PT Freeport Indonesia (PTFI) to present the first 5G Use Case of Underground Smart Mining in Southeast Asia, which allows automatization and remote operation, and enhances work safety and productivity at PTFI. The 5G Underground Smart Mining project was inaugurated by President Joko Widodo.

Telkomsel and PT Jababeka Infrastruktur collaborated in the course of realizing the Jababeka Digitalized Township Ecosystem. In 2022, we have developed a 5G network in the Jababeka pilot area as a first step in the 5G Trial Use Case.

Information Technology

Overview

The Information Technology Directorate (IT) has undertaken a Multi-Year DNA-Altering Transformation Journey to render information technology as a strategic asset of the Company. The results were the implementation of Digital API-Factory and Product Catalog, Key Digital Channel revamping, and platform enhancements.

In 2022, IT started a new Transformation Journey, with the aim of evolving the five IT Core DNA traits of agility, scalability, resilience, security, and innovatory. Several programs and initiatives were rolled out to embody the five traits.

Customer Journey Digitalization

IT empowers the Marketing & Sales Team with platform and tools to provide the best services to the customers. The empowerment starts with the Key Digital Channel (MyTelkomsel) that directly serves customers with several updates which include enhanced payment methods, an interactive tracking page, and user interface improvement as well as Assisted Channel (DigiPos) enhancement and the Analytical Engine to personalize and provide our customers with the right products and services specifically tailored to their needs.

Furthermore, IT has also deployed a KYC Biometric with a Face Recognition Feature in the process of Sim Card replacement, which provide verified auto-validation process to the Government's database. Within the course of improving services, IT has enrolled the GraPARI Reservation & Check-in "From Anywhere, Anytime" system (GraPARI AntreAja) that shortens the queuing time at Telkomsel's outlets.

Intelligence Automation

The IT team is working to digitize its internal processes in order to increase the work force productivity, cost efficiency, employee experience and reduce processing time. In 2022, a total of 87 new Robotic Process Automation (RPA) bots were deployed, bringing the total number of robots more than 170 covering Enterprise wide such as All HQ Directorates and Regional based.

These now include new capabilities combined with Machine Learning and Conversational AI to support such as:

- Customer Analysis Bot on Veronika Channel, to reduce processing time by over 90% and saving 110 hours of work per month.

- Product Pricing Analytics Bot to collect data from various sources, saving 270 hours of work per month and improving the quality of business processes.

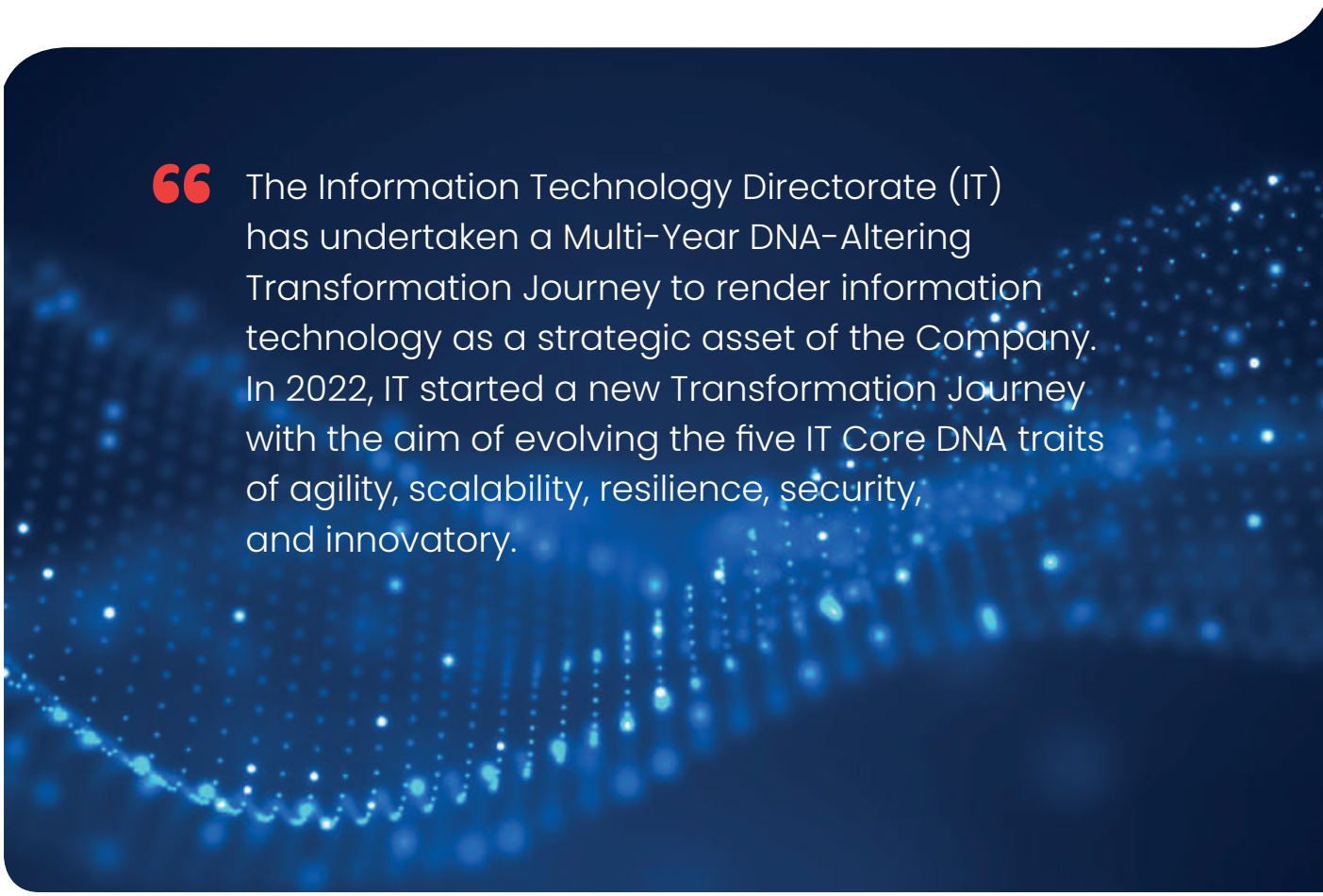
- HCM Contact Center Chatbot automates HR-related chat interactions at the contact center using a virtual assistant called MOANA.

Cyber Security and Data Protection

In 2022, IT enhance the capabilities of Telkomsel's Identity and Access Management (IDAM), Virtual Workspace and Secure Access (VISA), and the Consent Management System.

IDAM is upholding a Zero Trust/Least Privilege model to challenge every request to access a resource, while also eliminating the use of Single Form User IDs and Passwords to enter our network.

VISA is a virtual workspace that allows unmanaged third-party vendors' access to Telkomsel's resources (e.g. applications, servers, etc.), while giving us full control and visibility.



Telkomsel's Consent Management System is designed to obtain approval to process personal data for specific purpose in line with government regulations and was modernized in 2022 by IT, with the integration of back-end platforms such as CRM, Big Data, and also the Key Digital Channels.

Infrastructure and IT Operational Excellence

As Telkomsel has been transforming into a fully digital operator, IT has initiated the migration of the Key Digital Channel infrastructure to cloud computing and deploying automation and robotic initiatives.

Cloud Enablement – in 2022, Telkomsel migrated the Home LTE (Orbit), Virtual Assistant (Chatbot), Dunia Games, and other Key Digital Channels to a Cloud infrastructure. The measurable results include the acceleration of server setup readiness up to 2.3x faster and others. Furthermore, the Cloud Enablement projects also activate the Cloud Specialist Academy, the Cloud Zone community, and involved the training and certification of more than 500 employees.

ROBODC – implemented in the Data Center to increase the efficiency of operational activities, ROBODC automate checklists, back up FMS Team in supervising vendors, simplify the clearance process of raised floor installation or dismantling, provide visibility at blank spot areas, and enable On Demand Monitoring Processes that allow the IT team to monitor every single spot in the data center, 24/7.

Network

Overview

The Network Directorate (Network) supports the internal comprehensive digitalization of Telkomsel. In 2022, Network enhanced and extended capabilities, resilience, and coverage. In order to allocate more capacity and to improve quality as well as user experience, Telkomsel decided to upgrade its 3G to 4G network, expanded network infrastructure which includes 4G and 5G, as well as acquiring the additional 5 MHz frequency spectrum of 2.1 GHz, and contributed in Telkomsel's efforts to improve its performance in the sustainability aspects.

In 2022, Network managed to implement a range of digital technologies that improved the network in terms of coverage, capacity, capability, and quality. The implementation entailed the abovementioned 5G network roll-out, network automation, network virtualization, network quality simulation, network analytics, cloud-based solutions, Robotic Process Automation (RPA), and various mobile workforce management digital technologies.

Network Capabilities, Resilience, Qualities, and Coverage

In 2022,Telkomsel has developed its network to provide access to almost 100% of Indonesia's population with the 4G coverage reached around 97%. Furthermore, Telkomsel launched 5G services in more than 40 cities of Indonesia, and demonstrated our 5G capabilities at the G20 Bali Summit and the Mandalika MotoGP, and also helped PT Freeport Indonesia to develop 5G Mining – a first in Southeast Asia.

To enhance the network's capabilities, Telkomsel upgraded radio access to support payload increased, developed a machine-learning application to support investment-related decision making, and ensured efficient use of our resources. We also invested in core and transport network infrastructure, with the aim to deliver a superior user experience for all broadband services and prevent disruptions in our network and services.

Reflecting the results of these efforts, in 2022 Telkomsel's network quality was recognized as the best in the industry by the top-tier survey institute. Based on the institute's report, Telkomsel leads by 11 points above its nearest competitor in terms of Customer Satisfaction Index (CSI) and 14 points above the Telco industry average in terms of Net Promoter Score (NPS). The encouraging results push us to continue investing in our infrastructure to meet the evolving needs of our customers.

3G to 4G Network Upgrade Program

In 2022, Telkomsel decided to upgrade its 3G network to 4G to optimize the capacity in 4G network. This migration improves both network quality and customer experience, due to faster broadband speed and lower latency. Furthermore, the migration also has a positive impact on the network's efficiency and revenue which is targeted to be completed in 2023.

On the other hand, the 3G to 4G migration also carries risks, such as the potential connectivity loss of customers with 3G devices, as well as temporary congestion and slow-down of the 4G network speed in the transition period. Moreover, from a B2B use case point of view, the migration demands the replacement or upgrading of Internet of Things (IoT) and Machine-to-Machine (M2M) devices that rely on the 3G network.

To mitigate these risks, Network used a phased approached in the upgrading of the 3G network, starting in selected cities that are ready for migrating to the 4G network, to ensure the continuity of services to customers. As a result, customers gained a richer experience due to the increased throughput. Moreover, the phased migration also accelerated the migration of customers to the 4G network. Moving forward in 2023, Network will continue to conduct deep analysis of market readiness with the confidence that we will be able to implement the migration program in the other cities of Indonesia.

Infrastructure Investments

The roll-out of 5G in more than 40 cities, development and upgrading of the 4G network, and the acquisition of the 2.1 GHz and 2.3 GHz frequency bands are the network infrastructure investments of 2022.

Network's focus on the 5G technology is driven by its potential to enable Industry 4.0 with low latency and high-bandwidth connectivity for automation and control systems in the manufacturing sector and the field of logistics. We are continuously monitoring the development of the industry ecosystem in Indonesia as well as develop the demanded capabilities.

We also invested in the expansion and upgrading of our 4G network infrastructure, based on the ongoing demand for 4G services, the increase in 4G traffic payload, and the need to reduce network costs. Furthermore, we acquired additional 5MHz frequency in the 2.1 GHz spectrum and additional 15 MHz – 30 MHz frequency range in the 2.3 GHz band. In the future, Network will continue make investments that make positive impacts to Telkomsel's bottomline and position Telkomsel favorably for future growth and success.

Human Capital Management

The Human Capital Management Directorate (HCM) has been developing a grand strategy to build talents, professional, and motivated human resources to do great work. We emphasize the 'HCM Grand Strategy' that will be implemented in order to achieve our goal.

1. Leadership and culture
2. Leverage employees experience (cutting-edge HC tech)
3. Capability building (reskill & upskill)
4. Optimization and energized workforce (meritocracy performance)
5. Optimization and energized workforce (span of control & layer optimization)

Throughout 2022, HCM conducted five programs following the corporate theme #Pushing the Boundaries, Digitalizing Indonesia, in the course of #Reach Beyond, Empowering the Nation and ultimately #Creating a Better Future.

Organizational SOC Optimization

HCM conducted the Future-Fit Organization program in accordance with Telkomsel's 2022-2026 Corporate Strategic Plan. In 2022, the Company conducted the Span and Layer Optimization (SLO) initiative towards organization streamline, enhancing agility, accelerating decision making, and lowering the Bureaucracy Mass Index.

Critical Capability Development

In 2022, HCM was conducted trainings to develop 16 critical capabilities based on Telkomsel's needs to meet the required capability gaps to support Telkomsel's business.

Training was conducted using the 70, 20, 10 development methods both in class, virtual class, and eLearning.

No	Capabilities	Training Method
1	5G Network	Virtual - In House Training
2	B2B Solution Specialist	Virtual - In House Training
3	Cloud	In Class - In House Training Virtual - In House Training
4	Customer Value Management	In Class - In House Training Virtual - In House Training
5	Cyber Security Expert	In Class - In House Training In Class - Public Training Virtual - In House Training
6	Data Engineers	e-Learning Virtual - Public Training
7	Data Scientist	In Class - In House Training Virtual - In House Training
8	Digital Investment & Portofolio Management Specialist	Virtual - In House Training
9	Digital Product Manager	In Class - In House Training
10	Digital Product Manager	e-Learning Virtual - In House Training
11	B2B Product Development Manager	e-Learning Virtual - In House Training
12	New Age Talent Management Specialist	Virtual - Public Training
13	Pricing Strategist	Virtual - In House Training Virtual - Public Training
14	Robotic Process Automation	Virtual - In House Training
15	Soft Developer	e-Learning Virtual - Public Training
16	Virtualization	Virtual - In House Training

Culture Transformation

As Telkomsel is undergoing a transformation from being a telecommunication provider to a digital-telecommunication company, the employees, as the most precious asset of the company, face a different competition and increase the organization's need of talents. To face the change, employees were driven to take a stance as reflected in the 2022 corporate theme "Pushing the Boundary, Digitalizing Indonesia" and maximize their existing potential. In order to simultaneously conduct potential maximization and mindset change, HCM drives the culture transformation at Telkomsel, which is divided into three phases: articulate, activate, and embed culture into organizational context. We have entered the final phase in 2022.

Embedding culture into organizational context was conducted through ten organizational interventions, to ensure that the cultural change was internalized and practiced in the everyday work behavior of the employees. The ten interventions included issues of competency, performance management, career and talent management, people development, up to decision making matrix and internal process improvement.

Integrated Performance Management System (IPMS)

IPMS was established to build a dynamic system that helps and equates employee evaluation by eliminating differences between scoring rules and evaluation methods between levels. This system can also dynamically adjust itself towards strategy changes at both Corporate and work unit levels.

The IPMS process starts with the filling of an Individual Goal (IG) form in accordance with the Company's or the work unit's target and can be done anytime by an employee with the approval of his or her superior. This is followed by the update progress and monitoring, where the superior provides feedback or recognition towards progress and achievement in the IG direct reports.

IPMS is expected to drive employees of the Company to set their SKI targets not only as a matter of Business As Usual, but also as an aspiration.

