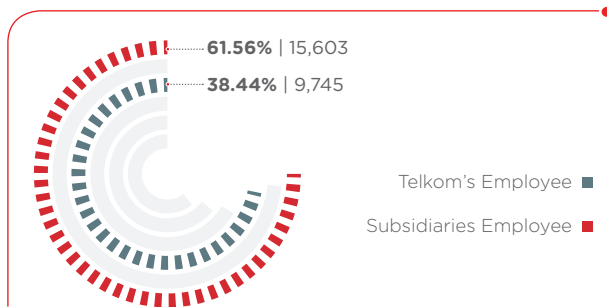


TELKOM EMPLOYEES

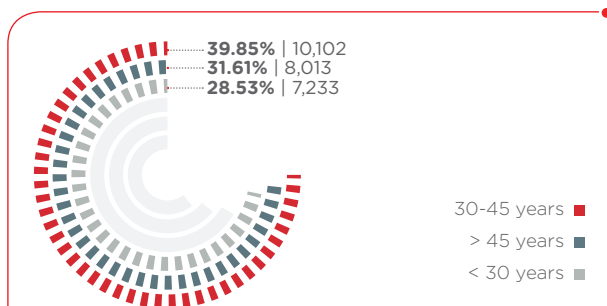
TelkomGroup employees are one of the key stakeholders that contribute to the successful realization of the company's vision and mission. To that end, TelkomGroup continually conducts strategic employee engagement. This has been a vital concern, particularly as TelkomGroup continued to make its transition into a digital telecommunications company throughout the pandemic. TelkomGroup employees are encouraged to have agility at work, by involving and forming cross-functional and cross-expertise tribes and squads the development of service products.

Throughout 2020, the direction of TelkomGroup management's strategy has been followed by its employees, both at the parent company and subsidiary companies. TelkomGroup management always ensures a professional, safe, comfortable, and prosperous work environment. Additionally, TelkomGroup guarantees a non-discriminative diversity in the workplace, in conformity with human rights. Without doubt this creates an environment where TelkomGroup employees able to work wholeheartedly without feeling disquieted or concerned about unequitable opportunities.

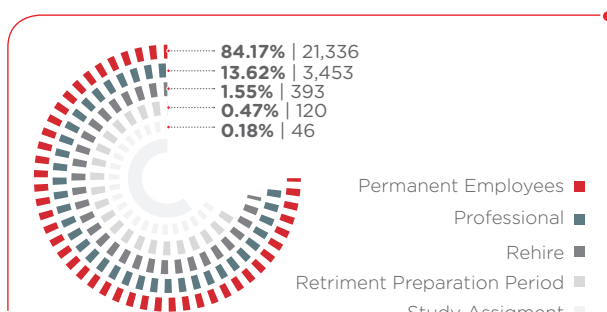
Total Employees



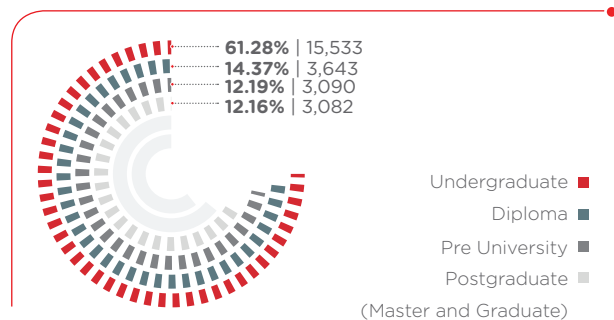
Age



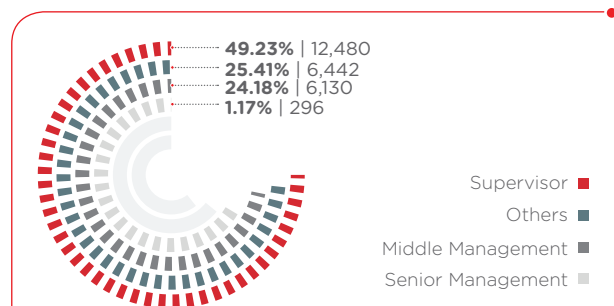
Employment Status



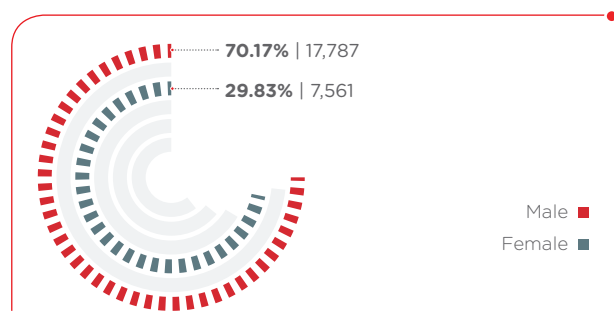
Education



Position



Gender



EMPLOYEE PROFILE

As of December 31, 2020, Telkom was recorded as having 25,348 employees. Of the total number of employees, 9,745 employees worked at Telkom, the parent company, and 15,603 employees worked for its subsidiaries. Compared to the number of employees in 2019, there

has been an increase in the number of employees by 1,076 people or 4.4 percent. Although TelkomGroup also experienced constraints due to the pandemic, it did not let any employees go before retirement.

