

No.	KPI	Unit	Target	Polarity	Point
<b>D. Investment Increase</b>					
1.	Telkom Digital Venture:				
	a. Telkom Venture Fund Value	T Rp	6	Maximize	5
	b. Money Multiplier	X	1.5	Maximize	5
2.	% Subsidiaries with ROIC > WACC Telkom	%	50	Maximize	5
<b>E. Talent Development</b>					
1.	% Woman in Nominated Talent	%	15	Maximize	2
2.	% Millennial (< 40 tahun) in Top Talent	%	3	Maximize	2
3.	Digital Talent Readiness (Build)	Total	632	Maximize	4
4.	Project milestone ITDRI	Time	December 2021	Minimize	2
<b>Total</b>					<b>100</b>

## BOARD OF DIRECTORS' MEETING

Based on the Company's Articles of Association, Telkom's Board of Directors has a stipulation to hold an internal meeting once a month, but may hold other meetings at any time. Meanwhile, joint meetings between the Board of Directors and the Board of Commissioners are held at least once in 4 months.

In meeting, a quorum is reached when more than half of the members of the Board of Directors are present or legally represented at the meeting. Each member of the Board of Directors who is present or legally represented has one vote. The decision making mechanism at the Board of Directors meeting is based on deliberation to reach consensus. If consensus is not reached, then decision making will be carried out based on the majority vote of the members of the Board of Directors who are present.

In 2022, Telkom Board of Directors held 54 meetings. The following table explains the frequency of attendance of the Board of Directors' meetings during the 2022 reporting period.

### BOARD OF DIRECTORS' ATTENDANCE AND AGENDA AT INTERNAL MEETINGS

No.	Date	Meeting's Agenda									
1.	January 4, 2022	1. Operational Performance Report & Revenue W4 December 2021									
		2. Report of Limited Meetings Agenda									
	<b>Attendance List</b>		<b>RA</b>	<b>AW</b>	<b>HS</b>	<b>FMV</b>	<b>EW<sup>(1)</sup></b>	<b>HW</b>	<b>MFR</b>	<b>BSW</b>	<b>BW</b>
			√	√	√	√	√	√	√	√	√
2.	January 11, 2022	1. Operational Performance Report, Revenue & SI Program Action Based YtD December 2021 (Outlook)									
		2. Report of Limited Meetings Agenda									
	<b>Attendance List</b>		<b>RA</b>	<b>AW</b>	<b>HS</b>	<b>FMV</b>	<b>EW<sup>(1)</sup></b>	<b>HW</b>	<b>MFR</b>	<b>BSW</b>	<b>BW</b>
			√	√	√	√	√	√	√	√	√
3.	January 18, 2022	1. Report of Director Meeting's Format 2022									
		2. Report of Corporate Theme 2022 TelkomGroup									
	<b>Attendance List</b>		<b>RA</b>	<b>AW</b>	<b>HS</b>	<b>FMV</b>	<b>EW<sup>(1)</sup></b>	<b>HW</b>	<b>MFR</b>	<b>BSW</b>	<b>BW</b>
		3. Operational Performance Report & Revenue W2 January 2022	√	√	√	√	√	√	√	√	√