Throughout 2022, the score range and evaluation categories at all levels were successfully implemented and the filing of the forms were followed by all employees in an integrated system.

HWA Activation (Flexibility with Responsibility)

Throughout 2022, Telkomsel continued to increase its commitment to guard the health and safety of the employees during the COVID-19 pandemic by adhering to Government regulations.

The Company provided personal protective equipment and conducted disinfectant-spraying and other cleaning activities at office facilities. The Company also issued a regulation for the use of facilities to always uphold health protocols.

Telkomsel also continued the campaign on employee health and health care throughout the COVID-19 pandemic. The Company's "Wellbeing Day" program which involved the members of the Board of Directors and encouraged the employees to remain healthy and in good spirit.

The Company analyzed the spread of employee's COVID-19 cases daily, monitored their recovery process, and provided immune boosting supplements, personal hygiene kits, and medications as well as oxygen cylinders to those in need.

To respond to the Company's need and the applicable government regulations, Telkomsel constantly reiterated its working arrangement, using a hybrid WFH, WFF, and WFO method that still upholds health protocols.

This working arrangement was implemented in a flexible way, following the needs of each function. The activities were followed by the recording of the WFF/WFO/WFH team, the monitoring and work completion of the team, and the compliance of the WFO/WFF/WFH implementation to existing regulations, by the team leaders, to maintain the responsibility of all employees.

Summary of Organizational Changes in 2022

Throughout 2022, the Company has conducted several initiatives to develop the Future-Fit Organization that matches the Corporate Strategic Plan. The initiatives were:

a. Organization streamlining through the elimination of certain Senior Vice President positions to lessen bureaucracy and accelerate decision making processes.
b. Two-speed model implementation at the IT organization by separating the platform development and the IT solution development functions, and by establishing several chapter organizations.
c. Transfer of the Enterprise product/solution management function from the Directorate of Sales to the Directorate of Planning and Transformation to enhance product alignment and ensure the product potentials of the Enterprise segment.
d. Empowerment of the People Analytics and Digitalization functions of the Directorate of Human Capital Management to enhance process effectiveness and create the best experiences for employees.
e. Establish the Culture Transformation project organization to design, manage, and implement the Culture Transformation program throughout the Company.
f. Establish the Fixed-Mobile Convergence project organization to support the FMC initiative related with business planning and acquisition, organizational development, and transfer of personnel.

Transformation Program

In this rapidly changing environment marked by digital disruptions, innovations and technological improvements are constantly in demand. Telkomsel has taken the lead in driving people-led changes and innovation, with several breakthrough initiatives in people, process, and technology. The ultimate goal is always providing the best experience to its customers and stakeholders.

We use a cultural approach towards change and fixing Telkomsel's fundamentals, starting with the articulation of our Purpose, then activating, and finally embedding the new culture into our organizational context. In 2022, Telkomsel has entered the final phase of this cultural transformation.

People

People are at core of digital transformation processes. Hence, changes need to be people-led. In 2022, as Indonesia was heading towards massive digitalization, Telkomsel laid out several important initiatives.

Action Squad

In 2022, Telkomsel initiated 10 ACTION Squads that were tasked to capitalize on every possible opportunity that came with technological disruption and the dynamics of the digital-telecommunication industry.

ACTION Squad is a scale-up initiative that involves directorates, including support and enabler functions. It works with the core values of cross-functional ways of working, business growth related aspirational objectives, radical outcomes that change the way in which business is done and doing things differently.

IndonesiaNEXT

Through IndonesiaNEXT, Telkomsel opened the #openaworldofmore event for university students throughout Indonesia to develop their talents in the digital world and become future leaders.

In 2022, the emphasis is on digital skills such as UI/UX, SEO, Adobe Illustrator and Photoshop, Microsoft Power Point and Excel, and Digital Marketing.

Since it commenced in 2016, IndonesiaNEXT has accumulated over 60,000 participants from various universities and ratified over 5,000 international certifications in the telco digital industry.

Kampus Merdeka (Capability Building)
Kampus Merdeka is collaboration program for universities and companies that was launched by the Ministry of Education and Culture, Research and Technology to improve students' skills and capabilities from an early age. Unlike the usual internship programs, participants of Kampus Merdeka get hands-on experience in various strategic projects across 36 playgrounds that are currently running at Telkomsel, build project portfolios, get learning packages from Telkomsel, expand their network, and receive certifications that can be used as initial capital anywhere in the world.

Because of its Kampus Merdeka Internship Program, Telkomsel was selected as a AAA (Excellent) Learning & Development, Managing Transformation, and HR Digitalization & People Analytics company of Indonesia by the SWA Magazine. Furthermore, the program is expected to develop human resources in Indonesia and to open all future opportunities for digital talents to make meaningful contributions to the country.

TheNextDev Capability Building
TheNextDev Talent Scouting 2022 program is the Company's Corporate Social Responsibility (CSR) initiative to encourage growth of early-stage start-up companies in Indonesia through incubation recruitment program to improve their digital capabilities and competencies.

This program is part of Telkomsel's commitment to be a digital ecosystem enabler that opens opportunities for all early-stage start-ups to join and create social impact for the community using appropriate digital technology. In time, they become digital talents that are skilled, agile, and broad-minded in developing their digital entrepreneurship.

TINC Polaris Capability Building
TINC Polaris is a two-stage program that aims to form Telkomsel's internal founders.

The first stage is Polaris Founders that fosters internal corporate innovators within Telkomsel by encouraging TFlyers to convey ideas and growing the founder's mentality. This program provides complete training for participants to become part of the internal talent pool of founders. In the end, participants will be facilitated to form teams and participate in the second stage.

The second stage is Polaris Ideation, where their ideas are realized through the incubation program.

Process

In its ambition to become the #1 Digital Telco Company in Indonesia, Telkomsel strives to transform – both internally and externally – and to be able to serve its customers better. The aim is to excel in efficiency in providing top-notch services by using the latest technology and high-end enablers.

In 2022, Telkomsel collaborated with OTT content provider to entertain its customers with broad local and international content and also partnered with video streaming service to expand the Company's entertainment services to on-demand streaming. These two partnerships added the services and channels provided to our customers.

Beyond working online, Telkomsel also expanded its buying channel, especially the modern channel, to more than 41 aggregator partners and 76 partners.

> We use a cultural approach towards change and fixing Telkomsel's fundamentals, starting with the articulation of our Purpose, then activating, and finally embedding the new culture into our organizational context.

Following the establishment of Telkomsel's edu-tech (Kuncie) and health-tech (Fita), the Company started to realize its ambition of becoming Indonesia digital ecosystem's linchpin in 2022 by integrating MyTelkomsel with Fita and Kuncie – and successfully launching ComboFit with Fita and Kuncie subscriptions.

As we will be perennially expanding our digital services, MyTelkomsel will transform into an integrated super-app that will become a true partner in the digital lifestyle of Telkomsel's customers.

Additionally, Telkomsel continues to carry out product simplification to improve the user-friendliness of its services, especially in MyTelkomsel, our main digital channel.

Throughout 2022, the apps have launched over 154 new features and improvements that included a new gamification and loyalty program from Jelajah Nusantara that empower customers to explore Indonesia while enjoying various promos.

MyTelkomsel also empowers all payment channels, especially fintech, to delight our customers with seamless capabilities and journey.

Furthermore, Telkomsel also continues to improve its Customer Experience (CX), especially by presenting various 5G digital solutions at several exhibitions (e.g., the 5G Experience Center through PIDI 4.0, the SOE International Conference & Expo, the KTT G20 Expo, DEWG & DEMM, etc.)

In addition to the B2C segment, Telkomsel also provides a variety of B2B solutions such as IoT and enterprise mobility.

These solutions were provided in several significant events that include the 2022 G20 Bali Summit, MotoGP Mandalika 2022, and the Dubai Expo, opening new opportunities for Indonesia in terms of increasing global trust and establishing cooperation various sector.

Technology

Throughout 2022, Telkomsel nurtured new prioritized digital verticals in various fields such as health-tech (Fita), edu-tech (Kuncie), game publishing (Majamojo), the Digital food ecosystem (Telkomsel DFE), video (MAXstream), and Data Solution (TSurvey). These developments are major steps towards providing seamless digital products for our customers.

Moving forward, Telkomsel intends to integrate all digital services onto a single platform while differentiating itself through the addition of new digital services.

Continuing our journey to fundamentally change the Company's internal operation to become leaner and more agile through the Automation Center of Excellence (CoE), Telkomsel launched additional Robotic Automation Process (RPA) digital software and developed Intelligent Automation (IA) capabilities.

After successfully delivering 56 active bots in 2021, Telkomsel continued to deliver 172 active bots across 10 categories in 2022, including 4 related to customer experience and 8 related to analytics.

In addition to automation, Telkomsel is also embracing cloudification that will speed up processing, facilitate scalability, and foster cost saving both on the Opex and Capex sides.

This year, Telkomsel onboarded applications for migration to the cloud (including Orbit and DFE). Telkomsel also collaborated with Feedloop to develop law-code environments that enhance the speed, process, and practicality of building solutions and applications.

With the advancement of technology comes many new threats that can undermine privacy and enable bad data usage by irresponsible parties. In facing these new threats, Telkomsel is constantly improving its cyber security system.

This is shown by the Company's success in preventing up to 98% of alerts that are automatically detected by the system. Additionally, the next layer of security also manages to provide a warning so that threats can be manually resolved by internal parties.

Telkomsel is not only committed to improving its processes and security, but also on leveraging digital technology to improve the quality of TFIyers' work and the quality of our product and service delivery.

Up to 2022, Telkomsel has launched 219 applications that has helped companies in aiding their customers.

One of these applications is Site-as-Factory Analytics (SIFA), an advanced analytics platform to predict and intervene in micro-markets comprehensively and granularly using dynamic modelling with a machine learning platform in the form of predictive modelling, forecasting, and geospatial analysis.

SIFA can act as a system that assists the decision-making process in conducting investment analysis, overcoming Network performance problems, and providing recommendations for micro-market program interventions.

In the future, we intend to develop SIFA and other applications to better meet the needs of our customers through more hyper-personalized service.

Our Focus in 2023

Moving forward, Telkomsel will be focusing on growing its HVC (High Value Customer) through the delivery of various hyper-personalized, best-in-class, and premium quality services.

Telkomsel will focus its efforts on promoting healthier market behaviour and ensuring market repair to build a better and more sustainable business in the future.

The Company will also aim to guarantee flawless and smooth FMC integration and lay a strong foundation for convergence services.

Furthermore, we will continue to improve the customer experience, maintain our technological leadership, realize our digital ambition, develop 5G for both B2C and B2B use-cases, and thrive in digital talent to gain a competitive advantage.

Synergy Management

Telkomsel grows by building on the fundamental strengths and readiness of the Company, synergizing with the parent company, and moving forward with the motto of "Open A World of More" in the course of defending our position as both market and industry leader of Indonesia's telecommunications. We are committed to develop digital connectivity, digital platforms, and digital services, by integrating them into the Digital Ecosystem Indonesia of our parent company. In this way we are able to reach beyond and empower the digital talents that are needed to advance the nation.

We do this by sharpening and strengthening core growth markets, maintaining leadership in the broadband connectivity business while expanding our digital service portfolio and also opening all opportunities to #MakeThingsHappen in line with market expectations. We are creating breakthroughs through collaborations in the B2B segment, the Family/Home segment, and Digital Beyond Connectivity segment, to exceed the growth rate of the Indonesian cellular market as well as developing effectiveness through lean and agile operations and cost efficiency that support the Company's growth. In 2022, synergy management enabled Telkomsel to move out of its comfort zone in the course of delivering contributions that empower the nation in the digital era.

Customer Experience

In the Enterprise segment, we collaborate for Go-To Market of SMOOA product, and with Telkom Enterprise for the FMC kartuHalo-Indihome and the sales of Telkomsel Orbit, which will further strengthen our broadband business.

In the B2B segment we are offering Corporate Business Solutions to encourage new customer acquisition and generate more revenue from the private, government, SOE, and MSME sectors. We are also increasing the added value of the Telkom Group products and services through the implementation of the New GTMA scheme on TADEX and Tsurvey products.

Network Infrastructure

Network Quality Leadership is absolutely necessary as a catalyst for Telkomsel's Digital Business Development. Network infrastructure synergy is carried out through the use of shared infrastructure to encourage cost efficiency, guarantee service delivery and the use of new technology. We are managing the network elements through the Enhanced Network Operation Model program, Collaborative Network Optimization Project, and the TelkomInfra Project during 2022, particularly in the RAFI and NARU period.

Digital Business

Telkomsel harnessed the synergies within the Telkom Group and with other stakeholders to drive the growth of Digital Business. We expanded LinkAja, exploring businesses with Riliv and We Hub and also payment methods for MSME. In line with the development of the edu-tech sector in Indonesia, we encourage collaboration in the education ecosystem through streamlining the Edu Tech business from Kuncie and Pijar Mahir, Pijar with Telkomsel Points, and Skul.id with Peduli Lindungi.

We also took part in the TMT (Telecommunications, Media and Technology) SOE Cluster program, as part of Telkom's involvement, to collaborate with the State Film Company (PFN) in the commercialization of national films through MAXstream. The Digital Group Strategy & Orchestration assists the Telkom Digital Business team in conducting Digital and Platform service orchestration within the Telkom Group. One Data Telkom Group, especially digital company use cases of the Telkom Group, supports start-ups fostered by Telkom (Agree, Logee, padiUMKM & Pijar Mahir) in terms of acquiring new customers by conducting data modelling from Telkomsel customer data and conducting campaigns with Telkomsel inventory.

Business Support

Enhancing the development of Digital Business, the ***Sinergi Untuk Negeri*** program was held to ***open up all opportunities without reserves*** through the use of integrated digital services and solutions. The program was realized in the www.sinergiuntuknegeri.com platform that is basically a 3D Virtual Exhibition.

In 2022, Sinergi Untuk Negeri was carried out with three activities: Talkshow, Sales Expo Area, and Entertainment Area; and was relayed through the official Telkomsel and partners' YouTube channels to extend its reach.

Telkomsel held talkshow for the youth sector presents several themes, namely Open All Opportunities with the topics Turn Knowledge Into Opportunity and How to Monetize Your Social Media. Meanwhile, the theme How Digital Are You presented Leveraging start-up Thinking for long Term Growth and Encouraging Games in the Indonesian Market by Leveraging Telco Assets.

In the corporate sector, the talk shows presented themes of digitalizing health ecosystems, with topics such as Technology Implementation in Healthcare Industry after pandemic and Welcoming Era of Digital First in Healthcare, targeting the health service provider segment and health practitioners. Meanwhile, the Data Driven Business theme comprised innovation in digital advertising and the use of data analytic in the financial sector, is specifically targeting the media player, SOE, and large enterprise markets.

Furthermore, Telkomsel also supported government programs by collaborating to provide the best telecommunication experience in five super priority tourism destinations: Borobudur, Danau Toba, Labuan Bajo, Likupang, and Mandalika, and by providing a top-quality 5G network at the G20 Meeting in Bali.

05

Telkomsel
by Telkom Indonesia

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 in the New York Stock Exchange (NYSE).