Number of Employees - Telkom and Subsidiaries per 31 December 2018-2020

	2020	2019	2018
Telkom Employee	9,745	11,059	12,765
Subsidiary Employee	15,603	13,213	11,306
Total	25,348	24,272	24,071

NUMBER OF EMPLOYEES BASED ON EDUCATION LEVEL AND AGE DISTRIBUTION

Based on their educational background, Telkom employees' educational backgrounds range from pre-university to postgraduate. Data as of December 31, 2020, 3,090 Telkom employees have pre-university education. Of these, 1,434 people work for Telkom's parent company and 1,656 work for its subsidiaries. At a diploma level, 1,060 people work for the parent company and the 2,583 work for the subsidiaries. At an undergraduate level, the majority of employees with a degree work for Telkom's subsidiaries - 10,063 people -, with the parent company employing 5,470 people. Lastly, at postgraduate level, 1,781 people work for the parent company and 1,301 people work for the subsidiaries.

Compared to 2019, the number of employees in 2020 with undergraduate and postgraduate degrees increased significantly, by 1,655 people.

The following is the employee data based on education from 2018 to 2020.

Telkom and Subsidiaries Employees Based on Education per December 31, 2018 2020

	2020				2019		2018	
	Telkom	Subsidiary	Total	%	Total	%	Total	%
Pre-University	1,434	1,656	3,090	12.2	5,285	21.8	3,630	15.1
Diploma	1,060	2,583	3,643	14.4	2,027	8.4	3,851	16.0
Undergraduate	5,470	10,063	15,533	61.3	13,988	57.6	13,609	56.5
Postgraduate (Master and Doctorate)	1,781	1,301	3,082	12.1	2,972	12.2	2,981	12.4
Total	9,745	15,603	25,348	100.0	24,272	100.0	24,071	100.0

Furthermore, in terms of age, at the end of 2020 a majority of 69.4% or 17,335 TelkomGroup employees were aged 45 years or under. This is an increase of 15.9%, or 2,376 people, compared to the previous year. With this composition, TelkomGroup guarantees a good regeneration process to counterbalance the number of employees who will end their work period.

The following table provides data on the number of people employed by Telkom and its subsidiaries by age in the last three years.

Telkom and Subsidiaries Employees by Age per December 31, 2018-2020

	2020				2019		2018	
	Telkom	Subsidiary	Total	%	Total	%	Total	%
< 30 years	2,660	4,573	7,233	28.5	5,784	23.8	5,548	23.0
30-45 years	1,628	8,474	10,102	39.9	9,175	37.8	8,514	35.4
> 45 years	5,457	2,556	8,013	31.6	9,313	38.4	10,009	41.6
Total	9,745	15,603	25,348	100.0	24,272	100.0	24,071	100.0

NUMBER OF EMPLOYEES BY POSITION AND EMPLOYMENT STATUS

TelkomGroup has several levels of positions such as senior management, middle management, supervisors, and other positions below supervisory level. In 2020, the highest total number of employees at Telkom and its subsidiaries comprised of Supervisory positions: 12,480 people or a decrease of 3.6% or 470 people compared to the previous year. This was followed by Other positions, a total of 6,442

people, and by Middle Management positions, a total of 6,130 people.

The following table presents data on the number of employees at Telkom and its subsidiaries based on their position at the end of 2018, 2019 and 2020.

Number of Telkom and Subsidiary Employees Based on Position as of December 31, 2018-2020

	2020				2019		2018	
	Telkom	Subsidiary	Total	%	Total	%	Total	%
Senior Management	129	167	296	1.2	310	1.3	403	1.7
Middle Management	3,143	2,987	6,130	24.2	6,377	26.3	6,093	25.3
Supervisor	4,928	7,552	12,480	49.2	12,950	53.3	11,050	45.9
Others	1,545	4,897	6,442	25.4	4,635	19.1	6,525	27.1
Total	9,745	15,603	25,348	100.0	24,272	100.0	24,071	100.0

Regarding employment status, as of 31 December 2020, a total of 21,336 people or 84.2% were permanent employees of Telkom and its subsidiaries and 4,012 people or 15.8% were non-permanent employees. Of that total, 8,568 permanent employees worked at Telkom whilst subsidiaries employed 12,768 permanent employees. Telkom employed 1,177 non-

permanent employees, and 2,835 non-permanent worked were employed by the subsidiaries. When compared to the previous year, the composition of total non-permanent employees compared to total employees increased by 15.8% in 2020 compared to 6.8% in 2019.

