

CORPORATE CULTURE AND VALUE

CORE VALUES AKHLAK

Based on the Circular Letter of the Minister of SOE Number SE-7/MBU/07/2020 dated July 1, 2020, regarding Core Values for Human Resources of State-Owned Enterprises (SOE) strengthened by SK-115/MBU/05/2022 regarding Guidelines for Implementing the Main Value of Human Resources for State-Owned Enterprises (AKHLAK Culture Journey), TelkomGroup as part of a SOE is obliged to implement the main values called AKHLAK.



**AMANAH KOMPETEN HARMONIS
LOYAL ADAPTIF KOLABORATIF**

Amanah/Trustworthy	Holding on to the trust given
Kompeten/Competent	Continue to learn and develop capabilities
Harmonis/Harmonious	Caring for each other and respecting differences
Loyal	Dedicated and prioritizing the interests of the nation and the state
Adaptif/Adaptive	Continue to innovate and be enthusiastic in moving or facing change
Kolaboratif/Collaborative	Building a synergistic collaboration

As a form of TelkomGroup's commitment to implementing Core Values AKHLAK, Telkom's Corporate Strategic Scenario 2024 - 2026 mandates the Company to carry out Transform to Digital Telco Talents & Incorporate Digital Culture – Ways of Working Under Digital Age which is in line with Core Values AKHLAK. The Corporate Annual Message (CAM) also contains the spirit to strengthen Telkom's culture and digital culture attributes by leveraging AKHLAK core values as foundation. Furthermore, one of the focuses in HC Strategy also mandates Instill Harmony & Productive Working Environment Based on AKHLAK & compelling EVP.

COMPANY CULTURE ACTIVATION PROGRAM

All TelkomGroup unit leaders act as role model and main driver in the Company culture activation program. To ensure that the internalization of Company culture runs well and all employees participate actively, unit leaders appoint Culture Agent and Culture Booster in their respective unit. Currently, the number of Culture Agent and Culture Booster are 5,003 people, with 3,148 people coming from units at Telkom and 1,855 people coming from subsidiaries. Every Culture Agent must take part in the Culture Agent on Boarding (CAOB) program to equalize their understanding of the role of Company culture and program that are relevant to the company's strategy to achieve its Purpose also Vision and Mission. Unit leaders are assisted by Culture Agent and Culture Booster to form a Cultural Activation Provocation Community (*Kipas Budaya*) as a forum for implementing cultural activation in each unit.

BUILDING DIGITAL CULTURE

In order to accelerate Telkom's transformation towards Digital Telco, all TelkomGroup personnel are expected to implement Core Values AKHLAK which are strengthened by the actualization of Digital Ways of Working (digital behavior). Digital ways of working are internalized and actualized through a series of routine activations, so that they become employee's behavior and will ultimately contribute to improving Company performance.

To ensure that cultural activation has an impact on Company performance, Core Values AKHLAK and Digital Ways of Working are implemented through strategic programs that are the focus of the Company to achieve company target set out in the provision and supporting systems. Supporting systems include digital tools such as corporate portals as collaboration application (Diarium), daily operations which include e-office, e-budgeting, file sharing, career & succession management (Ingenium), learning & knowledge management (MyDigilearn), and others.

CORPORATE CULTURE EVALUATION

As an effort to maintain and improve the implementation of AKHLAK and digital behavior at TelkomGroup, HCM TelkomGroup conducted the 2023 TelkomGroup Digital Culture Index survey as an effort to find out to what extent the implementation of AKHLAK culture and digital behavior is able to support the Company's digital transformation process. By implementing the 2023, TelkomGroup DCI survey, it is hoped that information will be obtained on the level of implementation of the DCI, AKHLAK Implementation Index, and Net Promoting Score.

TelkomGroup's 2023 DCI survey was carried out through an online survey and then the survey result were deepened using method based on the 2023 DCI measurement result, Telkom obtained an AKHLAK Implementation Index score of 86.65% (Healthy Category), Digital Culture Index of 85.77% (Differentiators), and Net Promoting Score of 94.64% (Mature).