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

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

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

Board of Commissioners

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

Based on the Shareholders' Resolutions issued in June 2022, the composition of Telkomsel's Board of Commissioners was as follows:

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

Singtel Representatives
Commissioner: Anna Yip
Commissioner: Yuen Kuan Moon

Board of Commissioners' Responsibilities

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

Meetings of the Board of Commissioners

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

Joint Meeting Attendance Record

Name	Position	Meeting Attendance
Board of Commissioners		
Wishnutama Kusubandio	President Commissioner	7 of 8
Heri Supriadi	Commissioner	8 of 8
Nanang Pamuji Mugasejati	Commissioner	7 of 8
Yose Rizal	Commissioner	8 of 8
Yuen Kuan Moon	Commissioner	8 of 8
Anna Yip	Commissioner	7 of 8
Board of Directors		
Hendri Mulya Syam	President Director	8 of 8
Nugroho	Director of Network	8 of 8
Mohamad Ramzy	Director of Finance and Risk Management	6 of 8
Adiwinahyu Basuki Sigit	Director of Sales	8 of 8
R Muharam Perbawamukti	Director of HCM	8 of 8
Wong Soon Nam	Director of Planning and Transformation	8 of 8
Bharat Alva	Director of IT	8 of 8
Derrick Heng	Director of Marketing	8 of 8

Committees under the Board of Commissioners

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

The Committees are:
- Audit Committee
- Remuneration Committee
- CAPEX, Financing and Management Process (CFMP) Committee

Audit Committee

The Audit Committee assists the Board of Commissioners in fulfilling its oversight responsibilities for the financial reporting, internal control, internal and external audit, and risk management processes. In performing its duties, the Audit Committee ensures an effective working relationship with the Board of Directors, Managements, Internal Auditors and External Auditors.

The Audit Committee shall meet at least four times a year, and meeting must be attended by at least two members of the Audit Committee, including one member nominated by Telkom and one member nominated by Singapore Telecom Mobile Pte Ltd.

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

Based on Circular Resolutions of The Board of Commissioners of PT Telekomunikasi Selular (Company) on Appointment of Committee Members of the Board of Commissioners, the members of the Audit Committee in 2022 financial year are:

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

The Audit Committee holds meetings on regular basis with the Internal Audit Group to discuss findings from the audit process. In 2022, there was a total of 5 Audit Committee meetings.

Remuneration Committee

The Remuneration Committee is established to assists the Board of Commissioners 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.

Based on Circular Resolutions of The Board of Commissioners of PT Telekomunikasi Selular (Company) on Appointment of Committee Members of the Board of Commissioners, the members of the Remuneration Committee in 2022 financial year are:

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

In 2022, there was a total of 3 Remuneration Committee meeting.

CAPEX, Financing and Management Process (CFMP) Committee

The Capex, Financing and Management Process (CFMP) Committee assists the Board of Commissioners in fulfilling its oversight responsibilities regarding 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 not limited to, the following:

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

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

The CFMP Committee shall comprise at least three members. At least one member of the CFMP Committee is a member of the Board of Commissioners nominated by Telkom and at least one member of the CFMP Committee is a member of the Board of Commissioners nominated by Singtel. One other member of the CFMP Committee shall be a representative of the Company in charge for capex planning/monitoring and financing.

The CFMP Committee holds regular meetings, structured via a timetable, agendas and minutes of meeting. The frequency of meetings will depend on the CFMP Committee's objectives and scope of activities.

Based on Circular Resolutions of The Board of Commissioners of PT Telekomunikasi Selular (Company) on Appointment of Committee Members of the Board of Commissioners, the members of the Capex, Financing & Management Process (CFMP) Committee in 2022 financial year are:

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

In 2022, there were a total of 4 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.

Members of the Board of Directors

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

Telkom Representatives

1. President Director: Hendri Mulya Syam
2. Director of Sales: Adiwinahyu Basuki Sigit
3. Director of Finance and Risk Management: Mohamad Ramzy
4. Director of Human Capital Management: R Muharam Perbawamukti
5. Director of Network: Nugroho

Singtel Representatives

1. Director of Planning and Transformation: Wong Soon Nam
2. Director of IT: Bharat Alva
3. Director of Marketing: Derrick Heng

Responsibilities of the Board of Directors

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

Meetings of the Board of Directors in 2022

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

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

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

Name	Position	Meeting Attendance
Hendri Mulya Syam	President Director	51
Nugroho	Director of Network	50
Mohamad Ramzy	Director of Finance and Risk Management	51
Adiwinahyu Basuki Sigit	Director of Sales	50
R Muharam Perbawamukti	Director of HCM	49
Wong Soon Nam	Director of Planning and Transformation	48
Bharat Alva	Director of IT	49
Derrick Heng	Director of Marketing	48

Independence of the Boards

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

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

Board Members' Remuneration

The 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 fix 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 Unit

Function and Role

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

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

Internal Audit Programs and Improvements

In 2022, Internal Audit conducted review on the internal control system, reviewed quarterly financial reports, reviewed business processes and related risks, and also acted as a strategic partner in the implementation of governance, risk management, and control. Furthermore, Internal Audit also continued the Data Analytics and Continuous Audit activities with a dedicated team. In this context, Internal Audit implemented an agile audit process and developed an agile audit playbook.

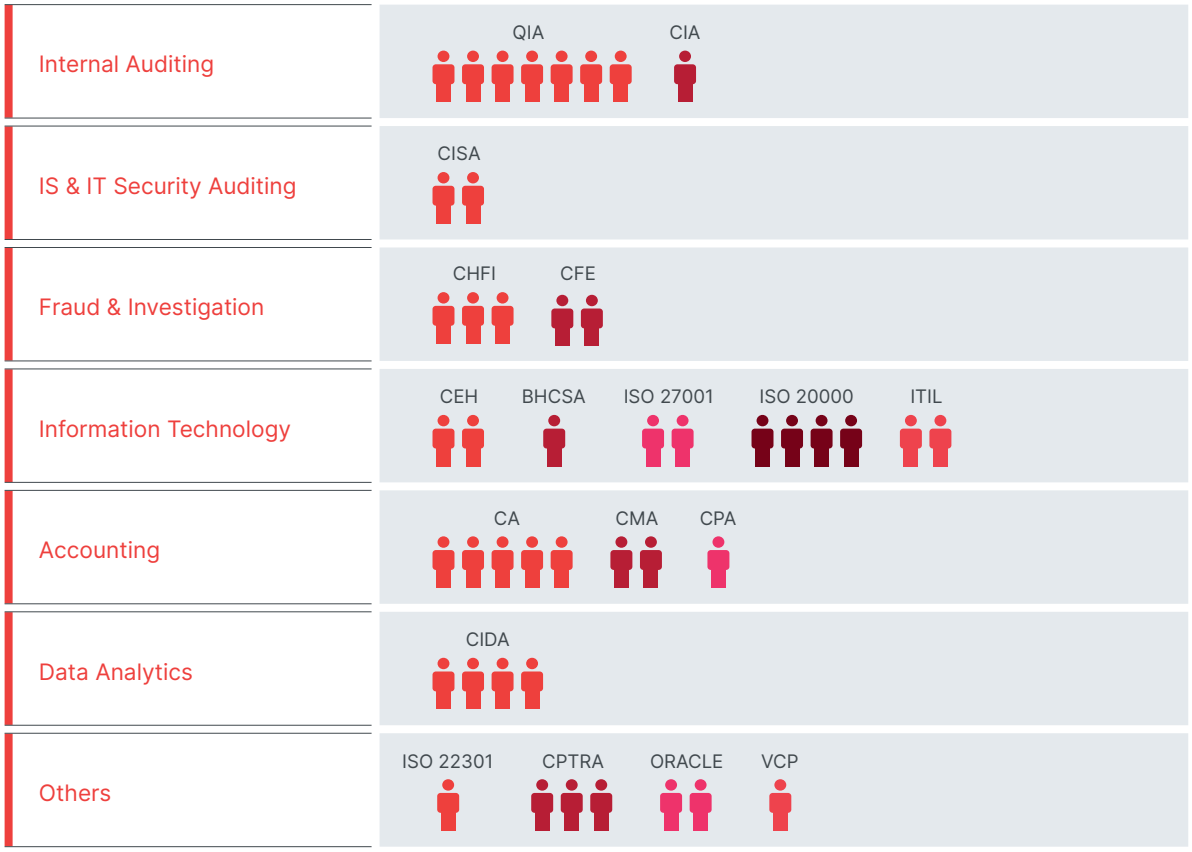
As subsidiary of Telkom Group, Telkomsel is required to implement Integrated Audit. In 2022, Integrated Audit conducted by dedicated task force and started in August 2022.

Internal Audit Activities 2022

Name	Assurance	Consulting	Total
Integrated Financial and Business Support Audit	16	8	24
Information Communication and Technology	1	7	8
Commerce and Support	6	3	9
Continous Audit	6	4	10
Total	29	22	51

Internal Audit Qualification and Certification

In 2022, Internal Audit had 31 members with the following qualifications and certifications:



Internal Audit Charter and Competency Development

Telkomsel has an Internal Audit Charter that is referred to in the planning and execution of internal audits.

To continuously improve the Internal Audit members' competencies, in 2022 Internal Audit has exercised a total of 40 hours per year per member trainings, which comprised in-house training, sharing, and e-learning sessions.

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 Number 035/PQ.01/HC-00/VIII/2022, 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.
- Ensure all legal-related activities run 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 2022, the team held more than 230 meetings with investors/analysts via regular meetings, conferences and non-deal-roadshow.

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

Whistleblowing

Telkomsel applies a firm whistleblowing policy. This policy regulates the ways in which an employee or other parties report fraud, unethical behavior, corruption, dishonest practices or breaches of internal control and code of conduct to Telkomsel's Internal Audit team.

As long as reporting of such matters is done in good faith, Telkomsel ensures that the employees making such reports are treated fairly and protected from reprisals.

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

Enterprise Risk Management

The enterprise risk management function is one of the references to secure the achievement of corporate targets. Risks are identified and assessed, and responses or treatments are planned and regularly monitored.

In the implementation of Good Corporate Governance and adapting to the transformation of the business, Telkomsel has updated its enterprise risk management policy. The policy is in line with the parent company's policy that applies ISO 31000: standard on risk management. The enterprise risk management policy comprises:

- Standards for risk management implementation throughout all activities of Telkomsel, subsidiaries, and/or associated companies
- Risk management processes and implementation as well as guidelines in accordance with the Company's characteristics
- Risk management structure that consists of duties and responsibilities of related parties which adheres to the three-line model principles.

To implement this new risk management policy, Telkomsel allocates required resources and balances benefits, opportunities, and efforts, in accordance with the management's risk appetite of 2022, which stated:

Telkomsel is committed to maintaining sustainable growth and delivering value to the shareholders by optimizing the legacy and broadband businesses, grabbing new business opportunities, and realizing value creation through DigiCo execution. In doing so Telkomsel prioritizes on utilizing and unlocking value from its assets.

Telkomsel continues to maintain exceptional customer experience and operational excellence by strengthening corporate values and capabilities.

Telkomsel is also committed to guard its good reputation in proper corporate governance through risk management and compliance to the prevailing regulations while capturing opportunities.

To ensure the achievement of the Company's targets in 2022, Telkomsel has conducted enterprise risk management processes and managed the following certain risks:

1. **Failure to accelerate the execution of transformation towards a digital telco**

   Telkomsel has solidified the foundation for the transformation towards a digital telco as a response to the declining legacy business by creating opportunities in the digital business. At the end of 2021, Telkomsel has established a subsidiary, PT Telkomsel Ekosistem Digital (INDICO), as a holding and platform company, which invests and collaborates with digital companies. Telkomsel also optimizes the use of frequencies and became the first operator to launch 5G. 2022 became crucial as it was necessary to accelerate the transformation execution towards the digital telco, by optimizing existing capabilities.

   To ensure the achievement of this goal, Telkomsel enhanced people capabilities by developing an agile working culture, enhancing employee competencies through in-class learning as well as digital learning, and optimizing a more flexible organization in the form of a future fit organization. On the digital business side, Telkomsel has developed a mechanism or clear path in the evaluation, development, or investment in digital businesses, by considering the value for the company and governance. Telkomsel has also developed 5G through smart (demand-based) deployment and connectivity use cases, among others by supporting G20 Summit and events in Mandalika.

2. **Tighter competition and pandemic effects leading to under-achieved revenue**

   The telecommunication industry competition of 2022 was marked with corporate actions of several telecommunication operators. It is hoped that these corporate actions will help to develop a healthier telecommunication industry. On the other hand, these corporate actions have also become a challenge for Telkomsel as the market leader to maintain its growth and sustainability.

   The dynamics of the telecommunication market have become even more complex with the uncertainties that were sparked by the COVID-19 pandemic, which changed consumer behavior and macro-economic conditions that impacted the purchasing power and consumption of society.

   In the face of this condition, Telkomsel conducted a strategic pricing strategy in terms of both acquisition and retention, optimized sales channels through the harmonization of the ecosystem, restructured partnership models, and continuously optimized revenues from digital lifestyle services such as games, video, and VAS.

3. **Regulation adversely affecting the business**

   Telkomsel is aware of the fact that changes in existing regulations may impact the Company's business. Therefore, Telkomsel continuously monitors amendments and changes of regulations to ensure compliance and minimize loss. Regulations that caught the attention of Telkomsel in 2022 were related to Personal Data Protection (PDP), tax, and Radio Spectrum Licensing (ISR).

   In terms of regulations related to Personal Data Protection (PDP), Telkomsel consistently conducted protection of customer data in accordance with internal policies and prevailing regulations. In terms of tax regulations, Telkomsel has updated its internal system to adjust to changed VAT tariffs. As for regulations related to ISR, Telkomsel ensured compliance with the phases defined by Ministry of Communication and Informatics.

   To comprehensively manage regulatory risks, Telkomsel ensures corporate governance and compliance, and provides recommendations to the Government in terms of telecommunication regulations, both those that are in the making and those that are prevailing, from the perspective of the Company as one of Indonesia's foremost telecommunication operators. On the other hand, Telkomsel makes sure that it is able to comply with all new regulations, in coordination with the parent company, and by involving experts, associations, and professional institutions.

4. **Vulnerability of ICT Security**

   The utilization of Information and Communication Technology (ICT) in products/services of Telkomsel must be secured. With the abundance of these products/services, the Company carries the potential risks of cyber-attacks, such as data theft, fraud, and illegal access to the company's ICT system. ICT Security has become a crucial part of the company in safeguarding the company's internal data as well as protecting customer data under the Law of Personal Data Protection (PDP), and to ensure the sustainability of the company.

   To manage this risk, Telkomsel enhanced its ICT security in several aspects, such as continuously enhancing the awareness of all employees, improving the security of internal and third-party access through the Virtual Workspace and Secure Access (VISA), and by regularly conducting Cyber Patrol activities and Vulnerability Assessment (VA) to identify various security risk potentials at IT and Network.

In 2022, as a follow-up of the 2021 risk management maturity level assessment, Telkomsel has changed the risk management organization, with the aims of:

1. Strengthening the Company's risk management function
2. Separating the functions and responsibilities of Strategic Risk Management and Operational Risk Management
3. Enhancing productivity and/or accelerating processes, particularly those related to risk reviews of new businesses or projects that require more competent and focused resources
4. Improving the management of operational risks.

Furthermore, to enhance the awareness and involvement of business units, Risk Control Units (RCUs) have been placed in each directorate. RCUs function as coordinators to ensure the implementation of risk management in each directorate.