Attached is a more detailed data regarding the number of employees based on employment status as of December 31, 2018, 2019 and 2020.

Telkom and Subsidiaries - Number of Employees Based on Employment Status as of December 31, 2018-2020

	2020				2019		2018	
	Telkom	Subsidiary	Total	%	Total	%	Total	%
Permanent Employee	8,568	12,768	21,336	84.2	22,624	93.2	22,970	95.5
Professional	673	2,780	3,453	13.6	895	3.7	538	2.2
Rehire	362	31	393	1.5	474	2.0	115	0.5
Retirement Preparation Period	97	23	120	0.5	222	0.9	368	1.5
Study Assignment	45	1	46	0.2	57	0.2	80	0.3
Total	9,745	15,603	25,348	100.0	24,272	100.0	24,071	100.0

GENDER EQUALITY ASSURANCE AND NUMBER OF EMPLOYEES BASED ON GENDER

As stated in the Resolution of the Board of Directors PD.201.01/r.00/PS150/COP-B0400000/2014 dated 6 May 2014 concerning Business Ethics within the TelkomGroup, the business practices of Telkom and its subsidiaries guarantee gender equality in the company's working environment.

At the end of December 2020, the number of TelkomGroup employees, grouped by gender, consisted of 17,787 male employees and 7,561 female employees or a comparison of 70.2% to 29.8%. Telkom and its subsidiaries do not

have policies in place setting quotas for the number of employees based on gender nor does it practice gender discrimination in the workplace. However, TelkomGroup has noted that based on the characteristics of the industry, more men are interested in working in the telecommunications sector than women.

The number of employees of Telkom and its subsidiaries, by gender, as of December 31, 2020, can be seen in the following table.

Telkom and Subsidiaries - Number of Employees by Gender as of December 31, 2018-2020

	2020				2019		2018	
	Telkom	Subsidiary	Total	%	Total	%	Total	%
Male	6,926	10,861	17,787	70.2	17,987	74.1	18,021	74.9
Female	2,819	4,742	7,561	29.8	6,285	25.9	6,050	25.1
Total	9,745	15,603	25,348	100.0	24,272	100.0	24,071	100.0

Furthermore, based on position, Telkom and its subsidiaries also do not differentiate by gender. All positions are open to both male and female employees. Employee placement depends on each employee's ability and competence of

as well as the results of their assessment. At this time, 25 women hold senior management positions in the TelkomGroup followed by 1,104 and 3,305 women in middle management and supervisory positions.

The following table provides an overview of the distribution of male and female employees working at Telkom and its subsidiaries in various positions as of December 31, 2020.

Number of Telkom and Subsidiary Employees Based on Position and Gender as of December 31, 2020

	Telkom			Subsidiary			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior Management	122	7	129	149	18	167	271	25	296
Middle Management	2,478	665	3,143	2,548	439	2,987	5,026	1,104	6,130
Supervisor	3,478	1,450	4,928	5,697	1,855	7,552	9,175	3,305	12,480
Others	848	697	1,545	2,467	2,430	4,897	3,315	3,127	6,442
Total	6,926	2,819	9,745	10,861	4,742	15,603	17,787	7,561	25,348

EQUAL OPPORTUNITIES IN COMPETENCY DEVELOPMENT

In line with its vision and mission, Telkom provides opportunities for all employees to improve their competence and creativity regardless of ethnicity, religion, race, class and gender. In developing employee competencies, Telkom and its subsidiaries ensure equal opportunities for each individual to participate in the designated education and training programs.

Throughout 2020, a total of Rp94,459 billion had been disbursed by TelkomGroup for its employee competency development, excluding scholarship funds. This is lower than the Rp127.4 billion competency development funds disbursed in 2019 as the pandemic forced a switch to online learning. A total of 15,128 employees participated in

various training programs in 2020, while 1,917 employees took part in certification programs. The number of training participants in 2020 was higher than in 2019 due to the change to online learning, which meant that more employees could take part.

The following table presents data for the TelkomGroup's competency development program for the last three years.

Competency Development for Telkom and Subsidiaries Employees 2018-2020

Competency Development Program	2020				2019		2018	
	Telkom	Subsidiary	Total	%	Total	%	Total	%
Training	11,190	3,938	15,128	88.7	12,775	87.7	15,282	91.5
Certification	1,814	103	1,917	11.2	1,784	12.2	1,340	8.0
Educational Scholarship	20	0	20	0.1	16	0.1	72	0.4
Total	13,024	4,041	17,065	100.0	14,575	100.0	16,694	100.0

In practice, employee training organized by Telkom and its Subsidiaries are for the most part routine training programs and leadership development programs to obtain a certification. Training programs are open to all employees who meet requirements regardless of ethnicity, race, religion, and gender. Regular training

programs consist of operational technical training as well as management training. Additionally, TelkomGroup also provides scholarships to employees as part of its employee development program.