

BOARD OF DIRECTORS' COLLEGIATE ASSESSMENT

No.	KPI	Unit	Target	Polarity	Score
A. Economic and Social Value for Indonesia					
1.	Financial Performance				
	a. Revenue Consolidated	T Rp	156.22	Maximize	3
	b. EBITDA Consolidated	T Rp	83.96	Maximize	6
	c. Telkomsel EBITDA	T Rp	54.74	Maximize	4
2.	Operating Cash Capability and Economic Value-Added				
	a. Free Cash Flow	T Rp	34.23	Maximize	5
	b. ROIC \geq WACC	%	6.2	Maximize	5
3.	Funding Debt Ratio	%	100	Maximize	5
4.	Operational Excellence				
	a. Home Served/Home Passed	%	45.5	Maximize	4
	b. CAPEX to Revenue	%	28.7	Maximize	4
	c. Mobile Data Revenue Share	%	48.38	Maximize	4
5.	Social Impact	%	100	Maximize	5
B. Business Model Innovation					
6.	External Revenue				
	a. B2B Digital	T Rp	17.46	Maximize	5
	b. B2C Digital	T Rp	11.19	Maximize	5
7.	TMT cluster synergy: The effectiveness of Telkom Synergy with Cluster Members (PFN, Peruri, Antara)	Time	Dec 2023	Maximize	5
C. Technology Leadership					
8.	Project milestone completion for planned 5G initiatives: Infrastructure preparation to support 5G	Sum	16	Maximize	2
9.	5G Readiness: % of fiber-connected towers, Number of piloting use cases, and 5G implementation cities (strengthening 5G implementation)	%	100	Maximize	3
D. Investment Increase					
10.	Telkom Digital Venture:				
	a. Telkom Venture Fund Value	T Rp	9.06	Maximize	3
	b. Money multiplier	x	1.3	Maximize	3
11.	TELKOM MPF effectiveness: Winter Strategy implementation for startups and potential unicorns	Time	Dec 2023	Maximize	3
12.	Value Creation Effectiveness				
	a. Subs with ROIC $>$ WACC	%	50	Maximize	3
	b. Streamlining program effectiveness	%	100	Maximize	3
13.	Data Center				
	a. Strategic Partnership	Time	Jun-23	Maximize	3
	b. Capacity Expansion	%	100	Maximize	2
E. Talent Development					
14.	Female talent and millennial talent				
	a. Ratio of Women in nominated talent	%	18	Maximize	5
	b. Ratio of Top Young Talent in Nominated Talent	%	6	Maximize	5
15.	Digital capability readiness (build)	Talent	2,500	Maximize	5
	Total				100