Business Continuity Management (BCM)

Business Continuity Management (BCM) has become an integral part of risk management at Telkomsel. The proliferation of natural risks and the Covid-19 pandemic showed the role of BCM as a crucial component of the company's sustainability. Telkomsel has defined nine Business Continuity Plan (BCP) scenarios from hacking incidents, disturbances at the head office or TTC data center, disturbances of third parties (partners/vendors), to natural disaster or epidemic incidents. To ensure that the TTC infrastructure/data center of the Company continues to perform and provide excellent services to the customers, throughout 2022 Telkomsel has conducted the TTC risk assessment program and rehearsal, regularly and in a continuous manner.

Internal Control Improvement Program

Following the COSO International Control Framework 2019 and the TM Forum Framework, the Company conducted continuous improvement of business processes and Risk Control Matrix (RCM) related to financial reporting processes (ICoFR) and operations, with the aim of ensuring achievement of the Company's targets and the financial reporting is supported by up to date business processes and sufficient internal control, align with the most current conditions of the Company.

The continuous improvement included improvements which were stimulated by changes in the organization, rules and regulations, new businesses of the Company, and the automation and processes simplification.

In terms of organizational change related to strengthening of the risk management function, in 2022 the internal control organization underwent changes that widened the internal control scope, not only ICoFR but also the monitoring and evaluation of Non Internal Control of Financial Reporting (Non ICoFR) processes.

Non ICoFR is mainly aimed to support the achievement of the company's goals and performance targets, controlling and minimizing risks, securing corporate assets, and supporting operational effectivity and efficiency, as well as supporting compliance with provisions, and prevailing rules and regulations.

Regulatory Management

Overview

The Regulatory Management Sub-Directorate supports Telkomsel's operation within a dynamic regulatory environment that is constantly adapting to the rapid growth and changes of the mobile and digital telecommunication industry of Indonesia. In 2022, Telkomsel participated in the public consultation activity of the Ministry of Communication and Informatics about several new regulation bills. Additionally, the Regulatory Management Sub-Directorate conducted:

Regulatory Alignment

Telkomsel is committed to accelerate Indonesia's digital transformation, in cooperation with the National Government and Regional Governments. To support Regional Governments in regards with quality enhancements and range of public services, regional regulations and policies need to be aligned. We comply with rules and regulations that rent levies of right of way, and meet our obligations to pay retributions, and in 2022 we saw an increase compared to 2021. In the meantime, we always communicated with Government to reach a win-win formula for retribution tariffs and rent levies.

Digital Broadband for the People

Telkomsel works continuously with a technological approach to connect all regions of Indonesia to enhance the living standards of the people. In 2022, we have expanded 4G/LTE services to regions that have been left without telecommunication and need information and communication technology facilities. At the same time, we position ourselves as a gate of digital solutions and provider of quality and evenly available connectivity for the Indonesian people, moving towards the Indonesian Digital Ecosystem.

2.3 GHz Radio Frequency Spectrum Collaboration

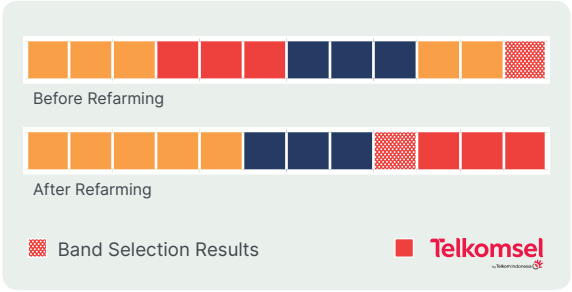
In 2022, Telkomsel and PT Berca Hardayaperkasa (Berca) collaborated for MotoGP Mandalika 2022 event, and in the course of utilizing the 2.3 GHz Radio Frequency Spectrum in the Nusa Tenggara Barat province to implement 5G technology. The collaboration was approved by the Minister of Communication and Informatics, particularly related to right of using the 2360-2390 MHz that was held by Berca to implement 5G technology from March to May 2022 by Telkomsel.

The 2.1 GHz Radio Frequency Band Selection Winner of 2022

Telkomsel has been declared by the Ministry of Communication and Informatics as the winner of the 2.1 GHz Radio Frequency Band Selection winner for the range of 1975-1980 MHz paired with 2165-2170 MHz. Based on the decision, the Government awarded Telkomsel the abovementioned 2.1 GHz Radio Frequency Band with a nationwide coverage.

2.1 GHz Radio Frequency Band Refarming

Related to the declaration of Telkomsel as the winner of the 2.1 GHz Radio Frequency Band Selection, the Ministry of Communication and Informatics stipulated a decree related to the rearrangement of the Radio Frequency Spectrum at 2.1 GHz Radio Frequency Band because there was a non-contiguous and need to refarming to optimize the use of this spectrum, aligned with the ministerial regulation on the optimization of the radio frequency spectrum.



A technical instruction of the refarming was then issued by the Director General of Post and Information Resources and Equipment and was realized in stages starting from December 2022 consist of cluster 1 (Maluku & Papua), cluster 2 (Northern Sulawesi), Cluster 3 (Southern Sulawesi), Cluster 4 (Eastern Kalimantan), Cluster 5 (Western Kalimantan), Cluster 6 (Nusa Tenggara) and expected to be done in February 2023.

Electronic System Operator (PSE) Certificate

Following the issuance of the Regulation of the Ministry of Communication and Informatics No. 5/2020 on the Private Electronic Systems Operators, Telkomsel registered and obtained six electronic system operator certificates, on top of the 33 that have been obtained before. The six new electronic systems are: FEED, Shellfire, Condor Heroes, Langit Musik, MyNSP, and NSP.

5G Trials – 3.5 GHz and 26 GHaz

Telkomsel was involved by the Ministry of Communication and Informatics in the 3.5 GHz and 26 GHz frequency band 5G trials in several locations. The trials were based on a Decision of the Minister of Communication and Informatics and the Decision of the SDPPI Director General, and supporting G20 and PIDI 4.0 events. Telkomsel conducted the 5G trials in Toba Lake, Banjarmasin, Jakarta, Tangerang, Lombok, Bali, and tested the extended range features.

Technical Provisions for Achieving Coverage of 4G Cellular Network Service Areas as Obligations to Implement Cellular Mobile Network in the Region of 3,435 Non-3T Villages

In June 2022, the Director General of Post and Informatics of the Ministry of Communication and Informatics issued a regulation that arranged site selection, measurement of service areas, measurement methods, reporting of services, protection of telecommunication services, and the provision of customer service centers in 3.435 non-3T villages as a JABERSEL Management Development Obligation. Telkomsel anticipated and prepared mitigation measures towards the risk of not fulfilling the obligation.

3G to 4G Network Upgrade

Telkomsel has kicked off its 3G to 4G network upgrade program, which was attended by the Ministry of Communication and Informatics (Kominfo) in April 2022. Telkomsel has received support to its program in the form of a letter of support by Kominfo, and from the National Consumer Protection Agency (BPKN) and the Indonesian Consumers Foundation (YLKI). The program was carried out to enhance the quality of service to customers.

Regulation Drafts

During 2022, the Ministry of Communication and Informatics has conducted several public consultation events regarding certain regulation drafts, as below:

1. Draft of a Director General Regulation on the Technical Implementation of Telecommunication Service Customer Registration Using Biometric Population Data
2. Draft of a Director General Regulation on the Technical Specifications of Obligatory Development
3. Draft of a Director General Regulation on the Telecommunication Network Operational Quality Standards

4. Draft of a Director General Regulation on the Technical Guidelines on IMEI-based Jebersel Access Restriction to Devices and/or HKT Telecommunicaton Devices
5. Kominfo RPM on the Use of SFR based on Class Permits
6. Amendment of Director General Regulation on the Telecommunication Service Operation
7. Amendments to Ministry Decree 36 of 2015 concerning Internet Protocol Management
8. Amendment of the 2018 National Fundamental Technical Plan Telecommunication Minister Regulation (FTP 2018 Telecommunication)
9. Amendment of Government Decree 80/2015 on Ministry of Communication and Informatics Non-Tax State Revenue Types and Tariffs

The abovementioned regulation drafts that will be issued by the Ministry of Communication and Informatics in 2023 regulate several business aspects of the telecommunication industry sector, which needs to be anticipated and mitigated properly, by providing inputs and responses so that the regulation is able to accomodate management positioning and can be expected to support Telkomsel's business sustainability.

Fulfillment of Obligations to the Government

In 2022, Telkomsel has fufilled the following obligations:

- Telkomsel has been declared to fulfill the commitment related to the license to operate mobile cellular networks and the license to operate services by the Ministry of Communication and Informatics.
- Telkomsel surpassed the targeted minimum of Local Component Level (TKDN) as an obligation for telecommunication operators that use the 2100 MHz frequency band.
- Telkomsel has met the obligation to report the fulfillment of telecommunications services quality that has been verified by the Ministry of Communication and Informatics.
- Telkomsel has paid all obligations for payment of radio frequency spectrum usage fees (BHP IPFR) for the 800 MHz, 900 MHz, 1800 MHz, 2100 MHz and 2300 MHz frequency bands
- Telkomsel has submitted a commitment guarantee for payment of the next year's radio frequency spectrum usage fee (BHP IPFR) in the form of a spectrum surety bond to the Government in accordance with statutory provisions.
- Telkomsel has paid the Telecommunications Operations Rights (BHP Jastel) and Universal Service Contribution (KPU/USO) obligations to the Government, the amount of which is calculated based on statutory provisions.
- Telkomsel has fulfilled the obligation of reporting to Bank Indonesia, PPATK, and the Financial Service Authority as part of the fulfillment of the obligations in business license/operating license of the Company.

Litigation

Tax Cases

In September 2020, Telkomsel filed an appeal to the Tax Court amounting to Rp457.1 billion in relation to 2014 and 2015 underpayment of WHT and VAT. In April and May 2022, Telkomsel partially received the verdict in which the Tax Court accepted the Company's appeal amounting to Rp118.9 billion, while the balance of Rp331.5 billion is still pending.

Out of those partial verdict in favour of Telkomsel, the tax authority had filed judicial review to the Supreme Court ("SC") in August 2022 amounting to Rp31.9 billion. Telkomsel had since submitted its contra memorandums for the judicial review in September 2022. The case is currently in the process for the results of appeal for CIT and judicial review for VAT.

Bankruptcy of Aneka Putra Santosa

One of Telkomsel's business partners, PT. Aneka Putra Santosa (APS) has been declared bankrupt based on the Commercial Court Decision of the Central Jakarta District Court in December 2021. This verdict was issued because in the process of Postponement of Debt Payment Obligations (PKPU), the creditors rejected APS's peace proposal. In line with the verdict, Telkomsel has submitted an accounts receivable registration of Rp42.3 billion.

During the verification process of the trial, Telkomsel has submitted evidence related to the receivables for the value mentioned above. As a result, the Curator Team and APS have acknowledged the full number of receivables submitted by Telkomsel, with the amount of Rp42.3 billion.

The results of the verification process of the receivables with the aforementioned amount will be included in the list of fixed receivables (DPT) in accordance with applicable laws and regulations, but as per writing this report, the DPT has not been issued because there is still an ongoing verification process for other creditors of APS.

06

Telkomsel
by Telkom Indonesia

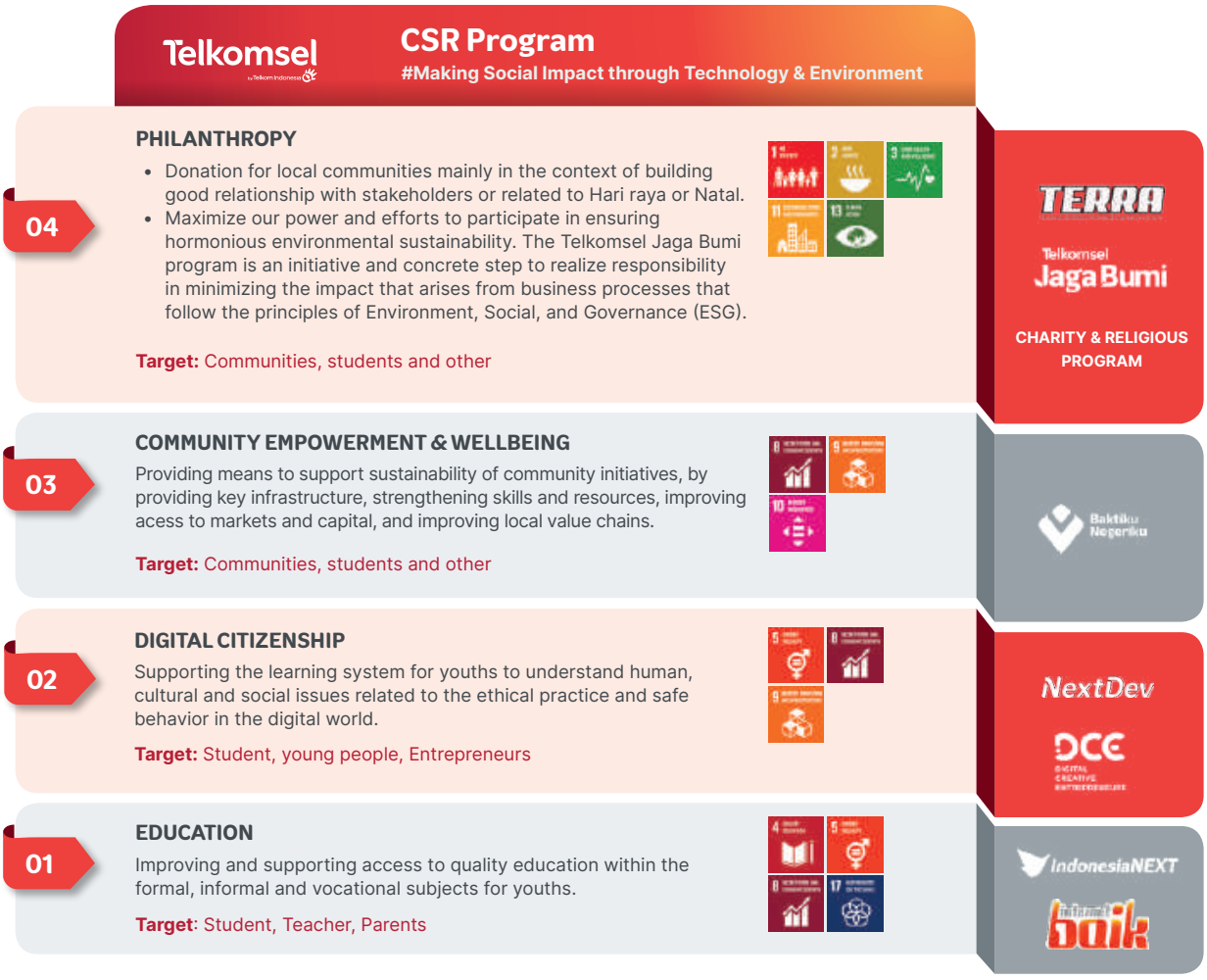
Corporate Social Responsibility

Corporate Social Responsibility

Foundational Principles and Aims

Telkomsel implements its Socio-Environmental Responsibilities to support national development and to deliver positive contributions to sustainable development through technological development and environmental conservation.

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



Telkomsel's CSR Objectives

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

Telkomsel's Environmental Objectives

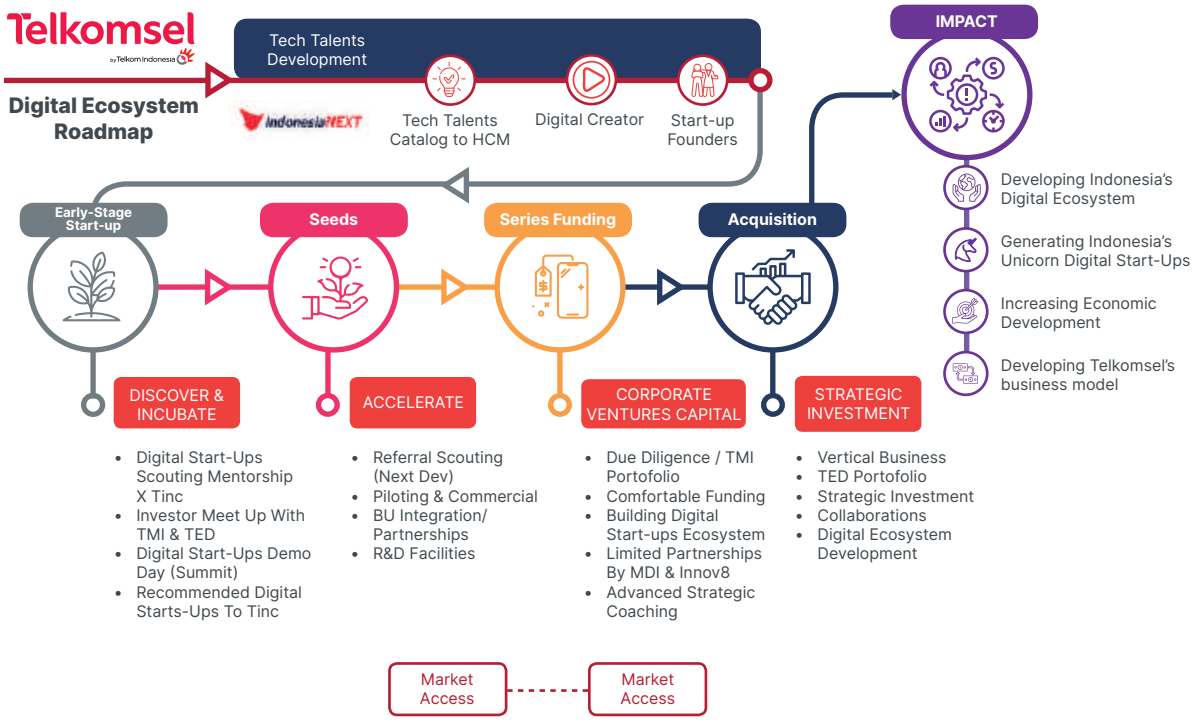
Telkomsel strives to maximize our power and efforts to participate in environmental conservation, while minimizing the impact of our business processes.

Telkomsel's Sustainability Strategy

Telkomsel has conducted economic and social development activities since 2017, aligning corporate assets to create lasting impacts, particularly in terms of digital competencies and capacities, the development of Indonesia's digital ecosystem, and the improvement of digital business standards.

We implement these efforts with four pillars – Education, Digital Citizenship, Community Empowerment and Wellbeing, and Philanthropy. Furthermore, Telkomsel also has an environmental program.

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



Education

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

Target: Students, Teachers, Parents

IndonesiaNEXT

Telkomsel advances digital talent development in Indonesia to overcome soft-skill and hard-skill problems of graduate and post-graduate students, and to strengthen its corporate image as Indonesia's leading digital telco company, through the IndonesiaNEXT program. This is Telkomsel's CSR Masterpiece in the pillar of Education that opens opportunities for Indonesian students to enrich their skills through internationally certified training.

In 2022, IndonesiaNEXT handled 10,504 participants and selected 34 top talents. Since its inception in 2016, this program has handled 73,574 applicants from 2,906 tertiary educational institutions and has produced 5,575 students with international certifications.

The IndonesiaNEXT program featured online learning with the Merdeka Belajar pattern, realized in a series of activities that comprised Inspiring Webinar, Hard Skills Training, International Certification, Soft Skills Training, and Bootcamp – from regional to national levels.

The 2022 Hard Skill Training managed 2,330 participants, with the training domains of Office Powerpoint 2016, Microsoft Office Excel 2016, Adobe Photoshop Creative Cloud 2020, and Adobe Illustrator Creative Cloud 2020. The certification followed this pattern.

The Soft Skill Training featured the topics of Communication Skills and Public Speaking, Project Management Fundamentals, and Visual Communication.

Internet BAIK

Telkomsel supports parents and educators facing the rapid change of technology through the digital citizenship program Internet BAIK, supported by the Internet BAIK application.

BAIK is the acronym of *Bertanggung Jawab* (Responsible), *Aman* (Safe), *Inspiratif (Inspirative)*, and Kreatif *(Creative)*; the Internet BAIK program comprises Education roadshows, Seminars & Webinar, Training of Trainer, and Workshops & Employee Volunteer Participation.

Telkomsel is aware that one of the digital ecosystem's cornerstones is the character of the human user. Therefore, since 2016, we have been actively developing digital education in a select group of dozens of Indonesian cities.

Healthy Digital Wellbeing is an instrument needed to face changes such as the migration from Face-to-Face Learning to Distant Learning and the introduction of Merdeka Belajar Distant Learning, new habits of the digital era, trendy use of technology, changes in the way families communicate, the emergence of new professions, and others.

Internet BAIK has successfully launched an application with the main campaign of "The Goods of Internet start with InternetBAIK". This application is hoped to become a reference for Indonesian netizens as they learn how to use the Internet in a proper way, the BAIK way.

Digital Citizenship

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

Target: Student, young people, Entrepreneurs.

NextDev

This program grooms next developers of startups in Indonesia through NextDev Talent Scouting, NextDev Academy, and NextDev Summit with the aim of unlocking potentials of early-stage startups. Started in 2021, NextDev has refocused by centering attention on issues and challenges related to the 2030 SDGs.

NextDev Talent Scouting – a series of activities to engage startups through roadshows, talkshows, and pitch reviews. In 2022, 231 digital startups applied from Sumatra, Jabodetabek, Java, Bali, Nusa Tenggara, Kalimantan, Sulawesi, Maluku, and Papua; 12 were chosen, from the Tourism & Creative Economy, Green & Clean Tech, Health & Education, and Gaming & Gaming Platform tracks.

NextDev Academy – the incubation phase for startups that have passed the pitch track phase with proven business concept and digital products. In 2022, the top3 of the four tracks enrolled in the incubation phase, with the tutoring of 17 source persons in 18 webinar classes.

In the incubation phase, participants followed orientation, bootcamp, and 1-on-1 mentoring sessions with a select few of experts and networked with the NextDev alumni.

NextDev Summit – the final phase of the NextDev program, which takes the form of showcases, comprising conference and keynote sessions, exhibition, and demo day. This phase is aimed to open and gather excellent potentials and to facilitate matchmaking between businesses and investors. A forum for digital start-ups and investors delivered in the form of a hybrid conference, in 2022 the NextDev Summit presented 26 digital startups that went on stage with 76 speakers (divided into more than 24 classes) in front of a 2,232 strong audience. The Evangelists of the 2022 NextDev program were introduced, namely MOI, Eduka System Lindungi Hutan, CekLab.id., Botika, Habibi Garden, and Cakap.

The DCE 2.0 team's curators selected 200 MSME from the categories of Fashion, Culinary, Handicrafts, and Self-Care businesses. They were then enrolled in the On Boarding stage with Telkomsel's business units of 99% Usahaku, MyAds, and Kuncie, as well as the Thisable community of persons with disabilities.

Digital Creative Entrepreneurs (DCE)

A masterpiece of Telkomsel's CSR program, DCE is aimed to sustainably enhance the capabilities, competencies, and creativity of Indonesian MSME subjects through digitalization. In 2022, DCE was held for the second time and included a Kick-Off Webinar and Roadshows in four cities: Batam, Batu, Bandung, and Makassar. More than 1,500 MSME subjects applied to participate in DCE 2.0.

Community Empowerment and Wellbeing

Upholding the sustainability of community initiatives, by providing key infrastructure, strengthening skills and resources, improving access to markets and capital, and improving local value chains.

Target: Communities, Students, and Others.

Baktiku Negeriku

Telkomsel upholds the commitment to guard national food security through the Baktiku Negeriku program that comprises Technological Intervention, Digital Platforms, and Agents of Change. Digital innovation and agricultural technology are directed to enhance productivity by enhancing the usability of existing land.

In the programs 2022-2023 period, Telkomsel used the theme of "Digitalization with IoT technology for agriculture with precision". The drone technology and the precision agricultural management platform were introduced in three provinces, in the Village of Jati, Karanganyer Regency, Central Java; the Village of Peleret, Bantul Regency, Yogyakarta; and the Village of Kersamenak, Garut Regency, West Java.

Creative Digital Center – with a desktop computer with Internet connection and the installed precision agricultural management platform, the Baktiku Negeriku Digital Centers become farmer information and training centers, including the use of drone technology for on schedule spraying of fertilizers, fungicides, or pesticides, with standard operational procedures, so that the produce is both measurable and traceable.

Digital Platform – the precision agricultural management platform provides new land use experiences for farmers, with important data being available anytime and anywhere. The platform connects the computer of the Digital Center with the farmers' mobile phones, so that it is used not only in training activities but also promotional and even branding activities by the famer groups.

Agents of Change – Telkomsel's employees through the Employee Volunteering Program engage with the Baktiku Negeriku program for 3-4 months, helping the farmers to utilize the digital platform and the digital center, and thereby becoming agents of change for the people of Indonesia.

Philanthropy

Donations for local communities mainly in the context of building good relationships with stakeholders or related to Eid al-Fitr, Eid al-Adha or Christmas

Target: Communities, Students, and Others.

TERRA

In 2022, Indonesia experienced 3,531 natural disasters and Telkomsel, through the TERRA program, strives to enhance disaster mitigation awareness of employees and graduate students, collaborating with universities, research agencies, the national SAR agency, and the United Nation's Office for the Coordination of Human Affairs.

The program included webinars with source persons such as the Dean of the Geological Faculty of ITB, researchers of BRIN, as well as experts from BASARNAS and OCHA.

Furthermore, TERRA also developed a digital application that contains 18 philanthropic activities, as well as photos, videos, and tracking of 66,701 positions of the Cianjur earthquake, 124,285 positions of the Panaitan island expedition, and also data of 268 volunteers and data of 17,229 locations of PLN, TNI, POLRI, Hospitals, Puskesmas, and BPBD, all useful in the mitigation of disasters.

TERRA also provides aids in the form of telecommunication network recovery, media centers, Posko Siaga, research and rescue activities, temporary school tents, up to psychosocial help for survivors and logistic support for public kitchens near the natural disaster locations.

Religious Programs

Siaga RAFI – Telkomsel cares and is committed to extend help to those in need, including in the period of Ramadhan and Eid al-Fitr of 1443H/2022. In this period, Telkomsel Siaga Ramadhan and Eid al-Fitr 2022 distributed staples packages and predawn meals (suhoor) and breaking the fast, donations for ill Dhuafa, as well as aids for foundations, nursing homes, and great mosques.

Siaga Idul Adha – Telkomsel distributed 738 sacrificial animals to more than 46,000 beneficiaries, spread over Indonesia during Eid al-Adha 1443H. The sacrificial animals were obtained from local breeder MSMEs, distributed in 700 locations, and involved the foundations of Dompet Dhuafa, KitaBisa, as well as Majelis Telkomsel Taqwa and the digital startup Ternaknesia in the distribution. Furthermore, Telkomsel's employees have also directly distributed sacrificial animals to members of society in need.

Siaga NARU – In the Christmas and New Year period, Telkomsel Siaga NARU 2022 distributed sembako/ food packages, starting capital grants, educational grants, and gifts for orphans, handicapped groups, pre-welfare parts of society, as well as foundations, orphanages, and churches. The activity was aimed to uphold *Satukan Semangat, Bangkit Lebih Kuat*, in line with the post-pandemic recovery spirit of Indonesia.

Telkomsel Jaga Bumi

Telkomsel Jaga Bumi

An umbrella campaign for the green initiatives of Waste Management, Carbon Offset, and Tahura Digitalization Support. Tahura is the abbreviation of Taman Hutan Raya (Grand Forest Parks), which are designated conservation zones.

Waste Management Collaboration with PlusTik

Telkomsel is more than concerned about the management of plastic waste and has adopted a circular economy concept to manage plastic waste. Data shows that only 9% of plastic waste is being recycled. Since we produce plastic sim cards (kartu perdana), a collaboration with PlusTik has been forged to transform the plastic cards into mobile phone holders and pavement blocks. A single-use product gains a new "life".

Carbon Offset with JejakIn

JejakIn is a carbon offset platform that helps users to calculate, analyze, monitor, and gain knowledge about their carbon footprints and how to mitigate the negative impacts. By using the MyTelkomsel application and the Telkomsel website, the collaboration with JejakIn encourages Telkomsel's customers to donate the TelkomselPOIN to participate in the carbon footprint mission, with the World Agroforestry Centre's standards.

The Digitalization of TAHURA

Telkomsel support the TAHURA Ngurah Rai, Bali, digitalization in the form of monitoring mangrove plants with IoT, dashboard monitoring, as well augmented reality and virtual reality enriched education. The support is aimed to generate use cases which in turn will be used to encourage companies in Indonesia to create business processes that uphold sustainability aspects.

07

Telkomsel
by Telkom Indonesia

Management Discussion and Analysis

Management Discussion and Analysis

Macroeconomic Review

Supply chain disruptions related to geopolitical conflicts and high inflation rates are increasing the uncertainty that will characterize the global economy in 2022. However, Internet users and digital services continue to maintain the growth rate of the telecommunications industry at a sustainable level. In Indonesia, which has been able to maintain inflation at a controlled level and an economic growth rate of 5.3% and marked by increased mobility and increased public consumption level, the telecommunications market continues to grow, even though the conditions it faces do not fully support sustainable growth.

Indonesia's Economic Journey

In 2022, Indonesia demonstrated its remarkable economic resilience while industrial rationalization shifted valuable resources to more efficient businesses. This trend also occurred in the telecommunications sector of the global economy. This sector excelled in mobilizing resources, although it too faced the challenges of macroeconomic and geopolitical competition.

Back to Indonesia, sustainable growth at a rate of 5.3% (GDP, YoY 2022-2021) was supported by telecommunications that stood out in connecting people and businesses. Domestic demand levels and a good trade balance also play a role, as does the level of private consumption, which increased from 2.0% in 2021 to 4.9% in 2022, driven by leisure-related activities, such as transportation and hospitality.

Industry Outlook and Business Review

2022 turned out to be another challenging year – challenging, not because there was a lack of opportunities but because there were many. As Indonesia digitalized rapidly, from the financial to the mining sectors and of course also the people, Telkomsel – as the country's leading mobile cellular telecommunications operator – was looked upon to lead the way in the business and industry realms.

The telecommunication sector continued to play its important role in the society amidst the challenges from macroeconomics and geopolitical uncertainties. The reopening of public restriction and increasing mobility have led the private consumption grew positively in 2022 which also have been supported by the policies and post-pandemic handling applied by the government. These created a more optimistic stance across the telecommunication industry, which was facing more rational competition with initiatives for rationalization while the shift of the Legacy business towards Data service continued to accelerate.

Strategic actions have been implemented to improve customer experience and ensure business sustainability:

- Pricing rationalization for market repair while keeping with market relevance and protecting relative market position.
- Optimization of the value of customers through personalization and service differentiation.
- Continuous network optimization and improvement to strengthen network leadership that support focus on Digital Business.
- Focused on securing profitability through cost optimization measures to efficiently manage operational expenses.
- Strengthened core broadband with digital services portfolio to capture growth opportunities and secure company's long-term growth through new digital initiatives with strategic planning execution.

2022 Performance

Telkomsel delivered positive revenue growth outperformed the industry in Q4-2022(+1.3% QoQ, +1.8% YoY) with healthy levels of profitability supported by consistent growth of Digital Business (+4.8% QoQ, +6.9% YoY).

Telkomsel successfully improved productivity and quality of customers as indicated by higher payload (+3.6% QoQ, +18.7% YoY) and solid ARPU growth (+7.3% QoQ, +1.3% YoY) aligned with the company strategy to lead industry rationalization.

Telkomsel committed to maintain and strengthen network leadership with continuous network deployment as total BTS on air reached 265,194 units in 2022 (+1.7% QoQ, +5.6% YoY) including more than 165,000 4G BTS & 280 5G BTS.

Operational Results

As of December 2022, Telkomsel managed to have 156.8 million subscribers. This result is aligned with the corporate strategy of implementing healthy conduct, optimizing customer value, and focusing on renewal that resulted in more productive subscribers.

We continue to enhance and strengthen our IT platform in order to improve our customer analytics' capability, which in helped to digitalize and create more personalized products. Moreover, we also elevated and expanded our digital capabilities to create distinctive digital experiences for our customers.

Continuous network development supported our focus on the Digital Business, with 4G and 5G BTS deployment to reach 165,120 and 284 units, respectively, by December 2022. As we have covered most of Indonesia's population with our 4G LTE network throughout the country, network quality and capacity was a focus of the deployment. The network roll-out brought a total 265,194 units of BTS on air at the end of December 2022, increasing the number by 5.6% YoY, of which 215,036 units were 3G/4G/5G BTS.

Financial Results

Key Indicators (Rp Bn)	FY22	FY21	Growth	4Q22	3Q22	Growth
Revenues	89,039	87,506	1.8%	22,877	22,575	1.3%
Legacy	16,109	19,275	(16.4)%	3,508	4,097	(14.4)%
Digital Business	72,930	68,231	6.9%	19,370	18,478	4.8%
Expenses excl. Depr. & others	38,551	37,485	2.8%	10,192	9,655	5.6%
Expenses incl. Depr. & others	62,827	52,524	19.6%	19,195	14,947	28.4%
EBITDA	50,488	50,021	0.9%	12,686	12,920	(1.8)%
EBITDA Margin (%)	56.7%	57.2%	(0.5)ppt	55.5%	57.2%	(1.8)ppt
Net Income	18,367	26,160	(29.8)%	1,577	5,389	(70.7)%
Net Income Margin (%)	20.6%	29.9%	(9.3)ppt	6.9%	23.9%	(17.0)ppt
Operating Net Income*	21,217	21,823	(2.8)%	5,323	5,308	0.3%
Operating Net Income Margin(%)	23.8%	24.9%	(1.1)ppt	23.3%	23.5%	(0.2)ppt
Proportion of Digital Business (%)	81.9%	78.0%	3.9ppt	84.7%	81.9%	2.8ppt

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

Revenue - Maintaining profitability and increased Digital Business portion

Continued natural transition of Legacy towards Data and the impact of OTT services cannibalization slowed down Telkomsel's Legacy business. We launched several initiatives to maintain Legacy and prolong the tail with a personalized marketing approach to offer better package value while addressing customers' needs with consistent network quality and services; at the same time, we also increased the penetration of voice packages.

Digital Business remained Telkomsel's engine of growth as the leading digital telecommunication company in Indonesia, supported by a focus on guarding dominance in network supply. This segment recorded a positive performance with a 6.9% YoY growth to reach Rp72,930 billion and increased its contribution to total revenues from 78.0% to 81.9% driven by the healthy growth of Data with Digital driving future growth.

Revenue from Data grew by 7.5% YoY to Rp62,952 billion with stable Data users and enhanced 3G/4G capable device penetration (126.0 million and 80.3% penetration), leading to a healthy growth in Data payload (+18.7% YoY to 16,426,853 TB) and payload consumption at 11,962 MB per Data user (+16.1% YoY).

Operating Expenses – Cost optimization initiatives to effectively manage operational expenses

As of December 2022, total expenses excluding depreciation, amortization and others (net) increased by 2.8% YoY to Rp38,551 billion (+19.6% YoY to Rp62,827 billion if including depreciation, amortization and others-net) in line with the Company's continuous effort of optimizing networks and securing spectrums as well as investment to enhance Digital Business performance. The growth of total expenses was mainly driven by Operations & Maintenance expense, related to the Company's initiative to strengthen 4G LTE services and maximize Broadband service quality, while continuously developing the network to reach 265,194 total BTS (+5.6% YoY). Additionally, adjustment in fair valuation of investment in GoTo is already included with mark to market position.

EBITDA and Net Income – Healthy margin to support sustainable growth

Telkomsel launched strategic actions to cope with challenges and to ensure business continuity, leading to positive growth of total revenues amidst the decline in Legacy. Furthermore, we also implemented initiatives to effectively manage operating expenses at a sustainable level of profitability, resulting in a 56.7% EBITDA margin.

We recorded Net Income of Rp18,367 billion in 2022, a decrease of 29.8% compared to the Rp26,160 billion Net Income of 2021, included inorganic initiatives with one-off gain on sale & leaseback of towers and changes in fair value of investment in GoTo. For simple normalization on both one-off gain & valuation, Operating Net Income in 2022 and 2021 reached Rp21,217 billion and Rp21,823 billion, respectively (-2.8% YoY) with healthy levels of profitability were still maintained.

Consolidated Statements of Financial Position – Maintained fundamental financial position

Description (Rp Bn)	Dec-22	Dec-21	Growth
Current Assets	16,290	12,288	32.6%
Non-Current Assets	84,701	89,014	(4.8)%
Total Assets	**100,991**	**101,302**	**(0.3)%**
Current Liabilities	32,241	31,654	1.9%
Non-Current Liabilities	38,708	30,205	28.2%
Equity	30,042	39,443	(23.8)%
Total Liabilities & Equity	**100,991**	**101,302**	**(0.3)%**

Higher Current Assets growth was mainly driven by the increase in Cash and cash equivalents while lower Non-Current Assets were mainly caused by the decrease in long-term investment.

Higher Current Liabilities were mainly due to the increase in taxes payables and higher Non-Current Liabilities were mainly caused by the increase in lease liabilities.

Furthermore, a decrease in retained earnings lowered Total Equity.

Consolidated Statements of Cash Flows – Maintaining strong cash generations

Description (Rp Bn)	FY22	FY21	Growth
Cash Flows from Operating Activities	43,022	40,982	5.0%
Cash Flows for Investing Activities	(8,652)	(12,943)	(33.2)%
Cash Flows for Financing Activities	(30,783)	(34,427)	(10.6)%
Net Increase/(Decrease) in Cash & Cash Equivalents	**3,586**	**(6,388)**	**156.1%**
Cash & Cash Equivalents at Beginning of Year	2,766	9,154	(69.8)%
Cash & Cash Equivalents at End of Year	6,352	2,766	129.6%

Higher net cash generated from operations was reached mainly due to the increase in total cash receipts from operating activities and lower total cash payments for operating costs and expenses.

The lower cash flows used in investing activities were related to the long-term investments in PT Aplikasi Karya Anak Bangsa (Gojek) in 2021.

Lower cash flows for financing activities was mainly caused by lower payment of dividends to date.

Debt Profile – Maintaining a Healthy Debt Level

As of 31 December 2022, Telkomsel's total outstanding loans amounted to Rp1,000 billion, derived from utilization of revolving credit facilities. Telkomsel Debt to Equity Ratio (DER) was at 3.3% (exclude lease liabilities).

Telkomsel has to maintain several financial covenants related to its loans/debts as follows:

Covenants to be Maintained	Required	Actual
EBITDA to Debt Service	≥1.25	3.20
Total Debt to Tangible Net Worth	≤2.00	0.04

* Debts covenants exclude lease liabilities.

Credit Ratings – Excellent Credit Quality

Telkomsel retained its excellent credit quality, making it one of the most highly rated companies in Indonesia. Fitch Rating Indonesia most recently issued the AAA (National Long-Term) with Stable Outlook for Telkomsel in October 2022.

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 superior network quality as a means to sustain long-term growth.

Telkomsel will continue to empower its digital business by enhancing product offerings and digital capabilities to reach beyond connectivity while expanding its current digital ecosystem. As a form of contribution in accelerating Indonesia's digital economy, Telkomsel established INDICO to become the leading platform that effectively leverages our assets to unlock opportunities in Indonesia's Digital Ecosystem. Telkomsel believes this is the right path on its transformative and digitalization journey for securing the Company's long-term growth and at the same time providing differentiation for subscribers across the nation.

Digital Initiatives as the Key Foundation

Telkomsel committed to enhance product differentiation and digital capabilities to go beyond connectivity while expanding its current digital ecosystem, thus continuously focusing on customer needs and long-term growth supported by network quality.

Within this context, Telkomsel:

- Built up positioning of MAXstream in the video streaming industry with around 11 million monthly active users and footprint in mobile gaming industry under Dunia Games brand with more than 20 million monthly active users.
- Augmented the functionalities of by.U, a fully digital prepaid product offering integrated services based on fully customizable digital applications with positive growth of customer to reach 4.8 million customers.

- Developed Telkomsel Orbit, a home wireless internet service as an effort to leverage strong network capacity.
- Rehauled MyTelkomsel app and Telkomsel.com to improve their value proposition and to better support other corporate wide programs with around 32 million monthly active users of MyTelkomsel app.

Telkomsel's investment in GoTo aims to create potential strategic partnership initiatives that will create robust synergy values by elaborating each other's capabilities and business advantages. We also aim to help accelerate the digitization of micro, small and medium enterprises (MSMEs) that is expected to move the national economy through Ecosystem collaboration, which includes:

- Collaboration on initiatives to increase the number of Telkomsel users within the GoTo ecosystem
- Easy onboarding for Gojek's partners to become Telkomsel reseller partners and integration of GoTo capabilities to support Telkomsel's telco and digital product distribution to touch a wider range of users.
- Integration of MyTelkomsel & GoPay to improve customer experience when using Telkomsel and GoTo digital products.
- Telkomsel MyAds service & GoBiz platform integration as an instrument to accelerate Indonesian MSMEs digitalization and business growth.
- Improving customer experience in using Gojek services with the Number Masking feature from Telkomsel's Enterprise solutions.

Telkomsel established PT Telkomsel Ekosistem Digital and officially introduced its brand name INDICO to become the leading platform that optimize Telkomsel's assets and capabilities to create a flywheel effect from innovations that will accelerate Indonesia's digital economy. It is also a manifestation of its determination in expanding the Company's digital business portfolio and as a company's proof to build an inclusive and sustainable digital ecosystem by implementing Telkomsel's digital trifecta: Digital Connectivity, Digital Platform, and Digital Services. Encouraging its development in the first wave, INDICO focuses on three digital industry sectors, namely edu-tech (Kuncie), health-tech (Fita), and gaming (Majamojo).

INDICO also accelerated the presence of true digital talents who focus on collaborations with cross-sectoral start-ups in the country, investors, and stakeholders in the digital industry for a more significant impact in strengthening the national digital economy through the following recent initiatives:

- INDICO introduced the company by hosting a talk show with the theme "Unlocking Indonesia's Digital Potential" at Expo 2020 Dubai through the participation of Telkom Group as one of the companies trusted by the Indonesian Ministry of SOEs to represent the Indonesian delegation at the event. INDICO also hosted the "Lokapala Jawara Nusantara" games tournament with endorsement from the Coordinating Ministry for Maritime and Investment Affairs, the Ministry of State-Owned Enterprises, and the Ministry of Tourism and Creative Economy.

- Kuncie joined forces with Google to launch Gapura Digital & Google Primer learning modules, launched Mini MBA program in partnership with the School of Business and Management-Institut Teknologi Bandung (SBM-ITB) and established Komplit as a comprehensive data analytics bootcamp.
- Fita launched Coach at the Center of Health (CATCH) platform as 1-on-1 coaching platform enables coaches to closely engage with users throughout their fitness journey.
- Majamojo joined partnership with Agate, one of the largest game developers in Indonesia, to oversee the launching of interactive visual novel game platform memories in the Southeast Asia region, released the "Boxing Star: KO Master" game and introduced Boxing Star Esport Tournament at Piala Telkomsel Jakarta 2022.

Consistently improved network quality by upgrading 3G to 4G service

Telkomsel's implementation of the 3G to 4G service upgrading process received full support from the Government through the Ministry of Communication and Informatics. The network service upgrade is part of Telkomsel's commitment as a leading digital telecommunication company to improve customer convenience and experience in adopting a digital lifestyle through quality improvement as well as equality of access to the leading broadband network throughout the country.

Obtained additional spectrum to strengthen network leadership

In November 2022, Telkomsel has been officially announced as the winner of the 2.1 GHz bandwidth frequency for mobile network bidding and in February 2023 the Ministry of Communication and Informatics completed the refarming of the 2.1 GHz radio frequency band. Additional spectrum will be utilized to increase capacity and quality of mobile cellular network to enable leading digital lifestyle while accelerating the digital transformation in the industry through equitable access of reliable broadband network that is fast, equal, and on par across the country.

5G service to support society, industry and government

As the first cellular operator to offer 5G in Indonesia, Telkomsel continue its strategy of improving a select use case for 5G deployment through implementing a demand-based approach for B2C and B2B in partnership with the manufacturing and infrastructure sector, support the educational sector, and participate in national events. Telkomsel presented 5G showcase during G20 Summit in November 2022 to promote the Indonesia's digital ecosystem capability to the world. The 5G showcase is a manifestation of Telkomsel's commitment to open wider opportunities for investment and collaboration across the nation, along with the increased trust from members of G20 in Indonesia's digital technology capability ecosystem.

Responsibility for the 2022 Annual Report

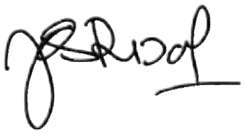
This Annual Report including the accompanying consolidated financial statements and related financial information for the year ended December 31, 2022 was authoritatively signed by members of the Board of Commissioners and the Board of Directors of PT Telekomunikasi Selular.

Jakarta, May 2023

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

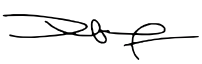
Adiwinahyu Basuki Sigit
Director of Sales

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

3G	3rd Generation of wireless mobile telecommunications technology
4G	4th Generation of broadband cellular network technology
APEC	Asia Pacific Economic Cooperation
API	Application Programming Interface
ARPU	Average Revenue Per User
ATM	Automated Teller Machine
BTS	Base Transceiver Station
Capex	Capital Expenditure
CBTA	Conditional Business Transfer Agreement
CFMP	Capital Expenditure, Financing, and Management Process
COMBAT	Compact Mobile Base Station
CSR	Corporate Social Responsibility
CRM	Customer Relationship Management
CVM	Customer Value Management
EBITDA	Earning Before Interest, Tax, Depreciation, and Amortization
Fintech	Financial Technology
GCG	Good Corporate Governance
GHz	Gigahertz
GPRS	General Packet Radio Service
GSM	Global System for Mobile communication
HCM	Human Capital Management
HSDPA	High Speed Downlink Packet Access
ICT	Information and Communication Technology
IFRS	International Financial Reporting Standards
IoT	Internet of Things
IT	Information Technology
LTE	Long Term Evolution
M2M	Machine to Machine
MHz	Megahertz
MMS	Multimedia Messaging Service
MSME	Micro, Small and Medium Enterprises
MoU	Minute of Usage
OTT	Over The Top
PSAK	Pernyataan Standar Akuntansi Keuangan
SIM	Subscriber Identity Module
SME	Small Medium Enterprise
SMS	Short Messaging Service
SOA	Sarbanes–Oxley Act
TADEX	Tanah Air Digital Exchange
TERRA	Telkomsel Emergency Response and Recovery Activity
TMI	Telkomsel Mitra Inovasi
Tinc	Telkomsel Innovation Center
USO	Universal Service Obligation
WAP	Wireless Application Protocol

List of GraPARI

Regional	Site Name	Address
Sumbagsel	GraPARI Alang-Alang lebar	Jl. Palembang Betung Km 15 No. 10, Kelurahan Sukjadi, Kecamatan Talang Kelapa
Sumbagsel	GraPARI Bandar Jaya	Jl. Proklamator Raya No. 71C, Kelurahan Bandar Jaya Barat
Sumbagsel	GraPARI Bandar Sribawono	Jl. Jenderal Sudirman No. 16A, Kelurahan srimenanti, Kecamatan bandar Sribawono Lampung Timur 34399
Sumbagsel	GraPARI Bangka	Jl Jenderal Sudirman Komp Ruko Permata Blok C No. 2
Sumbagsel	GraPARI Baturaja	Gedung Tap, Jl. A. Yani No. 71 B Depan SPBU Air Karang, Kecamatan Batu Raja Timur
Sumbagsel	GraPARI Belitang	Jl. Jenderal Sudirman Ruko Belitang Mas Gumawang Bk. 10
Sumbagsel	GraPARI Betung	Gedung PT. Pos, Jl Palembang, Betung No. 76 RT 003/001 TK. I, Kelurahan Betung, Kecamatan Betung Banyuasin 30578
Sumbagsel	GraPARI Curup	Jl. MH. Thamrin, Kelurahan Air Rambai, Kecamatan Curup Kota, Kabupaten 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. Jenderal Yusuf Singadekane No. 13, Kelurahan Jua Jua, Kecamatan Kayu Agung
Sumbagsel	GraPARI Kotabumi	Jl. Alamsyah RPN No. 43F, Kelurahan Kelapa Tujuh, Kecamatan Kotabumi Selatan, Kabupaten Lampung Utara
Sumbagsel	GraPARI Lahat	Jl. Kolonel Barlian No. 182 Talang Kapuk, Pasar Lama, Lahat
Sumbagsel	GraPARI Manna	Jl. Letnan Tukiran No. 46 RT. 02, Kelurahan Pasar Baru, Kecamatan Kota Manna, Kabupaten Bengkulu Selatan 38513
Sumbagsel	GraPARI MDP Palembang	Jl. Jenderal Sudirman Km 4, Gedung MDP Lt. Store Lt. 1 (Simpang Polda), Palembang 30128
Sumbagsel	GraPARI Merangin	Jl. Jenderal Sudirman Km 3, Kelurahan Sei Ulak, Kecamatan Nalo Tantan, Kabupaten Merangin Jambi 37300
Sumbagsel	GraPARI Metro Lampung	Jl.Jenderal Sudirman No. 282, Kecamatan Metro Pusat Kota Metro
Sumbagsel	GraPARI Muara Enim	Jl. Jenderal Sudirman, Talang Jawa Atas, Kelurahan 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. Jenderal Sudirman No. 02
Sumbagsel	GraPARI Pringsewu	Jl. Sudirman No. 1145 Pringsewu Barat, Kecamatan Pringsewu 35373
Sumbagsel	GraPARI Woltermongonsidi	Jl. Wolter Monginsidi No. 100B

Regional	Site Name	Address
Sumbagsel	GraPARI Rimbo Bujang	Jl. Pahlawan (Depan Polsek), Kelurahan Wirotho Agung
Sumbagsel	GraPARI Sarolangun	Jl. Lintas Sumatera Km 1 RT. 08 No. 02, Kelurahan Aur Gading, Kecamatan Sarolangun Jambi 37481
Sumbagsel	GraPARI Sebrang Ulu	Jl. A. Yani No. G26 RT. 031 RW. 01 Tangga Takat, Kelurahan 13 Ulu, Kecamatan Sebrang Ulu Ii Palembang
Sumbagsel	GraPARI Sekayu	Jl. Kol. Wahid Udin Ruko Sejahtera No. 559D, Kecamatan Sekayu, Kelurahan Serasan Jaya Musi Banyuasin, Sumsel 30711
Sumbagsel	GraPARI Sungai Penuh	Jl. Jenderal Sudirman No. 88A, Amar Sakti, Kelurahan Pondok Tinggi
Sumbagsel	GraPARI Tulang Bawang	Jl. Lintas Timur Unit 2 Kp. Dwt Jaya, Kecamatan Banjar Agung, Kabupaten Tulang Bawang, Lampung 34595
Sumbagsel	GraPARI Tungkal Ilir	Jl. kh Dewantara No. 30B, Kelurahan tungkal Empat Kota
Sumbagsel	GraPARI Belitung	Jl. Jenderal Sudirman No. 28 Ruko D-E Pangkalalang, Tanjungpandan
Sumbagsel	GraPARI Bengkulu	Jl. Letjen Suprapto, Anggut Dalam, Kecamatan 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, Lampung 35132
Sumbagsel	GraPARI Lubuk Linggau	Jl. Yos Sudarso No. 13A, Kelurahan Taba Jemekeh
Sumbagsel	GraPARI Muara Bungo	Jl. Jenderal Sudirman No. 76, Muara Bungo 37214
Sumbagsel	GraPARI Palembang	Mall Palembang Icon. Lt. 3. Jalan POM IX Lorok Pakjo, Kota Palembang. Sumatera Selatan 30127
Sumbagsel	GraPARI Telkom Group Palembang	Jl Jenderal Sudirman N0 459, 20 Ilir (Samping Kodam II Sriwijaya) Kota Palembang 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. Jenderal Sudirman No. 745, Bagan Batu, Kecamatan bagan Sinembah, Kabupaten Rokan Hilir 28992
Sumbagteng	GraPARI Bagan Siapiapi	Jl. Merdeka No. 23, Kelurahan Bagan Kota, Kecamatan Bangko.
Sumbagteng	GraPARI Bangkinang	Jl. DI. Panjaitan Depan Bengkel Adebe Junior, Kelurahan Langgini, Kecamatan Bangkinang Kota, 28412
Sumbagteng	GraPARI Batu Sangkar	Jl. Ahmad Yani Pincuran 7, Kecamatan Lima Kaum Batusangkar, 27211 Kabupaten Tanah Datar Sumatera Barat
Sumbagteng	GraPARI Bengkalis	Jl. A Yani Depan Kantor Bupati, Bengkalis 28712
Sumbagteng	GraPARI Bintan	Jl. Permaisuri Ruko Taman Rhaodah No. 11 Tanjung Uban

Regional	Site Name	Address
Sumbagteng	GraPARI Bukit Tinggi	Jl Ahmad Karim No. 8C, Kelurahan Benteng Pasar Atas, Kecamatan Guguk Panjang, Bukittinggi 26100
Sumbagteng	GraPARI Dabo Singkep	Jl. kartini No. 17A, Kecamatan singkep, Kabupaten lingga, Dabo Singkep 29871
Sumbagteng	GraPARI Duri	Jl. Hangtuah No. 10 RT 02 Rw 10, Kelurahan Duri Barat, Kecamatan 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, Kecamatan Lubuk Baja, Nagoya Batam, Kep. Riau 29432
Sumbagteng	GraPARI Mall Panbill Batam	Lt. Dasar Kd 2. Panbil Mall Muka Kuning, Batam 29433
Sumbagteng	GraPARI Natuna	Jl. Datok Kaya Wan Mohd. Benteng No. 116, Kecamatan Bunguran Timur, Kota Ranai, Kabupaten Natuna
Sumbagteng	GraPARI Pangkalan Kerinci	Jl. Lintas Timur Pasar Baru Pangkalan Kerinci, Kabupaten Pelalawan Prov Riau 28300
Sumbagteng	GraPARI Pasaman	Jl. Jenderal Soedirman Simpang Empat Selatan, Kecamatan Pasaman, Kabupaten Pasaman Barat Sumatera Barat-26566
Sumbagteng	GraPARI Payakumbuh	Jl Soekarno Hatta No. 37-39 Kelurahan Padang Tangah Kecamatan Payakumbuh Barat Sumatera Barat
Sumbagteng	GraPARI Pekanbaru Panam	Jl. HR Soebrantas No. 13 (Depan Burger King), Kelurahan Sidomulyo Barat, Kecamatan Tampan
Sumbagteng	GraPARI Perawang Siak	Jl. Raya Perawang No. 79 Km. 6, Kelurahan Perawang, Kecamatan Tualang, Kabupaten 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	Jl. Kartini No. 7 A, Selatpanjang, 28753, Riau
Sumbagteng	GraPARI Simpang Aru	Jl. Dr. Sutomo No. 110, Kubu Marapalam, Kecamatan Padang Timur
Sumbagteng	GraPARI Solok	Jl. M. Yamin No. 60, RT02 Rw 01, Kelurahan Pasar Pandan Air Mati, Kecamatan Tanjung Harapan. 27361
Sumbagteng	GraPARI Sungai Rumbai	Jl. Lintas Sumatera Simpang 3 Kantor Grapari Sungai Rumbai, Kecamatan Sungai Rumbai, Kabupaten Dharmasraya, 27684
Sumbagteng	GraPARI Tanjung Balai Karimun	Jl. Ahmad Yani RT. 04/03 No. 8 Sei Lakam Kolong Samping Oriental, Tanjung Balai Karimu, 29661
Sumbagteng	GraPARI Tanjung Batu Karimun	Jl. Jenderal Sudirman No. 216 RT 02/03, Tanjung Batu Kota, Tanjung Batu Kundur 29662, Kepri
Sumbagteng	GraPARI Teluk Kuantan	Jl. Ahmad Yani No. 33 Koto Taluk, Kecamatan Kuantan Tengah, Kabupaten Kuantan Singingi

Regional	Site Name	Address
Sumbagteng	GraPARI Tembilahan	Jl. 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. Jenderal Sudirman No. 153 Dumai, Riau 28812
Sumbagteng	GraPARI Grand Batam Mall	Grand Batam Mall Lt. 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. Jenderal 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, Kecamatan Ingin Jaya, Kabupaten Aceh Besar, Aceh
Sumbagut	GraPARI Balige	Jl. SM. Raja No. 70C, Balige
Sumbagut	GraPARI Bireun	Jl. Sultan Iskandar Muda No. 17 Desa Bireuen Meunasah Blang, Kec Kota Juang, Kabupaten Bireuen 24211
Sumbagut	GraPARI Gunung Sitoli	Jl. Muhamad Hatta No. 2, Kelurahan Pasar Gunungsitoli, Kecamatan Gunung Sitoli, Kabupaten Nias-22813
Sumbagut	GraPARI Kabanjahe	Jl. Veteran No. 25 Bc Kabanjahe
Sumbagut	GraPARI Kota Pinang	Jl. Bukit Kotapinang, Kelurahan Kotapinang, Kecamatan Kotapinang, Kabupaten 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 Karyajasa	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, Kecamatan Medan Marelan, Kota Medan 20245
Sumbagut	GraPARI Panyabungan	Jl. willem Iskandar No. 117, Panyabungan Kota, Kabupaten Mandailing Natal, Sumatera Utara 22913
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, Kelurahan Kuta Ateueh, Kecamatan Sukakarya, Kota Sabang, 23511
Sumbagut	GraPARI Sigli	Jl Prof A Majid Ibrahim No.. 13 Gampong Asan, Kecamatan Kota Sigli, Kabupaten Pidie 24112

Regional	Site Name	Address
Sumbagut	GraPARI Stabat	Jl. Jenderal 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. Jenderal Sudirman Km. 4, Kelurahan Sijambi, Kecamatan 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, Kecamatan Tarutung, Kabupaten Tapanuli Utara-22412
Sumbagut	GraPARI Tebing Tinggi	Jl. Jenderal 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, Kecamatan 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, Kelurahan kisaran Kota Lk. Iv, Kecamatan Kisaran Barat
Sumbagut	GraPARI Lhokseumawe	Jl. Tgk. Chik Ditiro Desa Lancang Garam, Kecamatan Banda Sakti No. 1
Sumbagut	GraPARI Mall RCW Medan	Jl. Ring Road No. 7, Sunggal, Kecamatan Medan Sunggal, Kota Medan, Sumatera Utara 20128
Sumbagut	GraPARI Meulaboh	Jl. Nasional Ujung Baroh, Kecamatan johan Pahlawan, Meulaboh, Aceh Barat
Sumbagut	GraPARI Padang Sidempuan	Jl. SM Raja No. 212 ABC, Kelurahan Sitamiang Baru, Kecamatan 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. WR. Supratman No. 11, Proklamasi, Siantar Bar., Kota Pematang Siantar, Sumatera Utara 21146
Central	GraPARI Bassura City Mall Jakarta	Lt. 1, Jl Basuki Rahmat No. 1A RT. 008 RW. 010 Jatinegara, Cipinang Besar Jakarta Timur, Dki Jakarta
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, Kecamatan. Penjaringan Jakarta Utara 14440
Central	GraPARI ITC Fatmawati Jakarta	Gedung Duta ITC Fatmawati Lt. Dasar No. 118, Jl. RS. Fatmawati No. 39, Jakarta Selatan 12150
Central	GraPARI Mall Ambassador Jakarta	Mall Ambassador Lt. 3 No. 1, Jl. Prof. dr. Satrio, Jakarta Selatan

Regional	Site Name	Address
Central	GraPARI Mall Cijantung Jakarta	Mall Cijantung Lt. 1 No. 1-4, Cijantung, Jakarta Timur
Central	GraPARI Mall Kelapa Gading Jakarta	Mall Kelapa Gading 3, Lt. 2 Jl. Boulevard Kelapa Gading Blok M RT 13/ Rw 18, Kelapa Gading Timur, Jkt 14240
Central	GraPARI PGC Jakarta	Pgc Lt. 3A Jl. Mayjen Sutoyo No. 76 Cililitan Kramat Jati Jaktim
Central	GraPARI Pondok Indah Mall Jakarta	Street Gallery Lt. 2 No. 205, Pondok Indah Mall 3, Jalan Metro Pondok Indah Blok IIIB, Kebayoran Lama, Jakarta Selatan 12310
Central	GraPARI Roxy Mas Jakarta	Komp. Ruko Itc Roxy Mas Blok D1 No. 1-7, Jl. KH. Hasyim Ashari, Jakarta Pusat
Central	GraPARI Central Park Jakarta	Mall Central Park Lt. 3 Lot 116-118, Jl. Letjen S. Parman, 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 Pusat
Central	GraPARI Telkom Group The Telkom Hub Jakarta	Jl. Jenderal 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 No. 60, Kelurahan Cirimekar, Kecamatan Cibinong Bogor 16917
East	GraPARI Cicurug	Ruko Cicurug City Jl. Siliwangi No. 48 Blok B15 Cicurug Sukabumi 43359
East	GraPARI Cikampek	Jl. Ir H. Juanda No. 404 Jomin Barat, Kotabaru, Kabupaten Karawang, Jawa Barat 14373
East	GraPARI Cikarang	Komplek Ruko 21, Jalan Raya Cibarusah No. 21H, Kelurahan Sukaresmi, Kecamatan Cikarang Selatan, Kabupaten Bekasi (17530)
East	GraPARI ITC Depok	Mall Itc Depok, Jl. Margonda Raya No. 56 Lt Dasar Blok 5A, Depok 16423
East	GraPARI Jampang Kulon	Jl. Raya Cinageun No. 89 Kp. Cinageun RT. 01 RW. 01 Desa. Ciparay, Kecamatan Jampangkulon, Kabupaten Sukabumiâ (Samping Mexico Fashion Store)
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 Lt. 2 No. 9, Jl. Cinere Raya No. 1. Cinere Depok
East	GraPARI The Park Sawangan	Lt. 2-0140, The Park Sawangan, Jl. Raya Parung, Ciputat No. 1, RW. 004, Serua, Kecamatan Bojongsari, Kota Depok, Jawa Barat 16555
East	GraPARI Pelabuhan Ratu	Grapari Plasa Telkom Jl. Siliwangi No. 11 Palabuhan Ratu 43364
East	GraPARI Purwakarta	Jl Terusan Ibrahim Singadilaga, Ruko Pembaharuan No. 12, Kecamatan Nagrikaler, Kabupaten Purwakarta (41115)

Regional	Site Name	Address
East	GraPARI Tambun	Ruko Metlan Tambun Blok A3 No. 12., Kelurahan Tambun, Kecamatan 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, Kabupaten 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, Lt. 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. Dl Panjaitan No. 54
Jabar	GraPARI Jatibarang	Jl. Mayor Dasuki No. 58/82 Jatibarang, Indramayu 45273
Jabar	GraPARI Kedawung	Jl. Tuparev No. 57 Cirebon
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 Lt. 1 Blok 10-20, Kelurahan Cirangrang, Kecamatan 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., Kecamatan Pangandaran, Kabupaten Pangandaran
Jabar	GraPARI Rancaekek	Jl. Raya Rancaekek (Talun) Km 20. 5 Ds. Jelegong, Kecamatan Rancaekek, Kabupaten Bandung 40394

Regional	Site Name	Address
Jabar	GraPARI Singaparna	Jl. Raya Timur No. 49 RT 002/003, Cikiray, Desa Sukamulya, Kecamatan. Singaparna, Kabupaten Tasikmalaya
Jabar	GraPARI Soreang	Jl. Al-Fathu Ruko Bale Sakanca Blok A No. 3 Desa Pamekaran, Kecamatan Soreang , Kabupaten Bandung, 40912
Jabar	GraPARI Subang	Jl. Kapten Hanafiah Komplek Ruko Rawa Badak Regency Block. c No. 8, Kelurahan 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, Kecamatan Sumedang Selatan, Kabupaten Sumedang
Jabar	GraPARI Trans Studio Mall Bandung	Jl. Jenderal 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, Kecamatan Balaraja, Kabupaten Tgr 15610
West	GraPARI Bintaro Jaya Xchange	Mall Bintaro Jaya Xchange, Cbd Bintaro Jaya Sektor Vii Lt. 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, Kecamatan Labuan, Kabupaten pandeglang 42264
West	GraPARI Mall Tangerang City	Mall Tangerang City Lt. Ig 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, Kelurahan mc Timur, Kecamatan 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. Jenderal A. Yani No. 106 Cilegon 42426

Regional	Site Name	Address
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, Kecamatan 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, Kecamatan Kota Raja, Kota Kupang, Nusa Tenggara Timur. 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. Jenderal Sudirman No. 98 C Amlapura, Karangasem, 80813
BaliNusra	GraPARI Kefamenanu	Jl. Basuki Rahmat, Kelurahan Benpasi, Kecamatan Kota Kefamenanu
BaliNusra	GraPARI Labuan Bajo	Jl. Soekarno Hatta, Kelurahan Labuan Bajo, Kecamatan Komodo, Kabupaten Manggarai Barat, Labuan Bajo, Nusa Tenggara Timur (Lt. 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 Maluk	Jl. Raya Maluk No. 141 Maluk-Sumbawa Barat 84357
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, Kecamatan Langke Rembong, Kabupaten Manggarai 86516
BaliNusra	GraPARI Singaraja	Jl. A. Yani No. 72 Singaraja 81116

Regional	Site Name	Address
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, Kelurahan umasima Sumbawa Besar, Ntb
BaliNusra	GraPARI Tabanan	Jl. Ir. Soekarno No. 99D (Bypass Kediri), Kecamatan Kediri, Tabanan 52151
BaliNusra	GraPARI Taliwang	Jl. Jenderal 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, Kecamatan 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
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. HM. Sarbini No. 15A Kebumen 54311
Jateng	GraPARI Kendal	Jl. Soekarno Hatta No. 70 B Weleri, Kendal 51355

Regional	Site Name	Address
Jateng	GraPARI Klaten	Jl. Veteran No. 22, Barenglor, Bareng Lor, Kecamatan Klaten Utara, Kabupaten Klaten, Jawa Tengah 57414
Jateng	GraPARI Kroya	Jl. Jenderal Soedirman No. 43, Kroy,a Cilacap 53282
Jateng	GraPARI Kulonprogo	Jl. Sutidjab 74, Kelurahan Wonosari Lor, Kecamatan Wates, Kulon Progo.
Jateng	GraPARI Magelang	Jl. Panglima Sudirman No. 375 Tidar Selatan Magelang
Jateng	GraPARI Pati	Jl Kamandowo Ruko Kamandowo No. 3., Kelurahan Pati Kidul, Kecamatan Pati, Kabupaten Pati
Jateng	GraPARI Pekalongan	Jl. Merdeka No. 3 D Pekalongan
Jateng	GraPARI Pemalang	Jl. Jenderal 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. suprapto No. 60
Jateng	GraPARI Purworejo	Jl. KH. A. 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, Kecamatan Sragen, Kabupaten Sragen, Jawa Tengah 57213
Jateng	GraPARI Temanggung	Jl. Jenderal 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, Kecamatan 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, Kecamatan Purwokerto Tim., Kabupaten Banyumas, Jawa Tengah 53116
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

Regional	Site Name	Address
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. Mayjen Sungkono 89 Surabaya
Jatim	GraPARI Malang Kawi	Jl. Kawi No. 28 Kauman, Kecamatan 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 Kulonbanyuwangi
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, Kecamatan Pabean Cantian, Kota Sby, Jawa Timur 60177
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. JA. Suprapto No. 50, Sampang
Jatim	GraPARI Situbondo	Jl. Kenanga No. 94 Situbondo
Jatim	GraPARI Sumenep	Ruko Adi Poday, Jl Trunojoyo No. 214

Regional	Site Name	Address
Jatim	GraPARI TLT Manyar Surabaya	Gedung Telkom Landmark Tower Jl. Dr. ir. h. Soekarno No. 175, Surabaya
Jatim	GraPARI Trenggalek	Jl. Jaksa Agung Suprapto No. 7, Kelurahan 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	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 WtTC Lt. 1 No. 164, 171. Jl. Pemuda 27-31. Surabaya
Jatim	GraPARI Telkom Group Surabaya	Jl. Raya Dinoyo No. 48, Keputran, Tegalsari, Kota Surabaya, Jawa Timur 60265
Kalimantan	GraPARI Amuntai	Jl. A. Yani Km 1, Kecamatan Amuntai Tengah, Kabupaten Hulu Sungai Utara, Kalimantan Selatan
Kalimantan	GraPARI Banjarbaru	Jl A Yani Km 36, Kelurahan Mentaos, Kecamatan Banjarbaru Utara 70711
Kalimantan	GraPARI Barabai	Jl. Ir. P. H. M. Noor RT. 03, Kecamatan Barabai, Kabupaten HST (71311), Kalimantan Selatan
Kalimantan	GraPARI Barito Selatan	Jl. Panglima Batur No. 25 Buntok, Kalimantan Tengah 73711
Kalimantan	GraPARI Batulicin	Jl. Raya Batulicin RT. 13 Tanah Bumbu, Kalimantan Selatan
Kalimantan	GraPARI HR Arahman Pontianak	Jl. HR. Arahman No. 168 Pontianak, Kalimantan Barat 78113
Kalimantan	GraPARI Kandangan	Jl. Panglima Batur No. 36 Simpang 4 BRI Kandangan, Kalimantan Selatan 71212
Kalimantan	GraPARI Kasongan	Jl. Cilik Riwut Km 1 Kasongan, Kalimantan Tengah

Regional	Site Name	Address
Kalimantan	GraPARI Ketapang	Jl. Sisingamangaraja No. 22, Kelurahan Sampit, Kecamatan Delta Pawan, Ketapang
Kalimantan	GraPARI Kota Bangun	Jl. Sri Bangun No. 31 RT. 19, Kecamatan Kotabangun Ulu, Kota Bangun
Kalimantan	GraPARI Kotabaru	Jl. Suryagandamana (Samping Mini Market Smart), Kelurahan Kota Baru Hulu, Kecamatan Pulau Laut Utara 72114
Kalimantan	GraPARI Kuala Kapuas	Jl. Jenderal A. Yani No. 37 RT. 12, Kelurahan Selat Hilir Kuala Kapuas 73513, Kal-Teng
Kalimantan	GraPARI Loajanan	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. KH. Dewantara No. 55 Ab RT 26 Melak Ulu 75765 Kutai Barat
Kalimantan	GraPARI MT Haryono Balikpapan	Jl. Jenderal Sudirman Komplek Ruko Bsb Blok A 09-10 Balikpapan Selatan 76114
Kalimantan	GraPARI Muara Jawa	Jl. M. Hatta (Handil 3), Kecamatan Muara Jawa, Kalimantan Timur
Kalimantan	GraPARI Nunukan	Jl. Tien Soeharto RT. 13 No. 14, Kelurahan Nunukan Timur, Kecamatan Nunukan, Kabupaten Nunukan 77482 Kal-Tara
Kalimantan	GraPARI Pangkalan Bun	Jl. Iskandar No. 99C, Kelurahan 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, Kecamatan Penajam, Kabupaten Penajam Paseur Utara, Kalimantan Timur 76143
Kalimantan	GraPARI Pulau Irian Samarinda	Jl. Pulau Irian No. 67, Samarinda
Kalimantan	GraPARI Putusibau	Jl. Komyos Sudarso No. 28 Putussibau, Kalimantan Barat
Kalimantan	GraPARI Rantau Tapin	Jl. Brigjend H. Hasan Basri No. 3 Rantau, Kalimantan Selatan 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), Kecamatan Sambas 79400
Kalimantan	GraPARI Sampit	Jl. Cilik Riwut Km 1. 5 RT 15 Sampit, Kalimantan Tengah
Kalimantan	GraPARI Sangatta	Jl. Apt. Pranoto No. 98D, Sangatta 15611, Kalimantan Timur
Kalimantan	GraPARI Sanggau	Jl. Jenderal Sudirman No. 13, Kelurahan Beringin, Kecamatan Kapuas, Sanggau 78512
Kalimantan	GraPARI Sei Danau	Jl. Propinsi Km 167, Sei Danau, Kecamatan Satui, Kabupaten Tanah Bumbu, Kalimantan Selatan 72257
Kalimantan	GraPARI Singkawang	Jl. Swadaya No. 02 Komp. Telkom, Kelurahan Pasiran, Kecamatan Singkawang Barat, Kalimantan Barat

Regional	Site Name	Address
Kalimantan	GraPARI Sintang	Jl. MT Haryono Km 04. Samping SPBU Melawi Timur., Kelurahan Kapuas Kanan Hulu, 78614
Kalimantan	GraPARI Tanah Grogot	Jl. RM Noto Sunardi RT 4 Tanah Grogot, Kalimantan Timur
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, Kecamatan Murung Pudak, Kabupaten Tabalong, Kalimantan Selatan 71571 (400 Meter Dari Tugu Obor Arah Ke- Tanjung)
Kalimantan	GraPARI Tenggarong	Jl. Patin No. 09 RT. 28, Kelurahan Timbau, Kecamatan Tenggarong, Kabupaten 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. Jenderal Sudirman Ruko Pemda No. 4, Biak 98112
PapuaMaluku	GraPARI Fakfak	Jl. Fakfak, Torea, Wagom Sel., Kecamatan Fakfak, Kabupaten Fakfak, Papua Bar. 98651
PapuaMaluku	GraPARI Masohi	Jl. Imam Bonjol (Belakang Bank Maluku Lama), Kecamatan Masohi, Kabupaten 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, Kecamatan Tanimbar Selatan Kelurahan 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
PapuaMaluku	GraPARI Tual Kepulauan Kei	Jl. Dr. Leimena, Samping Pegadaian Werhir Tual, Kelurahan Ketsoblak, Kecamatan Pulau Dullah Selatan 97611, Kabupaten Kepulauan Kei
PapuaMaluku	GraPARI Wamena	Jl. Tamberin Plasa Telkom Wamena

Regional	Site Name	Address
PapuaMaluku	GraPARI Ambon	Jl. JB 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, Kecamatan Amurang, Minahasa 95354
Sulawesi	GraPARI Banggai	Jl. Kol. Sugiono Komplek Ruko Lalong, Luwuk Banggai Sulawesi Tengah 94715
Sulawesi	GraPARI Bau Bau	Jl. WR. Monginsidi (Pertigaan SPBU H. Karim), Kelurahan Bataraguru, Kecamatan 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), Kelurahan Jeppe E, Kecamatan Tanete Riattang Barat, Kabupaten 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, Kelurahan 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)., Kelurahan Rimuku, Kecamatan Mamuju, Kabupaten Mamuju, Sulawesi Barat, 91511
Sulawesi	GraPARI Marisa	Jl. Trans Sulawesi No. 133 Komplek Ruko Vanda Indah, Kabupaten Pohuwato/Jl. trans Sulawesi, Kabupaten Pohuwato Depan PT. Cargill
Sulawesi	GraPARI Maros	Jl. Chrisant No. 5 Ruko PTB Pettuadae

Regional	Site Name	Address
Sulawesi	GraPARI Palopo	Jl. Andi Djemma, Kelurahan 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, Kelurahan Masigi, Kecamatan Parigi, Kabupaten Parigi, 94471
Sulawesi	GraPARI Pinrang	Jl. Jenderal Sudirman, Kelurahan Bentenge, Kecamatan Watang Sawitto, Kabupaten 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), Kelurahan Kayamanya Sentral, Kecamatan Poso Kota, Kabupaten Poso, Sulawesi Tengah
Sulawesi	GraPARI Raha	Jl. Lakilaponto, Kelurahan Mangga Kuning, Kecamatan 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, Kelurahan Kalumpang Ternate
Sulawesi	GraPARI Tobelo	Jl. Bayangkara Ruko Amazi. Gamsungi Tobelo 97762
Sulawesi	GraPARI Toli-Toli	Jl. Ahmad Yani (Depan Alfamart), Kelurahan Jeppe E, Kecamatan Tanete Riattang Barat, Kabupaten Bone
Sulawesi	GraPARI Tomohon	Jl. Raya Tomohon, Kelurahan Kakaskasen, Lk. Vi No. 238, Kecamatan Tomohon Utara, Tomohon
Sulawesi	GraPARI Toraja	Jl. Pongtiku Lemb. Rinding Batu, Kecamatan Kesu (Samping Bank Pundi)
Sulawesi	GraPARI Wajo	Jl. Jawa No. 2, Kelurahan Lapongkoda, Kecamatan Tempe, Kabupaten Wajo
Sulawesi	GraPARI Gorontalo	Jl. Jaksa Agung Suprapto 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, Kelurahan Cappa Galung

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).

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